



BARODA UNIVERSITY

Vadodara | Gujarat | India

"Think Big... Think Beyond"

ITM (SLS) Baroda University

Dhanora Tank Road, Off Halol Highway, Near Jarod,
Paldi, Vadodara, Gujarat – 391510

Academic & Administrative Audit - 2023-24

by

Internal Quality Assurance Cell



www.itmbu.ac.in

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1. Preface:

Academic and Administrative Audit has been highlighted by National Assessment and Accreditation Council for its significance and meant for understanding the quality of the facilities provided for the Best Teaching, Learning and Evaluation vide its circular dated April 13, 2017. The AAA recognizes the need to improve the institution further and provide the stakeholders with quality education.

2. Executive Summary

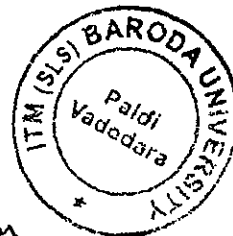
The Academic and Administrative Audit (AAA), a crucial component of the Quality Assurance mechanism, conducted by the IQAC to evaluate the effectiveness and efficiency of academic and administrative functions in the Constituent Schools and Sections of ITM (SLS) Baroda University during the academic year 2023-24.

The Report presents the findings and recommendations of the Academic and Administrative Audit conducted by the Internal Quality Assurance Cell (IQAC) at ITM (SLS) Baroda University and its Constituent Colleges for the academic year 2022-23. The audit aimed to assess and enhance the university's overall quality of academic and administrative processes.

In general, AAA is conducted to evaluate and enhance the effectiveness of educational institutions covering various aspects such as curriculum quality, faculty performance, infrastructure, administrative processes, and compliance with regulations. This can provide insights into areas of improvement and help ensure that the institution is operating efficiently and meeting its educational goals, which ensures quality inputs and consequently quality outputs.

An increasingly prevalent trend in the higher education scenario in India in recent years is the willingness and drive by Universities to introduce systems and practices in their work environment and establish high standards and benchmarks to guide their performance in keeping with the university's vision and mission. More and more Higher Education Institutes (HEIs) in the country volunteer to subject their activities and performances to be critically reviewed and audited by National and International agencies.

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3. Constituent Schools of ITMBU

Sl No	ITM School/ College	Year of Establishment	Course offered				Date of Audit
			Diploma	UG	PG	Doctoral	
1	SOTE	2019	Y	Y	Y	Y	03 Sept 24
2	SOP	2019	N	Y	N	N	05 Sept 24
3	SoCSET	2019	Y	Y	Y	Y	10 Sep 24
4	SoB	2022	N	Y	Y	Y	12 Sep 24
5	SoMPMS	2022	N	Y	N	N	14 Sep 24
6	SoD	2024	N	Y	N	N	18 Sep 24
7	SoHSS	2023	N	Y	N	N	19 Sep 24
8	SoS	2020	N	Y	Y	Y	24 Sep 24
9	CoN	2023	N	Y	N	N	26 Sep 24
10	CoPh	2023	N	Y	N	N	28 Sep 24

4. Audit Team:

The Audit Team had been constituted by Internal Quality Assurance Cell (IQAC) under the guidance and direction of Hon'ble Vice President Sir, ITMBU. It was decided that the audit where the main focus will be on the document's verification as per the minimum administrative & Academic necessary to run the sections/school consistently in day-to-day functions. The team comprised of the IQAC's Institute Coordinators, Deans/Principals of the Constituent Colleges as Internal Auditors, IQAC Coordinator, and Advisor to the Management Dr. Ramesh K Goyal as External Expert. The following team has been formed to take up the assignment with the terms and references from IQAC, and Competent Authorities to conduct the Exercise across the Constituent Schools and Sections of ITM (SLS) Baroda University: -



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Internal Audit Team Members	IQAC's Institute Coordinator	External Expert
1. Dr. K Baba Pai	Dr. Amit Duggal	
2. Dr. D K Kanchan	Dr. Jaswandi Mehetre	
3. Dr. Pradeep Laxcar	Dr. Kalpana Metre	Dr. Ramesh K Goyal
4. Dr. Jaswandi Mehetre	Dr. Jyoti Tomar	Professor,
5. Dr. Rahim Munshi	Dr. Praval Chauhan	Advisor to the Management,
6. Dr. Beena Santosh	Ms. Krupal Thakar	ITM (SLS) Baroda University
7. Ms. Madonna Lamin	Ms. Latika Karnani	
8. Ms Sneha Vekariya	Ms. Kanika Grover	Mr. Satyavir Sharma
9. Mr. Tejas Pandya	Dr. Som Sahani	Coordinator – IQAC
	Mr Harish Raj	ITM (SLS) Baroda University,
10. Dr. Amit Duggal	Ms Reshma Gandhi	
	Mr. Vijay Tadvi	
11.	Ms Megha Machhi	
12.	Ms Dharini Mehta	
13.	Ms. Avani Patel	

5. Schedule of the AA Audit:

The Constituent Colleges and Sections of ITM (SLS) Baroda University were visited by the Internal & External Expert Members as per the following schedule:

Sl. No	Date	Institute Name	Institute/Section Members	Internal Auditors	Expert and IQAC
1.	03 Sep 2024	SOTE	Dr. Amit Duggal 1 or 2 Faculties	Dr. Jaswandi Mehetre Ms Madona Lamin	Dr. Ramesh Goel Sir, Advisor to the Management
2.	05 Sep 2024	SOP	Dr. Jaswandi Mehetre	Dr. Rahim Munshi Dr. Pradeep Laxcar	Registrar, ITMBU
3.	07 Sep 2024	COE	COE, DR (Exam)		IQAC Coordinator
3.	10 Sep 2024	SOCSET	Dr. Kalpana Metre 01 or 02 Faculties	Dr. Beena Santosh Dr. Jaswandi Mehetre	
4.	12 Sep 2024	SOB	Ms. Latika Karnani Ms Mittal Takkar	Dr. Pradeep Laxcar Dr. Sneha Vakaria	
5.	14 Sep 2024	SOMPMIS	Dr. Praval Chauhan	Dr. Reena Shah	
6.	17 Sep 2024	SOD	Ms. Krupal Thakar	Ms Madona Lamin	
7.	19 Sep 2024	SOHSS	Ms Kanika Grover	Dr. Beena Santosh	
8.	21 Sep 2024	Admin	Dr. Gaurav Kulkarni	Dr. RK Goyal	

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Section/ Registrar Office
Dr. Vidha Kulkarni
Mr Harish Raj
Ms Reshma Gandhi
Mr Rajesh,
Mr Rahul Bhadoria
Mr Jitendra Sharma
Mr Sunil Shukla
Mr Ravi

Mr. Satyavir Sharma
Dr. Jaswandi Mehetre
Dr. Amit Duggal

9	24 Sep 2024	SOS	Dr. Jyoti Tomar	Ms Tejas pandya
10	26 Sep 2024	ITM CoN	Ms Avani Patel	Dr. Reena Shah
11	38 Sep 2024	ITM CoPh	Ms. Dharini Mehta	Mr. Tejas Pandya
12	30 Sep 2024	SOTE	Dr. Amit Duggal 1 or 2 Faculties	Dr. Jaswandi Mehetre Ms Madona Lamin

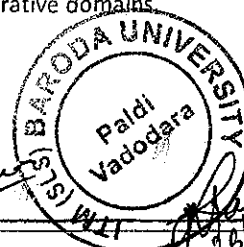
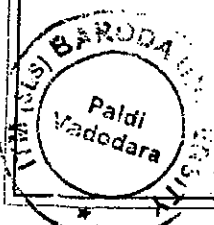
6. Key Areas of Assessment (Academic/Administrative):

The first-ever such exercise i.e. AAA conducted at the constituent schools and sections/departments of ITMBU focused on a comprehensive evaluation of academic, and administrative performance. The audit emphasised on Capacity Building, Quality enhancement towards the Process vide **NAAC Quantitative Metric No. 6.5.2 of NAAC Manual** for General University.

