

MADAN BHANDARI MEMORIAL COLLEGE

Kathmandu Metropolitan City, Ward No. 10, Binayaknagar

Bagmati Province

UPDATED RESPONSE REPORT ON PRE-VISIT RECOMMENDATIONS FOR QUALITY ASSURANCE AND ACCREDITATION (QAA)

Submitted To

**EDUCATIONAL QUALITY ASSURANCE AND ACCREDITATION COUNCIL
UNIVERSITY GRANTS COMMISSION
SANOTHIMI, BHAKTAPUR**

October 30, 2024

1. Background

Madan Bhandari Memorial College (MBMC) was established in 2001 with the vision of "Excellence in Leadership for Transformation." This vision emphasizes the importance of positive material and intellectual changes for the benefit of humanity. Leadership encompasses the inspiring qualities that propel society forward, while excellence refers to the cultivation of outstanding qualities. The college's goal is to develop a highly skilled workforce capable of leading various sectors, fostering significant progress for both humanity and the nation.

The college develops a strategic plan periodically, outlining specific goals, objectives, strategies, and actionable steps to achieve its vision. It is committed to providing quality education through the thoughtful implementation of its policies, programs, and action plans, supported by a self-evaluation system.

MBMC offers a diverse range of Bachelor's and Master's degree programs in Science and Technology, Management, and Humanities & Social Sciences at affordable fees, serving approximately 1,000 full-time students across various disciplines. Key features of the college include modern infrastructure, qualified faculty and staff, innovative teaching methods, a robust student evaluation system, effective support mechanisms, regular audits, community engagement, and strong educational management and public information systems.

The college is dedicated to quality assurance and enhancement in governance, teaching, research, and infrastructure, ensuring that all aspects meet high standards. Transparent governance frameworks are in place to promote accountability and foster an environment conducive to academic excellence. In teaching, MBMC emphasizes innovative curricula and teaching methods that improve student engagement and outcomes. Research and innovation are supported through dedicated funding and collaborative opportunities, driving academic advancements. The college continually upgrades its infrastructure and learning resources to meet contemporary educational needs, providing state-of-the-art facilities. Efficient management of Educational Management Information Systems (EMIS) ensures accurate data handling and transparency, facilitating informed decision-making and open communication with stakeholders. These collective efforts reflect the college's commitment to maintaining and enhancing the quality of education and institutional effectiveness.

2. Purpose of the Report

MBMC submitted its Self Study Report (SSR) in 2076 BS upon which, HEQAAC/ UGC issued feedback regarding the SSR's improvements. Nonetheless, there was significant lag in the submission of revised SSR because of misunderstandings and inconsistent grasp of the QAA implications among the stakeholders. Notwithstanding the issues and challenges, the college made its utmost effort to go through quality assurance and accreditation process. In line with which, the college submitted its revised SSR on 2080/11/23 BS at UGC, which was approved by HEQAAC/ UGC on 2080/12/12 BS. Upon the formation of the college's Peer Review Team

(PRT) by HEQAAC/ UGC on 2081/01/20 BS, Pre-PRT assessment team visited the college during 2081/03/16 - 18 BS. The team conducted the assessment regarding the parameters defined by the QAA system during its visit to the college. Based on the interactions with students, academic leaders, faculties, non-teaching staff, parents, community, alumni, employers and other mechanisms including the observations of the facilities and inspection of the documents, the team issued assessment report that comprises recommendations for improvements. The college submitted the progress report in response to the recommendations of the Pre-PRT. Following the response, the team put forward further feedbacks. Thus, MBMC has prepared this progress report in response to the feedbacks provided by the Pre-PRT team.

3. Process of Report Preparation

In response to the feedback on the response report of the college, the following actions were undertaken to prepare this report:

- The college's Internal Quality Assurance Committee (IQAC), including the Self Assessment Team (SAT) held discussion sessions to make a common understanding on the recommendations put forward by the assessment team.
- After the discussion, the SAT prepared an action matrix to fulfill the gaps as recommended by the feedback report. The activities to be conducted were identified including the relevant testimonials that need to be documented and annexed with the second response report. The task-wise responsibilities were assigned with presumed deadlines. The action matrix was disseminated to all the concerned so that the activities would be completed within the stipulated time seamlessly.
- The activities were carried by the concerned, with the facilitation of IQAC and SAT. After completing each task to meet the specific recommendation, the SAT composed the response report and annexed the pertinent testimonies. Similarly, every suggestion was met with the response write-up and the testimonies.
- The SAT shared draft of the second response report among the members of the IQAC for finalization. The suggestions provided by the IQAC was incorporated in the report to finalize it. The final response report was shared to the CMC, college administration, student body, faculties, non-teaching staff and all the concerned. It was decided to submit the response report to HEQAAC/ UGC with everyone's consent.

4. Responses/Action Taken

The following table illustrates the actions and activities undertaken by the college in order to respond the feedback put forward by the Pre Preparatory PRT visit on the response report. The annexes are hyperlinked to the concerned testimonials.

Criteria	Recommendations	Additional Feedback on Response	Actions Taken/ Activities Conducted	Annex
1	1.1 Reorganize the organizational structure by minimizing unnecessary layers and maintaining a flat organizational structure which will help in working	Organization Structure proposes in the O&M still not recognize the place of various cells and committees (ECA/ CCA/ Public Information, etc.) which must be under the IQAC	As recommended, the organizational structure of the college has been reviewed and re-structured. The unnecessary layer has been minimized and mechanisms prominent for overall quality performance of the college has been adjusted in the structure. The college CMC has owned structure proposed in the O & M survey report (p. 13) which reflects three layers apart from College Assembly, CMC and the Campus Chief. As per it, there are two assistant campus chiefs, one overtaking the academic role and the other administrative work. Schools and academic departments fall under the coordination of assistant campus chief looking after academic responsibilities. The administrative wings such as HRM, general administration, finance falls under the jurisdiction of assistant campus chief looking after administrative responsibilities. Mechanisms such as IQAC and RMC is coordinated by the campus chief.	<i>Volume 7, Annex 85, Documents related to Revised O & M Survey and Organogram;</i> <i>Volume 6, Annex 60, Appointment Letters and ToRs of Faculties and Staff;</i> <i>Volume 6, Annex 62, List of Faculties and Staff</i>

Criteria	Recommendations	Additional Feedback on Response	Actions Taken/ Activities Conducted	Annex
			Committees and cells such as ECA/CCA, Student Council, Library, Examination, ICT/EMIS/PIMS have now been properly reflected in the college organizational structure. This structure is now expected to further increase the performance effectiveness and efficiency.	
		The proposed number of faculty members (Full time and Part-time) in the survey report does not meet the EQAAC requirement of a 60:40 ratio. (The survey report proposes 11 FT and 21 PT faculty members, also the number in the statement and annex	Given the context, college requested the concerned expert to consider the feedback in the O & M survey report. Thus, the expert has revised and submitted amended report. The report now provisions 21 (60%) full time faculties and 14 (40%) part-time faculties. The CMC has already endorsed the revised report and its recommendations are gradually into implementation. At the moment, the college has 40 full-time faculties and 24 Part-time faculties.	

Criteria	Recommendations	Additional Feedback on Response	Actions Taken/ Activities Conducted	Annex
		is matched)		
	1.7 Merge cells and committees of similar nature and revisit their working procedures as necessary. The Student Council and SQC should also be merged	Please provide the list of the existing committee, the merged committee and the new committee	The college has well incorporated this recommendation. The college called on a joint meeting between the Student Council and SQC on 2081/04/31 and discussed the issue. Thanks to the positive attitude of the MBMC students, they agreed to merge both student centric mechanisms and form a common platform, namely the “Student Council”. From the same meeting, a new ad-hoc student council has been formed which has been recognized by the CMC meeting that held on 2081/05/11. The details of old committees and new committee has been annexed.	Volume 7, Annex 100, Minutes of Student Council; Volume 7, Annex 86, Documents related to Restructuring of Committees and Cells
		Volume 3, Annex 19: attach only the related minutes	The unrelated minutes has been removed from the annex as suggested.	
	1.9 Conduct external academic audit on a regular basis	What is the progress update following the pre visit?	In this regard, immediately after the recommendation was received, the college dispatched the official letter to the concerned Dean’s office, requesting to conduct the external academic audit of the college. However, the college failed to receive any response in this matter from there. Thus, the college decided to conduct external academic audit by requesting	Volume 7, Annex 87, Documents related to External Academic Audit