Key academic areas assessed included the Attendance Register, Course Files, Mentor's Files, and Analysis of Students' Results, CO/PO Mapping, ensuring alignment with learning outcomes, and the conduct of Value-Added Courses. The audit also evaluated faculty strength, Departmental Research Committees, and faculty participation in FDPs, Conferences, and Seminars.

Administrative aspects assessed included the maintenance of files, such as University Authorities (BoG/BoM, Academic Council) Minutes of Meetings, BoS Records, and Placements Data. Further areas of evaluation covered Student and Alumni Activities, Sports and Cultural Achievements, Department Meetings, and adherence to the Academic Calendar.

Facilities and infrastructure audits included Cleanliness, Safety, and Security Measures, Green Initiatives, and Waste Management practices. Lastly, SWOC Analysis was conducted to identify the strengths, weaknesses, opportunities, and challenges faced by each school, with a focus on fostering continuous improvement in both academic and administrative domains.



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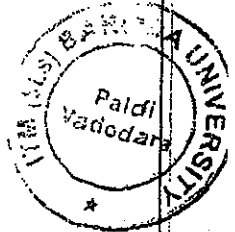
7. Methodology/Parameters:

The inclusion of 42 audit points for the constituent Schools along with the points covered under the Office of Registrar & its constituent Sections, Central Library and the Controller of Examinations during the First AAA at ITMBU marks a significant step towards aligning with NAAC's 07 Criteria for accreditation ensuring a holistic review of academic and administrative practices, aiding the university in meeting administrative and academic standards as mentioned below:

- Course File, Academic Calendar of the AY
- Value Added Courses offered with benefitted strength of students
- Board of Studies (BoS) Records, Curriculum Design and Implementation
- Student feedback on courses and teaching, Faculty Development Programs, Faculty qualification
- Attendance Register, Analysis of Result, CO/PO Mapping
- Mentor's File, Teaching Post Sanctioned/Filled/Vacant
- Classes Checking by Principal/HoD, Faculty qualifications
- Faculty Development programs, Student feedback on courses and teaching
- Examination and evaluation process, Evaluation of the use of technology in examination processes, including online assessments, digital evaluation, and UMS
- Procedures in place for dealing with malpractices, including the constitution of a committee to handle such cases
- Institutional Departmental Research Committee (RC) & Progress Report of Ph.D. students
- Research Papers/Books Published, Research and publication output
- Cleanliness, Hygiene & Maintenance, Availability of Safety & Security Measures, Office Furniture placed properly & inventory, Corridors Cleanliness
- Learning resources and library management, Procurement process and vendor management,
- Maintenance of Water Bodies (Rain Water Harvesting, etc
- Storage of Answer Sheets, Storage Regulations, Examination Halls
- MoMs- Academic Council, BoM, Governing Body
- Placement & Progression Record, Training Record for Students, Sports/Cultural Awards/Medals

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- Student's Council & Activities, Alumni Association & Activities Record, Student support services and counselling,
- Accommodation Records, Scholarships – Records
- Grievance Redressal mechanisms
- Staff (teaching/non-teaching) Records
- ERP/MIS/UMS
- Regular Meetings of the Department, Financial support for faculty to attend Conferences/workshops/ membership of professional bodies
- Record File for Workshops/Seminars/Expert Talks Organised
- FDPs attended (including online programs),
- MoMs- Academic Council, BoM, Governing Body
- Adherence to HR policies and procedures, Staff Training and Development programs, Recruitment Process
- SWOC Analysis of the School,
- Environmental and Green Initiatives
- Waste Bins (Color-coded),
- Annual Grievances Records,
- Best Practices,
- Purchasing Records
- Circulars for Best Practices (Anti-ragging, Smoking, etc.)
- Compliance with safety and security regulations
- Environmental initiatives like Waste Management
- MoUs/Agreements for Solid, Liquid Waste Disposal, Drainage etc.

Extension VII- Institutional
Monitoring Best Practices

The audit team employed a combination of quantitative and qualitative methods, including document analysis, interviews, and physically visits to the Constituent Colleges. Under the above-mentioned parameters, the AA Audit carried out by the team and put forward the following remarks and observations:

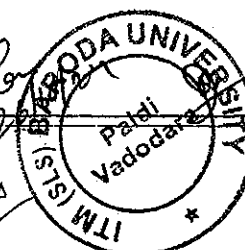
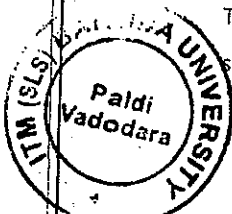
8. Brief Summary of the Schools and Sections

1. ITM School of Technology & Engineering (SOTE):

The exercise was conducted at the ITM School of Technology and Engineering (SOTE), a constituent school of ITMBU, on September 3, 2024 by a panel consisting of internal and external members.

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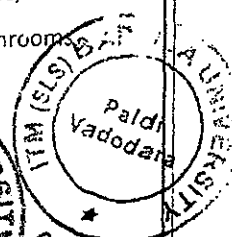
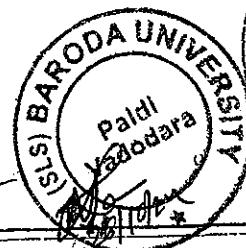
Major Observations:

- **Faculty and Attendance:** There are 23 faculty members in SOTE, and 7 have left or relocated since the last audit. Attendance registers were maintained adequately.
- **Course and Mentor Files:** Five course files from each department were randomly audited, while mentor-mentee files were maintained but require systematisation under the mentor-mentee policy (*Draft of which is put up for perusal at the University level*).
- **Value-Added Courses (VACs):** No VACs were conducted during the academic year, which is a concern. The school needs to introduce at least 50 VACs to meet university standards.
- **Research and Publications:** Only six research papers and four books have been published. There is a significant gap, as NAAC recommends a minimum of 10 publications per faculty in the past five years. The lack of a research policy, seed money, and motivation for research activities are major weaknesses.
- **PhD Students:** The institutional research committee (RC) file and the progress reports of Ph.D. students are not maintained, reflecting a lack of focus on research.
- **Workshops and Seminars:** Records for workshops, seminars, or expert talks are missing, though two conferences (one internal and one external) were mentioned. This is inadequate for meeting NAAC requirements.
- **Alumni and Student Council:** There is no functioning alumni association, and student participation in institutional development activities is lacking.
- **Placements and Training:** Placement records indicate 72 students placed with 50 recruiters. However, documentation supporting these activities is insufficient.

Infrastructure and Maintenance:

- **Classrooms and Labs:** The overall infrastructure maintenance is poor. Windows are broken, which allows pests into labs, and workshops have termite-infested furniture. There is also inadequate safety, with only three fire extinguishers, which is insufficient for the size of the campus.
- **Washrooms and Hygiene:** The audit found male washrooms in an unsatisfactory state, with issues like water leakage, cobwebs, and the absence of cleaning supplies. Female washrooms were not reported.

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- **Environmental Initiatives:** The school lacks evidence of environmental and green initiatives. There are no clear records of activities or outcomes in this area.
- **Office and Workshop Maintenance:** Office furniture is adequately maintained, but the workshops are cluttered with scrap materials, and many items are improperly stored.

Strengths:

- **Motivated Faculty:** The faculty displayed strong team spirit and commitment to teaching and learning. Their enthusiasm for institutional development and alignment with ITMBU's vision and mission was noted positively.
- **Operational Committees:** Certain committees, such as those managing academic calendars and course file maintenance, are functioning well.
- **Facilities:** Labs and workshops are well-equipped, contributing positively to the school's operations.

Weaknesses and Recommendations:

- **Value-Added Courses (VAC):** The immediate introduction of VACs is recommended to enhance student employability.
- **Research and Development:** There is a critical need to establish a research policy, allocate seed money, and incentivize research. The number of published papers and research projects must be increased to meet accreditation standards.
- **Faculty Development Programs (FDP):** The school should conduct a minimum of 60 FDPs over five years, which is currently unmet.
- **Digital and Manual Record Keeping:** While some documentation practices are in place, improvements in digital and manual record-keeping are required, particularly for event documentation and research activities.
- **Library Utilization:** The audit highlighted poor utilization of library resources by both students and faculty. Initiatives to improve engagement with the library must be implemented.
- **Infrastructure Repairs:** Urgent attention is needed for infrastructural improvements, particularly in workshop spaces and washrooms. Fire safety measures should be enhanced by increasing the number of extinguishers.