Criteria	Recommendations	Additional Feedback on Response	Actions Taken/ Activities Conducted	Annex
			<p>independent university professors and formed a committee through CMC decision taken in the meeting held on 2081/05/11, which delegated authorities to the campus chief. Based on the decision, the campus chief issued ToRs to the committee members of three months. Nonetheless, synopsis of the report is expected soon.</p> <p>The college admits a bit delay in this concern which was not deliberate rather, the intention to bring the perfection by process.</p>	
2	2.1 Organize regular training/workshops to orient faculty on curriculum changes, instructional practices, evaluation systems, and recent trends in higher education pedagogy	Attach the plan for such(either in IQAC plan or another) training for this fiscal year.	<p>Enhancing faculty competency is one of the major goals of MBMC strategic plan. The college has been organizing various activities time and again in this relation. Most recently, the college organized a two day training program entitled "Professional Development of Facilitators", the program targeted to the faculties. The focus of the program was on aspects viz. effective teaching methods; designing engaging curricula; fostering student engagement; staying updated on trends and developments in education, etc. This training was provided by Mr. Suraj Khatiwada from 2081/07/11 and 12. In the similar note, training on pedagogical practices was also</p>	<u>Volume 7,</u> <u>Annex 88,</u> <u>Documents</u> <u>related to</u> <u>Faculty</u> <u>Training</u> <u>Programs</u>

Criteria	Recommendations	Additional Feedback on Response	Actions Taken/ Activities Conducted	Annex
			<p>conducted on 2081/07/13. Trainer for this program was Prof. Dr. Basu Dev Kafle. The full time faculty members of the college attended the training programs.</p> <p>These programs were the part of annual IQAC and RMC plans. The college is committed to conduct such faculty development programs according to the approved plans. As such, programs such as International Symposium and Collaborative Seminar and Workshop are the upcoming events to mention a few.</p>	
	2.2 Establish a system to collect feedback on the curriculum from academic peers, employers, and other stakeholders, and submit it to the relevant authorities regularly	Response missing	<p>The schools of the college in coordination with the IQAC and academic departments has been assigned this responsibility to collect feedback on the curriculum from academic peers, employers, and other stakeholders. Lately feedback collection has been initiated. In this regard, feedback collection tools have been revised recently. More organized curricular discussion is expected under this approach.</p> <p>However, in the last academic year, a team of faculties reviewed the curricula of 'Masters' in Sociology' program as well as of 'Bachelors' in Journalism and Mass Communication'. Based on the review, the team prepared a</p>	<i>Volume 7, Annex 89, Documents related to Curriculum Review</i>

Criteria	Recommendations	Additional Feedback on Response	Actions Taken/ Activities Conducted	Annex
			<p>feedback report which was submitted at the Humanities and Social Sciences Dean's office of the Tribhuvan University.</p> <p>Also recently, curriculum review of Masters in English has been initiated. The college has formulated a plan to undertake such reviews on a regular basis. The pertinent feedback shall be forwarded to the university accordingly.</p>	
	2.3 Design and implement non-credit courses to support academic programs and meet the needs of the market	Provide class attendance records of student. Also design more non –credit courses on market demand	<p>A non-credit course was completed as reported earlier. The attendance and other relevant documents pertaining to the course are attached herewith. Similarly, another non-credit course 'Python Programming and Machine Learning' has been commenced. Additionally, more non-credit courses have been designed and approved.</p> <p>Moreover, the college will continuously enhance the current non-credit courses by taking into account feedback from stakeholders. It will also be ensured that new non-credit courses are developed in response to the market demands.</p>	<i>Volume 7, Annex 90, Documents related to Non-Credit Courses</i>
3	3.1 Maintain records of school/department activities in a formal manner and prepare annual progress	Attach the minutes of the departmental/ School meeting, highlighting the major decisions made	Thanks to the pre-visit recommendation, schools and departments have started managing better. Their meetings are regular and offering of various academic activities have extended. For example, in last six months schools and departments held altogether 19 meetings and activities were	<i>Volume 7, Annex 91, Departmental Meeting Minutes; Volume 6, Annex 83, Departmental</i>