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- **Alumni and Student Participation:** Forming a functional alumni association and enhancing student involvement in extracurricular activities should be prioritized.
- **IT Infrastructure:** The IT infrastructure needs upgrades to support uninterrupted teaching and learning, with particular attention to reducing network outages.

The audit at SOTE, recognises the positive spirit of teamwork and commitment among the faculty. However, significant improvements are required in research output, infrastructure maintenance, and the introduction of VACs to meet the expectations of the AAA and NAAC standards. Faculty development and enhanced documentation will play crucial roles in achieving continuous quality improvement.

II. ITM School of Pharmacy (SoP)

The exercise of AAA of ITM School of Pharmacy (SOP), a constituent school of ITMBU, was conducted on 05th September 2024 for assessing the quality of both academic and administrative processes within SOP. The committee visited teaching departments, laboratories, and administrative offices, inspecting documents and interacting with faculty and staff.

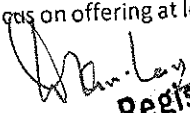
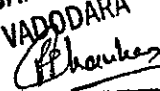
Major Observations:

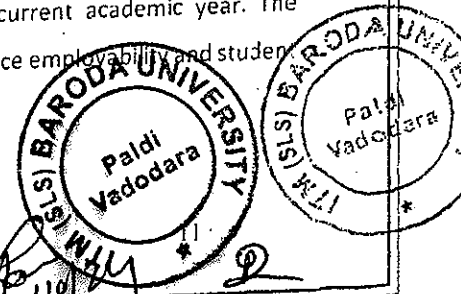
1. Strengths of the School:

- The institute maintains proper attendance records through the UMS system, and course files are well-organised.
- The school has state-of-the-art infrastructure with well-equipped laboratories and machines.
- The teaching-learning environment is well-supported by active faculty and robust placement records.
- The committee recognised good practices in communication with parents and frequent departmental meetings.

2. Weaknesses

- **Value-Added Courses:** No VACs were conducted in the current academic year. The institution should focus on offering at least 50 VACs to enhance employability and student progression.


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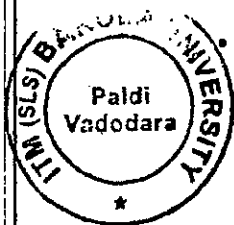
- **Faculty Strength:** As per council norms, SOP requires 25 faculty members but only 19 are currently appointed. There is a shortage of Ph.D. staff and limited research initiatives.
- **Research and Development:** The school has a weak research profile, with minimal publications and research activities. A formal research policy needs to be implemented.
- **Laboratory Maintenance:** The audit highlighted poor housekeeping in laboratories, with issues such as dirty floors, misuse of washbasins, and inadequate cleaning by peons.
- **Non-Teaching Staff:** A lack of non-teaching staff, including laboratory assistants, was noted. This could hinder the maintenance of expensive equipment and affect teaching quality.
- **Student and Faculty Development:** There has been no participation in FDPs, conferences, or workshops. This needs improvement for skill enhancement.
- **Lack of Documentation:** There is inadequate documentation of events, workshops, and seminars. The institute needs to improve its record-keeping practices.

Recommendations by AAA Committee:

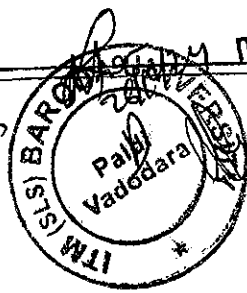
The AAA committee provided several recommendations to address the above identified weaknesses and improve the overall quality of education and administration at SOP:

- **Enhancing Value-Added Courses:** The introduction of VACs is critical for improving student outcomes and should be prioritized.
- **Improving Research Output:** The institute needs to foster a stronger research culture by encouraging faculty to publish more papers and participate in collaborative research projects.
- **Faculty Development Programs:** Faculty members should be encouraged to attend more FDPs, conferences, and workshops to enhance their skills and keep up with advancements in their fields.
- **Infrastructure Maintenance:** A dedicated housekeeping staff should be appointed to ensure cleanliness in laboratories and other facilities. Maintenance protocols need to be strictly enforced to protect the expensive equipment.
- **Non-Teaching Staff:** The institute should hire additional non-teaching staff, especially lab assistants, to ensure smooth functioning and maintenance of laboratory facilities.

Improved Record-Keeping: The documentation of workshops, seminars, and other academic activities should be systematised, with proper records and proof maintained.



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- **Administrative Reforms:** More streamlined communication channels and efficient administrative procedures are needed to reduce delays and improve decision-making processes.
- **Counselling and Mentoring:** Enhanced efforts should be made to promote student support services, including counselling, mentoring, and career guidance.

The AAA conducted at ITM School of Pharmacy identified several strengths, particularly in infrastructure and faculty commitment, but also highlighted critical areas for improvement. The recommendations made by the audit committee, if implemented, will greatly contribute to enhancing the academic and administrative processes at SOP, leading to improved outcomes for students and faculty alike.

III. ITM School of Computer Science Engineering & Technology (SoCSET)

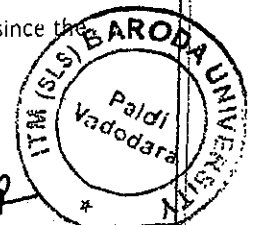
The exercise at SoCSET for the academic year 2023-24 was conducted on 10th September 2024 to assess the current academic and administrative practices, identify areas of improvement, and ensure the effective utilisation of resources to maintain and enhance quality.

Major Observations:

1. Strengths of the School

- **Attendance Management:** The school efficiently maintained attendance records through the University Management System (UMS). Communication with students and their parents regarding attendance and counseling has been noted as a best practice.
- **Course Files:** A total of 114 course files are maintained, and the records were maintained well as checked randomly.
- **Mentor-Mentee System:** Although mentors were assigned to 100 students each, which is too high, the system was functioning. The report recommended a 1:20 mentor-mentee ratio for better outcomes.
- **Committees and Meetings:** Committees were formed, and their minutes were maintained, contributing to a transparent governance process.
- **Workshops and Seminars:** The school organized 48 workshops and expert talks since the last audit, providing exposure to both students and faculty.

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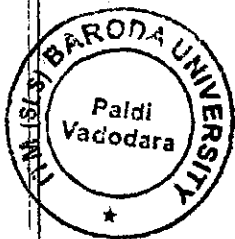
- **Placement Records:** Placement data was well-maintained, with 31 students placed and 18 recruiters involved.
- **Extracurricular Activities:** Several clubs were maintained, involving both faculty and students in various activities that contributed to a positive campus environment.

2. Weaknesses:

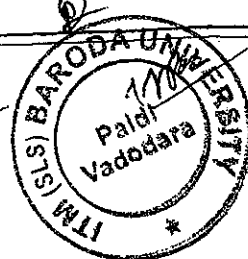
- **Value-Added Courses:** Only seven VACs were offered, which was deemed insufficient. The audit recommended increasing the number of courses, focusing on employability and industry requirements.
- **Faculty Shortages:** The school had vacancies across all teaching positions. Out of 114 sanctioned positions, only 20 were filled, indicating a significant shortfall. The shortage of Ph.D. qualified faculty was also highlighted.
- **Research Output:** Research activities were minimal, with only 10 papers published and no books or patents filed. The report emphasised the need for more focus on research, encouraging faculty to pursue publications and consultancy.
- **Infrastructure Maintenance:** Issues such as poorly maintained windows, unclean washrooms, and inadequate lighting were noted. Several fans were not functioning, and fire safety measures were insufficient, with only two fire extinguishers available for the entire premises.
- **Library Usage:** The audit revealed low footfall in the library, indicating poor engagement from both students and faculty.
- **Alumni Association:** While alumni records were maintained, the association was not formally registered. The matter has been taken up with the competent authorities, the decision is expected to come shortly. The audit stressed the importance of registering the association and conducting formal meetings regularly.
- **Grievance Redressal:** Several grievances related to examinations were unresolved. The audit recommended prioritizing and resolving these issues at the earliest.

Recommendations by AAA Committee

1. **Enhancing Value-Added Courses:** The Board of Studies (BoS) should prioritise discussions on VACs, with a focus on aligning them with industry needs to improve student employability.



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2. **Faculty Development:** More workshops, FDPs, and training sessions should be organised, along with providing financial support to faculty for attending conferences and workshops.
3. **Research and Consultancy:** The school needs to encourage research, publications, and patents. It should establish a Research Policy and Seed Fund to support research activities.
4. **Improving Infrastructure:** Urgent attention is needed to fix maintenance issues like broken windows, inadequate washroom facilities, and poor lighting. The fire safety measures, especially in laboratories and workshops, need to be improved.
5. **Library and Resource Utilisation:** Strategies should be devised to encourage more frequent use of the library by students and faculty, possibly by integrating library resources into academic programs.
6. **Formalising Alumni and Student Councils:** The alumni association should be registered formally, and the student council should be more active in organizing and documenting events and activities.

The AAA of SoCSET highlighted several strengths, including well-maintained academic records and active student engagement in extracurricular activities. However, significant areas for improvement were identified, particularly in faculty recruitment, research output, infrastructure maintenance, and value-added courses. Implementing these recommendations will help the school align better with NAAC accreditation standards and improve the overall academic and administrative environment.

IV. ITM School of Business Management (SoB)

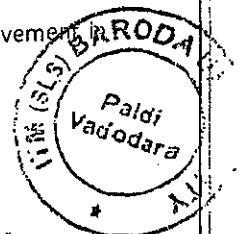
The Academic and Administrative Audit for the School of Business Management (SoB) was conducted on 12 September 2024 to assess the effectiveness of academic and administrative processes.

Major Observations:

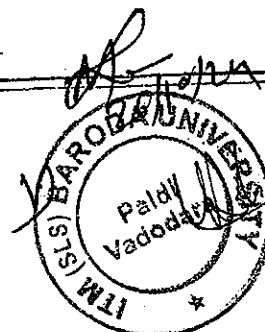
Key Strengths:

- **Attendance System:** The school effectively utilises the University Management System (UMS) for maintaining a comprehensive attendance record, which is regularly monitored and communicated to parents. This system ensures transparency and parental involvement in student performance.

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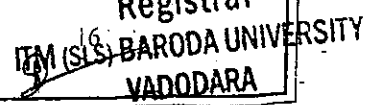


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- **Course Files and Mentorship:** All 108 course files and 21 mentorship files were well-maintained. The mentorship system is particularly commendable, with effective follow-ups enhancing student development.
- **Value-Added Courses:** The school offers significant value-added courses that benefited 264 students. However, procedural improvements are recommended, ensuring that these courses align with NAAC guidelines through BoS approval.
- **Placement Records:** The placement records are exceptional, with 136 MBA and 69 BBA students placed, and 73 recruiters visiting the campus. The school maintains strong industry linkages, facilitating internships, placements, and practical exposure for students.
- **Academic Calendar & Committees:** The school ensures adherence to the academic calendar and maintains comprehensive records of various committees' minutes of meetings. This practice reflects structured governance within the school.
- **Workshops and Seminars:** Six workshops and expert talks were organised during the Academic Year 2023-24, contributing to the professional growth of both students and faculty. However, an increase in such events is encouraged to meet NAAC requirements.
- **Comprehensive Infrastructure Management:** The school's infrastructure is well-maintained, with daily records of serviceability for lights, fans, and other facilities. This effort contributes to a conducive learning environment and is an example for other Schools to follow.

Areas for Improvement:

- **Faculty Research and Development:** There is a notable shortage of faculty with Ph.D. qualifications, and the school lacks a robust research culture. Minimal research publications (27 papers and 1 book) were observed, and there is no research policy or financial support to encourage faculty engagement in research. Establishing a Research Advisory Committee and introducing seed funding for research are recommended.
- **Fire Safety and Hygiene:** A major concern is the lack of fire safety measures, as no fire extinguishers are available on school premises. Immediate action is required to address this. Furthermore, cleanliness in washrooms needs improvement, with issues of water seepage and maintenance issues highlighted during the audit.
- **Alumni Association and Student Council:** The school lacks a formal alumni association and student council. These are critical for enhancing institutional engagement,



Internal Quality Assurance Cell

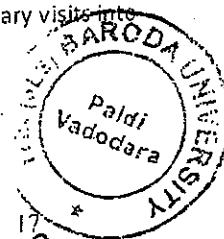
contributions, and organising student-centric activities. Establishing these bodies with proper documentation and formal meetings is recommended.

- **Faculty Development Programs:** Although faculty members attend some FDPs, there is insufficient participation in professional development programs and advanced training sessions. More workshops and conferences need to be organised to upgrade faculty skills, particularly in new technologies and teaching methodologies.
- **Library Utilisation:** The audit highlighted a poor footfall of students and faculty in the library, signalling a need for promoting the importance of academic resources. Strategies should be implemented to enhance library engagement.
- **Environmental and Safety Initiatives:** While basic cleanliness is maintained, the school lacks significant environmental and green initiatives. It is advised to plan activities such as water and energy conservation, and conduct awareness sessions on sustainability. Additionally, fire safety measures and proper signage related to anti-ragging policies need to be implemented immediately.
- **Student Participation:** There is limited student involvement in organizing events and activities. The school should encourage students to take on more leadership roles in cultural, academic, and extracurricular programs, enhancing their overall development.

Recommendations by the Committee:

- Prepare the Vision & Mission of the School in line with that of ITMBU.
- Increase research activities and publications by setting up a Research Advisory Committee and offering financial incentives for research.
- Address fire safety concerns by installing fire extinguishers and conducting regular fire drills collectively by the schools sharing the Common Premises/Building.
- Formalise the Alumni Association and Student Council to foster alumni engagement and enhance student leadership opportunities.
- Boost faculty participation in workshops, conferences, and FDPs by organising more events focused on emerging technologies and pedagogy.
- Encourage the use of the library by promoting its resources and integrating library visits into the curriculum.

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- Implement environmental initiatives, such as energy-saving programs, and establish green practices throughout the school.
- Strengthen student participation in institutional activities and ensure proper documentation of these engagements.

The SoB at ITMBU has demonstrated commendable commitment to maintaining high standards in academic and administrative processes. However, addressing the highlighted weaknesses will further improve the school's performance and align it with institutional and accreditation standards

V. ITM School of Medical & Para-Medical Sciences (SoMPMS)

The AAA at the ITM School of Medical and Para-Medical Sciences (SoMPMS) was conducted on September 14, 2024, highlighted several key observations on evaluating the current academic and administrative framework, identifying strengths, weaknesses, and opportunities for improvement.

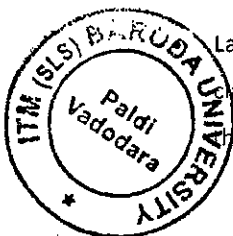
Strengths:

- **Formation of the Student Council:** A structured Initiative across the ITMBU to engage students in institutional development. In fact, this is the only school which have taken this wonderful initiative.
- **Maintenance of Course Files and Availability of Academic Calendars:** The school has ensured the academic record-keeping. Still need to work on maintaining the standardized File as per the Format of Course File.
- **Mentor-Mentee Practices:** Effective student mentoring system. The MoMs need to be maintained.

Weaknesses:

- **Value Added Courses:** No VACs were offered, limiting the enhancement of student skills.

Laboratory and Infrastructure Deficiencies: A significant shortage of labs, faculty seating, and class furniture (no chairs) hampers the teaching-learning process. Additionally, no books for the school were found in the library.