Criteria	Recommendations	Additional Feedback on Response	Actions Taken/ Activities Conducted	Annex
	reports for all schools/ departments		conducted accordingly. The departments conducted different curricular, co-curricular and extra-curricular activities viz. consultations on non-credit course, result analysis, remedial classes, extension and outreach programs, etc. In terms of institutional quality enhancement, this is a major transformation. Furthermore, each school has prepared annual progress report of the year 2080/081, the contents of the progress reports are incorporated in the annual report published this year.	<i>Progress Reports</i>
	3.2 Student satisfaction survey and evaluation on teacher's performance should be conducted on regular basis	The attached survey on students' perceptions was a research project conducted by faculty members and students. The college needs to conduct a student satisfaction survey.	Apart from the stated research report on perception of students' towards the college and college offered facilities, a fresh survey has been conducted through IQAC. For this, a new set of Likert-scale based questionnaire items was developed first and then administered to the students using google form/email/physically. A total of 342 students, representing all eight academic programs, responded to the questionnaire. In general, students are satisfied with the offered institutional academic and support services. Similarly, in terms of teacher's performance appraisal system,	<i>Volume 7, Annex 92, Documents related to Student Perception Survey;</i> <i>Volume 7, Annex 99, Appraisal Guidelines and Appraisal Forms</i>

Criteria	Recommendations	Additional Feedback on Response	Actions Taken/ Activities Conducted	Annex
		Please ensure that the satisfaction survey for 2081/82 is conducted institutionally.	a new comprehensive guidelines has been prepared. Based on this, evaluation has been initiated. The college has developed separate evaluation forms for self-appraisal, student's appraisal and management appraisal. The collected evaluation forms are kept attached to their individual record files confidentially.	
		Prepare a summary report for each faculty member based on student evaluations. Also, mention the actions taken by the department/ school/ college in response to the findings of the report	A summary report regarding the performance of faculty members on student evaluation has been prepared. The actions taken in response to the recommendations of the evaluation are mentioned in the attached minutes.	<i>Volume 7, Annex 93, Documents related to Faculty Evaluation by Students</i>
4	4.1 Fulfill the requirements as per the revised research framework set by	Please provide a progress report that includes the progress status of all	MBMC has fulfilled the provisions related to revised research framework as set by the EQAAC. As provisioned, MBMC RMC has already conducted four research related trainings: three faculty members' centric and one student-	<i>Volume 5, Annex 38, Documents related to Trainings and</i>

Criteria	Recommendations	Additional Feedback on Response	Actions Taken/ Activities Conducted	Annex
	the EQAAC (http://www.ugcnepal.edu.np/division/ 44)	<p>requirements (including budgetary provision) based on the revised research framework</p> <p>Response wise feedback:</p> <p>c) 2 faculty researches proposals by the full time faculties have been accepted for funding and the process of releasing first installment of the grants has been initiated.</p> <p>Feedback: Attach the agreement paper as well.</p> <p>f) Consultation with</p>	<p>centric. Following this, two capacity development trainings have also been conducted most recently. In terms of publication, four faculty members of the college has published research articles in peer-reviewed journals. Among four, three have published articles in ‘Journal of Productive Discourse’ - an academic publication of MBMC itself. Likewise, one other has published in ‘United Journal of Interdisciplinary Studies’ and ‘International Research Journal of Parroha Multiple Campus’. Similarly, RMC has accepted five research proposals including two faculty research and three faculty-student collaborative research. Payment for first installment of these projects has already been released. Apart from aforementioned activities, the college has allocated Rs. 4,680,000 for research in FY 2081/82 which is 4.08% of total institutional budget. Likewise, time-bound RMC annual plan has been approved by the CMC and MoU has been exchanged with United College, Lalitpur for collaboration in research among others.</p>	<p><u>Workshops for Faculties and Staff;</u></p> <p><u>Volume 7, Annex 88, Documents related to Faculty Training Programs;</u></p> <p><u>Volume 7, Annex 98, Documents related to Article Publication by Faculties;</u></p> <p><u>Volume 7, Annex 94, Documents related to RMC;</u></p> <p><u>Volume 2, Annex 15, Budget 2081-082</u></p>