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- **Research Motivation:** There was a noticeable lack of research outputs like papers, patents, and no research policy or seed money to encourage faculty research.
- **Non-functional Committees and Alumni Association:** Committees such as anti-ragging was not actively functioning, and there was no Alumni Association.
- **Inadequate Office and Classroom Facilities:** The school lacked office space, clean classrooms, and properly maintained hygiene and cleanliness.

Recommendations by the AAA Committee:

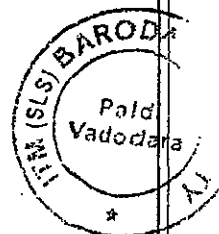
- **Infrastructure and Facilities:** Immediate attention is required to improve infrastructure, including setting up laboratories, providing classroom furniture, faculty seating, and ensuring better maintenance of cleanliness and hygiene.
- **Academic and Research Growth:** The institution should introduce value-added courses, foster research culture, and develop a policy for research incentives. Faculty should be encouraged to engage in research activities, publish papers, and apply for patents.
- **Strengthen Administrative Processes:** There is a need for regular meetings of all institutional committees, including the formation of an Alumni Association. Administrative frameworks like the maintenance of student performance records and anti-ragging compliances need better implementation.
- **Books and Learning Resources:** The library should be stocked with books relevant to the courses offered by SoMPMS to support the academic development of students and faculty.

The audit concluded with a call for immediate improvements to address these shortcomings while recognizing the faculty's commendable efforts despite resource constraints.

VI. ITM School of Design (SoD)

The school (SoD) was established during the current Academic Year, hence the AAA has been conducted as the Capacity Building Measure to align with the other schools of the ITMBU. The

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exercise, was conducted on September 18, 2024 to assess the current systems and suggest improvements for enhancing teaching, learning, and administrative processes reviewed the documents, guided the faculties on various institutional aspects of Documents & records..

Key Findings

- **Faculty and Academic Documentation:** The institution currently has 04 faculty members, but there is no dedicated staff for non-teaching roles. The critical files like mentor's records and course files are to be prepared.
- **Facilities and Resources:** The physical infrastructure was generally well-maintained, though improvements were recommended, particularly in student areas like toilets. Basic resources like fire extinguishers need proper maintenance, and environmental and green initiatives were lacking.
- **Student Engagement and Records:** The institution had yet to start value-added courses, alumni association or clear documentation of student achievements in sports or cultural activities. Similarly, feedback mechanisms and communication with parents were also suggested to initiate.

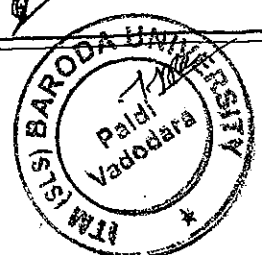
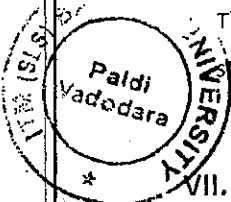
Recommendations for Improvement

1. **Introduction of Value-Added Courses:** To enhance student employability, the institution should focus on offering additional courses and building a stronger curriculum.
2. **Better Documentation:** The institution should maintain proper records of academic processes such as course files and mentor records to ensure quality standards.
3. **Workshops and Seminars:** To organise of workshops, expert talks, and seminars to promote innovation and student engagement.
4. **Facilities Enhancement:** Upgrading basic infrastructure such as fire safety equipment, hygiene, and cleanliness in shared spaces like toilets should be prioritized.

The audit emphasised the need for a structured approach towards improving qualified faculty strength, maintaining academic documentation, and bolstering student support services.

ITM School of Humanity & Social Sciences (SoHSS)

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The AAA for the ITM School of Humanities and Social Sciences (SoHSS), a constituent of ITM (SLS) Baroda University, was conducted on 19 September 2024 by the Committee, evaluating the existing systems, identifying strengths and weaknesses, and suggesting improvements. The audit process involved both internal and external committees, with key observations and recommendations focusing on various aspects of academic and administrative functions.

Key Observations of the School:

Strengths

- The attendance system through the University Management System (UMS) is well-maintained.
- Workshops and seminar records are meticulously kept, and a total of six events (four workshops and two webinars) have been organized, which was praised by the committee.
- An academic calendar is in place, contributing to organized academic delivery.
- The research concerns raised by Ms. Kanika Grover, particularly related to student development, were noted positively.

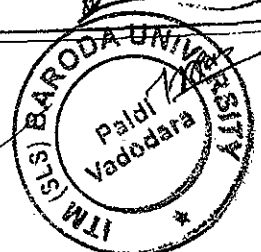
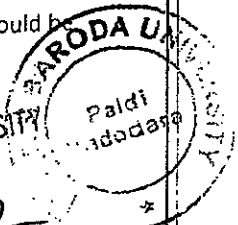
Weaknesses:

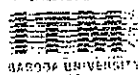
- The school lacks value-added courses, which are critical for enhancing student employability.
- There is no formal research policy or availability of seed money for research projects, which hinders faculty and student research engagement.
- Academic compliance aspects, such as anti-ragging posters and emergency contact numbers, are not prominently displayed.
- Several cells/committees intended for institutional development are ineffective.
- The course and program files are not maintained systematically, particularly the teaching schemes and syllabus details.

Recommendations:

- **Value-Added Courses:** Introducing more value-added and certification courses will enhance student employability and help bridge the skill gap.
- **Research Strengthening:** It is advised to increase faculty participation in research through conferences and publications. A formal research policy and provision for seed money should be established to encourage research activities.

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- **Improvement in Documentation:** The school should systematically maintain course files, research files, and mentor records to ensure transparency and adherence to quality standards.
- **Workshops and Seminars:** The department should continue organising workshops and seminars to encourage innovation and creativity among students.
- **Sustainability Practices:** Emphasis should be placed on incorporating sustainability and eco-friendly practices within the school environment.

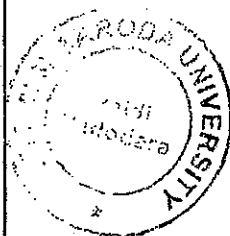
These recommendations aim at addressing existing gaps and further improving the academic and administrative functions of the SoHSS to ensure continuous development.

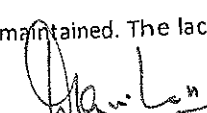
VIII. ITM School of Sciences

The AAA Exercise for the School of Sciences was conducted on 24th September 2024 to evaluate the teaching-learning processes, administrative operations, and infrastructural facilities, by assessing existing systems, and proposing methods for improvement. The AAA was conducted by a peer-reviewed committee composed of internal and external experts, Prof. (Dr.) RK Goyal, Mr. Satyavir Sharma, Mr. Tejas Pandya while Dr. Jyoti Tomar from SoS coordinated the audit on behalf of the school.

Key Observations of the School:

- Attendance Registers were not properly maintained.
- Course files were found incomplete with missing annexures.
- Mentor-mentee system needs formalisation, and files related to committees and minutes of meetings were not consistently maintained.
- Research activities are a strength, with 15 published papers, 2 books, and 3 book chapters. Dr. Rajeev Gupta has been identified as leading these efforts exceptionally well.
- However, the Institutional Research Committee (RC) file was not maintained, and there was a lack of records of research meetings.
- Several administrative records were either incomplete or poorly maintained. The lack of CO/PO mapping was noted.
- Staffing issues like the non-availability of non-teaching staff.
- Ph.D. attendance records were not well maintained,




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- Institutional policies regarding Research and Financial support for faculty attending conferences or workshops were absent.

Infrastructure and Facilities:

- Several infrastructure deficiencies were reported, including broken windows, malfunctioning drinking water coolers, and dirty washrooms (common for both staff and students).
- There is a shortage of classrooms, and additional three classrooms are required to accommodate students.
- The lack of chemical safety measures and inadequate chemical storage were raised as safety concerns.

Teaching and Learning:

- The teaching scheme and program files were found incomplete.
- Records of workshops, expert talks, and seminars were not properly documented, although nine events were conducted since the last audit.
- There was no practice of regularly checking classrooms by the HoD or principal.
- Value-added courses were not properly integrated into the Board of Studies (BoS) or documented, which could enhance the curriculum.
- The school has made significant progress in research, particularly under the leadership of Dr. Rajeev Gupta, who has also acquired seed money for research projects during the current AY.
- Cleanliness and hygiene require immediate attention, especially in washrooms and drinking water facilities.

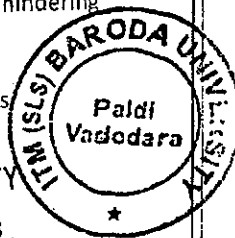
Recommendations by Committee

- Appoint class-wise mentors to improve student support and enhance the mentor-mentee system.
- Address the serious issue of non-availability of non-teaching staff, which is hindering operations.
- Urgent repairs are needed for broken windows and non-functional water coolers.

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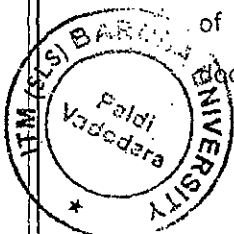
- Separate washrooms for staff (especially for female staff) should be arranged, and common washrooms should be cleaned regularly.
- Improve seating arrangements and ensure sufficient classrooms are available.
- Implement proper chemical safety measures, including safe storage and handling protocols. Also, establish a system for the disposal of chemicals as per norms.
- Ensure that first aid boxes are available in all laboratories.
- Properly document workshops, seminars, and other events, including attendance, minutes of meetings, and feedback.
- Integrate value-added courses into the BoS and document them appropriately.
- Improve projector availability in the class rooms.
- Address heat challenges in the top-floor classrooms during summer.
- Start the lift facility, particularly for emergencies.

IX. ITM College of Nursing (CoN)

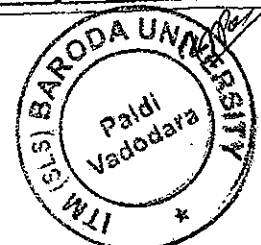
The Academic and Administrative Audit (AAA) of ITM College of Nursing, conducted on 26 September 2024, reveals the college's excellent maintenance of records, infrastructure, and adherence to academic and administrative standards. It was highly praised for its commitment to quality, earning recognition as the Best College of ITM (SLS) Baroda University for record-keeping and file maintenance.

Major Observations of the College

- Attendance Register: All 06 attendance registers audited were well-maintained and up-to-date. This high level of meticulous preparation is unparalleled among other institutions within ITM (SLS) Baroda University.
- Course Files: Two course files were audited and found to be well-prepared, with complete and organized contents that met all requirements.
- Mentor's File: The audit confirmed that mentor files were maintained correctly, with students equally allotted to faculty members. However, it was recommended that Minutes of Meetings (MoMs) be regularly prepared for each mentor meeting to enhance documentation.



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- **Committees File:** The College maintains seven committees with well-organised records, including MoMs. However, it was suggested that the minutes should follow a standardised format.
- **Academic Calendar:** The audit confirmed that the College follows a structured academic calendar. Key dates were observed for semester commencements, clinical postings, theory classes, internal exams, and university exams, all adhering to the planned schedule.

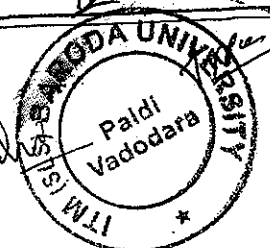
Strengths identified

- **CO/PO Mapping:** The College's Course Outcomes (CO) and Program Outcomes (PO) mapping was noted as exemplary, with a clear display in Notice Boards. This systematic approach positively impacts both students and faculty and is considered the best across ITM (SLS) Baroda University.
- **Communication with Parents:** The College maintains open and thorough communication with parents about students' performance. This record of communication is highly appreciated.
- **Departmental Meetings:** Regular meetings within departments are meticulously documented and provide a clear trail of decisions and actions taken, contributing to transparent governance.
- **BoS Records:** The audit lauded the BoS records for adhering to the Indian Nursing Council (INC) standards. This can be considered a benchmark for other schools within the university.
- **Workshops and Seminars:** Two workshops organised and maintained the record of workshops and seminars, although it is encouraged to further its activities in this domain.
- **Infrastructure and Cleanliness:** The College maintains cleanliness and environmental sustainability. Green initiatives and participation in events like World Environment Day were noted as positive contributions toward campus sustainability.

Weaknesses and Areas for Improvement

- **Drinking Water Facilities:** The lack of drinking water facilities for students is a significant concern. This was highlighted as a critical issue that needs immediate resolution.
- **Non-Availability of Non-Teaching Staff:** The audit found that no non-teaching staff were employed at the College. This should be considered as most urgent, particularly in managing administrative functions, and immediate recruitment of support staff was recommended.
- **Lack of Storage Facilities:** There is an urgent need for cupboards and racks for storing records and documents. The absence of these things are important for the preservation of important files.

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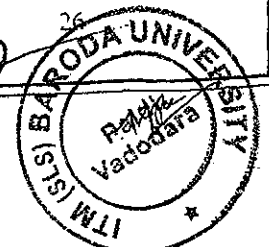
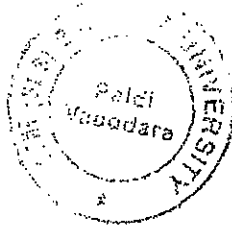
- **Fire Extinguishers:** The College lacks fire extinguishers, a most important safety measure. Immediate procurement and staff training on using the equipment were recommended.
- **Student Participation in Extracurricular Activities:** While the College has organised 02 sports and cultural activities, there has been no participation at the district, state, or national levels. This is encouraged for the greater involvement in these areas to promote a more holistic educational experience.
- **Value-Added Courses:** The College has not yet introduced value-added courses, which could benefit students' overall grooming and community engagement. The introduction of VAC through the BoS is to be done.
- **Professional Development Programs:** There is currently no record of faculty members participating in FDPs, seminars, or conferences. The College should promote faculty development and support for attending professional bodies' events.

The CoN has proved itself as a model institution within ITMBU for its well-maintained records, excellent academic organisation, and attention to cleanliness and sustainability. However, addressing concerns such as the lack of drinking water, storage facilities, and non-teaching staff will be crucial for the College to maintain and improve its operational standards. Admissions are becoming more competitive due to the growing number of nursing colleges in Gujarat, currently totaling 507. The College faces challenges in fee comparisons and clinical exposure. With a commitment to implementing these recommendations, the College can continue to set the bar high for educational excellence.

X. ITM School of Physiotherapy

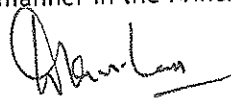
The AAA conducted on 28 September 2024 at the ITM School of Physiotherapy (SoPh), to assess the institution's strengths and identify areas for improvement. The Schools has started its operations from the last academic year and presently the admission scenarios is little bit a concerns. Recognised by Gujarat State Council for Physiotherapy, the school is expected to progress at its best in the coming years.

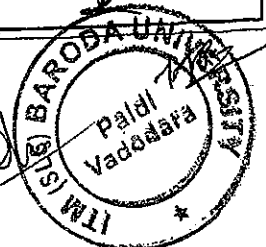
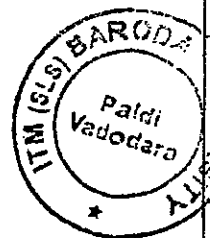
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Major Observations:

1. The audit revealed a shortage of faculty members, with only five teaching staff and no non-teaching staff.
2. Attendance Registers were not properly maintained, and Universal Management System (UMS) entries are not being practiced.
3. The course files were prepared only for the first two years, while the mentor's file lacked formal documentation like minutes of meetings.
4. Administrative and Infrastructure Issues of the college is that the faculty room had inadequate seating arrangements, and there were complaints about the exhaust fan blowing into the faculty area.
5. Classrooms and laboratories had significant cleanliness problems, particularly during rain, when water seeped into rooms.
6. Shared washrooms for staff and students were unhygienic, with inappropriate graffiti on walls.
7. There was also a noted lack of essential non-teaching staff, such as lab assistants, clerical staff, and peons.
8. Records of faculty meetings were informal, and staff development programs like workshops, FDPs, or conferences had not been organised yet.
9. There was no evidence of involvement in community services or initiatives to engage students in extracurricular activities.
10. Basic amenities such as fans, lights, and drinking water were in place, but windows leaked during rain.
11. Fire extinguishers were available and functional.
12. Office furniture was arranged in an orderly manner in the Principal's office, while in other places, it lacked systematisation.