Criteria	Recommendations	Additional Feedback on Response	Actions Taken/ Activities Conducted	Annex
		different academia regarding MoU for research and other collaborations have been initiated. Feedback: Attach MoU		
	4.2 Develop a plan to motivate faculties in research activities by providing opportunities to participate in research related training, workshops, seminars, and conferences, as well as offering seed money for mini-	Please specify the methods used to motivate faculty for research, such as seed money, adjustments in teaching loads, and participation in seminars. Additionally, indicate how many faculty members received these benefits and how	The RMC guidelines of the college has provisioned various motivating statements. One of the key motivating provisions is offering of research funding worth Rs. 40000 each. Likewise, research as well as capacity development programs are offered on regular basis. The RMC plan 2081/82 has incorporated various activities in this line including institutional and inter-institutional collaborative trainings, workshops and symposiums. There is also a provision to adjust work loads of the researcher accordingly. After pre-visit, two trainings were conducted to enhance the capacity of the faculties. The number of the faculties participating in such trainings was 23 and 29 respectively.	<u>Volume 7, Annex 94, Documents related to RMC; Volume 1, Annex 5, Research Management Committee Work Procedure; Volume 7, Annex 88,</u>

Criteria	Recommendations	Additional Feedback on Response	Actions Taken/ Activities Conducted	Annex
	research	many have engaged in research activities post- pre-visit, if applicable		<i>Documents related to Faculty Training Programs</i>
6	6.2 Establish formal relationships and collaborations between academia, industries, and other relevant institutions to improve the placement prospects of college graduates	What is the progress to date? Has the college established any MoUs with banking and financial institutions or other organizations for internship and placement purposes?	The college constantly seeks opportunities to establish formal and meaningful relationship for collaboration with academia, industries, and other relevant entities which may also enhance the placement prospects of graduates. Recently, the college signed MoU with Trikon AI Pvt Ltd with the major purpose of skills enhancement and career development prospects of the students. Additionally, the college has initiated process to conduct MoU with financial and other organizations for placement prospects.	<i>Volume 7, Annex 95 MoUs related to Placement and Internship</i>
	6.3 Activate the Alumni Association by updating the registration and constitution. Prepare	What is the progress on the alumni registration process?	The alumni has been registered in the local government. The ad-hoc alumni committee has circulated a notice to the college graduates through social media regarding a get-together event. Two hundred plus graduates are expected to attend the meet. The college hopes such	<i>Volume 7, Annex 96, Documents related to Alumni</i>

Criteria	Recommendations	Additional Feedback on Response	Actions Taken/ Activities Conducted	Annex
	an annual action plan and provide office space for the association on the college premises.		activities will help graduates tracing and enhance placement prospects of the students and graduates.	
7	7.2 Strengthen the mechanism for collecting feedback from stakeholders and students on college activities and performance	Prepare a survey report analyzing the feedback from stakeholders	The survey report that includes stakeholders' feedback analysis specific to the information system has been attached herewith.	<i>Volume 7, Annex 97, Impact Analysis of EMIS and PIMS</i>

5. Conclusion

MBMC views the QAA process as a valuable opportunity to restructure the entire institution, allowing it to identify existing gaps, implement meaningful improvements, and achieve sustainable quality assurance and enhancement outcomes. The college has made significant progress in reforming key areas, including streamlining policies and procedures, enhancing teaching and learning methods as well as curricular offerings, including extracurricular, extension, and outreach activities. It has also increased efforts in research initiatives to produce impactful results, improved infrastructure and resources, strengthened the Educational Management Information System (EMIS) and public information systems, made student support services more accessible, and engaged its stakeholders effectively. MBMC is dedicated to continuously enhancing and ensuring quality to fulfill its vision, mission, and goals while contributing to society by providing high-quality and relevant higher education.

.....

**Prepared by
SAT Coordinator**

.....

**Approved by
Campus Chief**

Date: 14 Kartik, 2081 BS (30 October, 2024 AD)

6. Annex