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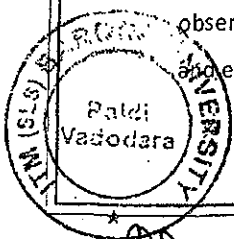
Recommendations for Improvement

- **Staffing:** Appoint more teaching and non-teaching staff, including peons and lab assistants, to ensure smooth academic and administrative operations.
- **Staff Motivation and Support:** The principal should actively address staff concerns to create a more positive work environment. Staff motivation is crucial, and efforts should be made to improve the overall atmosphere by resolving infrastructure issues and ensuring adequate support from the IT section.
- **Infrastructure and Cleanliness:** Address the cleanliness of classrooms, labs, and washrooms. Improve seating arrangements in faculty rooms, and resolve ventilation and water leakage issues.
- **Documentation:** Maintain proper records for faculty meetings, mentor sessions, and committee activities. Implement UMS entries consistently.
- **Organize FDPs, workshops, and community service programs** to improve faculty and student engagement.
- **Environmental Initiatives:** Introduce environmental awareness and sustainability programs within the school.

Overall, the AAA committee emphasised the need for infrastructural improvements, better staffing, and enhanced academic initiatives to create a more conducive learning environment. The need for improvements in staff motivation, infrastructure, and academic processes at the school is to be addressed at the earliest. The principal is advised to address these issues promptly, ensuring a more conducive environment for both staff and students.

XI. Office of Registrar & the Constituent Sections

The Academic and Administrative Audit of the Office of Registrar & its Constituent Administrative Sections (Registrar's Office, Administration, Human Resources (HR), Hostels, Transport, Security, and the Academic Section) was conducted on 21st September 2024. The audit was aimed at identifying areas of improvement in adherence to administrative procedures and compliance with policies in alignment with University Grants Commission guidelines for private universities. This report summarises the key observations, findings, and recommendations for improvement to streamline administrative processes and ensure compliance with relevant policies and procedures.



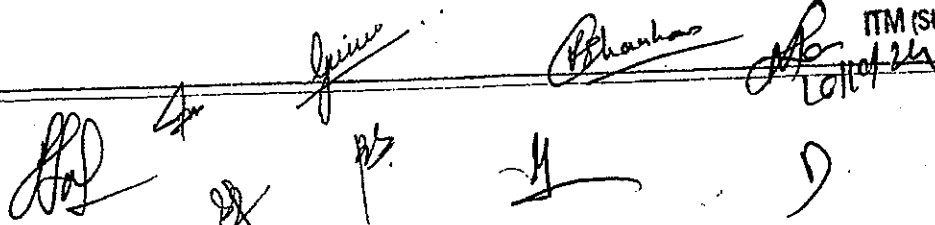
1. Office of the Registrar

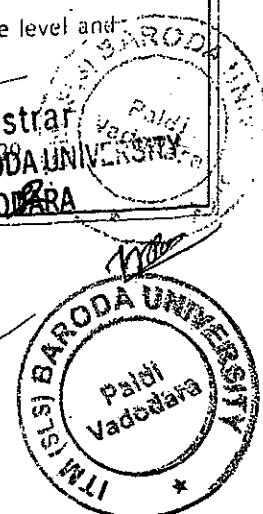
Key Findings:

- **Inward/Outward Register:** Maintained, but it is continued since ITM Universe time which should be updated as per ITMBU which is the current.
- **Policies and Procedures:** The ordinances of the ITMBU exist, whereas the formal policies based on these ordinances are not yet drafted.
- **Record Management:** Student records, especially related to admissions, are not managed by the Registrar's Office. The Admission Cell is functioning as independent Section which is maintaining the Records.
- **Staff Training:** The Practice of such training is being done at the Schools Level where the staff id deployed. The Registrar Office does not have the provision of conducting the formal orientation or training programs for staff; this is limited to school-level activities.
- **Processing of various Applications, correspondences, Circulars of Examinations, Staff Recruitments, etc.** not maintained at the Registrar Office.
- **Compliance with UGC Requirements:** Some practices exist, but there is no formal record-keeping for compliance. The Cells & Committees, Sanction Strength of Staff, cadre management, Anti Ragging Boards, Counselling etc. need to be implemented.
- **HR Policies:** Incomplete; requires a comprehensive HR Manual and documentation process.
- **Staff Turnover & Employee Records:** No systematic tracking of staff turnover. Employee records exist but need proper maintenance through service books.
- **Workplace Safety:** Inadequate fire safety measures. CCTV systems are available, but compliance records are lacking.

Recommendations:

- Replace the current Inward/Outward Register system and ensure proper authentication at the front page.
- Formally draft and implement policies based on the existing ordinances to enhance administrative clarity.
- Establishing a "STUDENT'S SECTION" a system for securely managing student records at the Registrar's Office.
- Implement regular staff orientation and training programs at the Registrar's Office level and maintain records of these initiatives.



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- Create specific files and records for compliance with UGC and other government bodies pertaining to Cells & Committees. To maintain the Circulars and Guidelines as per the category wise.
- The Correspondence of the Schools pertaining to Administrative Matters should be routed through Registrar Office.
- Develop and document comprehensive HR policies, including guidelines for recruitment, employee turnover, and performance evaluation.
- Suggested to draft a HR Manual for the various HR Policies and Procedures.
- Create a system for regular tracking of staff turnover and maintaining up-to-date service books.
- Improve fire safety compliance by installing more fire safety equipment, and keeping detailed records.
- The records of various Infrastructure developments like Green Initiative, Resource Conservation, STP, etc may be maintained at the Section.

2. Academic Section

Key Findings:

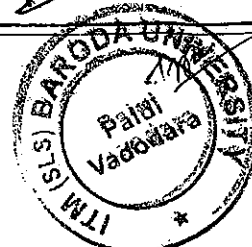
- Curriculum Design & Implementation: Not directly handled by this section. Lack of coordination between schools and academic sections causes duplication of work.
- BoS Files need to be maintained in a systematic way.
- Research and Accreditation: Research output and publications are not handled. The university is not accredited, and hence, accreditation compliance is not applicable.
- The shortage of Non-Teaching Staff is great concerns for handling the Academic Section as being the most important Section of the University.
- The Teaching Staff Records not found in Academic Section.
- The Identity cards of the Students are prepared by Academic Section.

Recommendations:

- Improve coordination between schools and the academic section to avoid duplication and ensure timely submissions of admission records.
- To establish a formal process for academic evaluation and student-related processes under the Academic Section's supervision.



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3. Hostels

Key Findings:

- Accommodation Records & Compliance: Records are maintained separately for boys' and girls' hostels, but policies need revision and formal documentation.
- Some of the Files and records destroyed during the Recent Flood.
- Health & Safety Measures: Adequate CCTV and biometric systems, but periodic sanitary inspections need to be implemented.
- Grievance Redressal: Records of grievance Redressal exist, but a formal system with suggestion boxes and periodic reviews is not in place.
- No Anti Ragging Rules/Posters displayed in the Hostels with the Contact Details of the Anti-Ragging Squad.
- Messing has been adequately managed with the Hygienic standards & Norms. The Menu is being prepared and displayed.
- Site Map of Hostels found missing.
- Dedicated Counselling Room may be established, as such the process is practiced.
- First Aid Boxes not visible, though the Medical Hospital is situated within the Campus.
- Policy for Hostel Allotment, Vacation, and Refund Policy etc. not formally prepared though the system exists through the Admission Brochures/Forms etc.
- Sanitation, Cleaning etc is adequately looked after.

Recommendations:

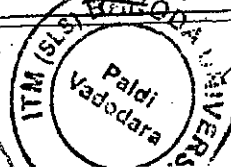
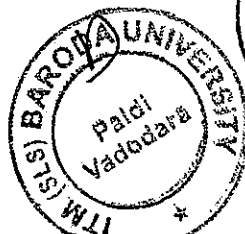
- Update hostel rules and policies regularly and ensure they are in line with safety and security standards.
- Install suggestion boxes in strategic locations to enable anonymous feedback from students.
- Conduct periodic sanitary inspections to ensure cleanliness in hostel kitchens and dining areas.

4. Store & Purchase Section

Key Findings:

- Inventory Management: Satisfactorily maintained, but authentication certificates are missing from registers.

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- **Procurement & Vendor Management:** The procurement process is sound, and vendor management is transparent, but there is no formal procurement policy.
- **Disposal of Obsolete Items:** Large amounts of scrap are lying in the store with no defined scrap disposal policy.
- **Fire Safety:** Fire safety measures are insufficient, and the storage area is prone to water logging.

Recommendations:

- Ensure authentication certificates are there on the front page of inventory registers.
- Frame a clear procurement policy with cost-saving measures and transparent vendor evaluations.
- Develop a scrap disposal policy.
- To provide the suitable place for storage of the unserviceable & obsolete items.
- Improve fire safety
- Ensure proper storage conditions, particularly for scrap and water-prone areas.

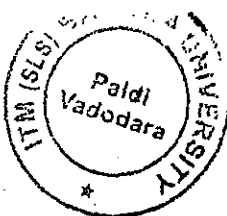
5. Security Section

Key Findings:

- **Selection & Training of Security Personnel:** Security personnel are outsourced, and while training is provided, no records of training are maintained.
- **Emergency Preparedness:** No emergency drills are conducted, and it lacks preparedness protocols.
- **Incident Reporting:** There is an informal system in place for reporting incidents, but coordination with local law enforcement needs improvement.

Recommendations:

- To conduct regular, documented training programs for security personnel.
- Conduct periodic emergency preparedness drills and document these activities.
- Strengthen coordination with local law enforcement and ensure the contact details for emergency services are prominently displayed at the main gate.



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6. Transport Section

Key Findings:

- The Section maintains the records adequately.
- The Buses are in good conditions with all safety features, like Lights, Mirrors, Insurances, Fitness Certificates, etc in place.
- Compliance with Transport Policies: No formal transport policy exists. Vehicle records and maintenance logs are satisfactorily maintained.
- Safety Measures: Buses are checked regularly, but seating plans for female and senior faculty members are not formalised.
- Route Map not displayed.
- Contact Details of the Person (to whom the contact may be made in case of emergencies or the rash driving etc) on the Buses not displayed.

Recommendations:

- Develop a formal transport policy that includes route planning, seating arrangements, and safety protocols.
- Ensure that seating plans, particularly for female and senior faculty, are implemented and clearly communicated in all transport vehicles.
- Continue regular maintenance and safety checks to ensure compliance with safety standards.

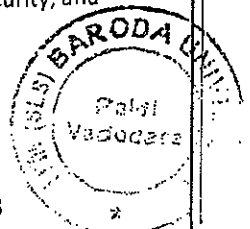
General Recommendations for the Administrative Sections under Registrar

The AAA audit of ITM (SLS) Baroda University revealed several areas where improvements can be made to align administrative procedures with UGC guidelines. In particular, attention should be given to formalising policies and procedures across departments, improving staff training and development, and enhancing the security and safety protocols in administrative and student areas.

To move forward, the university should:

- Prioritize Policy Development: Establish formal policies for HR, procurement, safety, security, and transport.

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- Enhance Compliance: Strengthen record-keeping and compliance with UGC and governmental regulations across all departments.
- Improve Training & Development: Conduct regular training programs for staff, focusing on areas like security, fire safety, and administrative skills.
- Monitor and Review: Implement a systematic review process for all departments to ensure continuous improvement in administrative efficiency and compliance.

XII. Office of Controller of Examinations

The AAA at the Controller of Examinations (CoE) section of ITM (SLS) Baroda University conducted on September 7, 2024, and provided an extensive review of the examination and evaluation procedures to assess the current systems, identify weaknesses, and propose improvements to enhance the quality of examination. The exercise, facilitated by AAA committees, highlighted key areas of strengths and areas requiring improvement. Below is a comprehensive report of the findings and recommendations.

Major Observations and Findings

a) Staff Details and Management

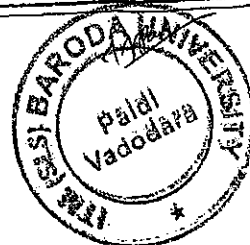
- The COE section has four staff members, formal record-keeping practices for staff management were lacking.
- Staff verification processes were informal, suggesting the need for systematic documentation and verification of roles.

b) Storage of Examination Materials

- One of the significant concerns was the storage of answer sheets and other sensitive materials.
- The storage room was deemed insecure, lacking proper locking and sealing mechanisms.
- The concerns over confidentiality and the potential for unauthorised access has been seriously undertaken. It was recommended that the storage room be secured with proper locks and restricted access to authorised personnel only.



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c) Examination Processes and Calendar

- The examination process was well-structured with a prepared examination calendar. However, the means of communication and circulation of this calendar needed to be formalised through the Registrar's office.
- It was also noted that the time between the end of examinations and the declaration of results should be minimized to around 20 days as per the NAAC Standards. Presently the time taken is far beyond the limits.

d) Confidentiality and Security

- Security measures for handling question papers, answer sheets, and mark sheets were found to be lacking.
- The COE office was easily accessible, compromising confidentiality.
- There was also no formal storage regulation policy in place. It is recommended drafting an Examination Manual to ensure the smooth and secure conduct of examinations.
- Additionally, stricter security measures, such as restricted access to the COE office, improved staff verification processes, and installation of safety equipment like fire extinguishers, were advised.

e) Technology Integration

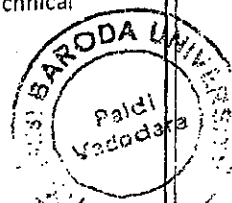
- Although the University Management System (UMS) had been implemented in 2023, older records were not yet integrated.
- This posed challenges in accessing historical examination data. It is suggested completing the integration of older records into the UMS by the deadline of September 2024.
- Also, the adoption of digital systems for exam-related tasks, such as attendance and evaluation, would enhance efficiency.

f) Compliance with University Regulations

- It was revealed a lack of compliance with university and regulatory body guidelines, such as those from the University Grants Commission (UGC) and the All India Council for Technical Education (AICTE).

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- Compliance reports and audit records were unavailable, raising concerns about the adherence to required standards.
- The incorporation of Digilocker for degree certificates was also recommended.

g) Record Maintenance and Documentation

- Archival of examination records was a serious concern, as proper storage procedures were not followed. The audit recommended urgent resolution of this issue to maintain sensitive data securely.
- A shortage of manpower further complicated record maintenance, underscoring the need for additional staffing resources.

h) Grievance Redressal and Transparency

- While grievance Redressal and revaluation procedures were in place, there was no Standard Operating Procedure (SOP) or examination manual.
- It is recommended implementing a formal policy to handle grievances, revaluation, and unfair practices more transparently.

i) Student Feedback and Continuous Improvement

- No formal mechanisms for collecting student feedback regarding the examination process were in place.
- It was emphasised the importance of collecting and analysing feedback to improve examination procedures and recommended that this be done immediately.

j) Training and Capacity Building

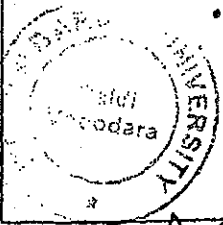
- The COE section lacked formal training and development programs for staff.
- It is suggested that workshops and training sessions be conducted for faculty, staff, and students to enhance their understanding of the examination system.

k) Handling Malpractices

- Procedures for dealing with malpractices were not fully systematised.
- While case files were maintained, they were not organised.

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- It was highlighted the need for an examination manual that clearly outlines policies for handling malpractices.

l) Result Analysis and Reporting

- Although result analysis reports were prepared, they were not discussed in academic council meetings.
- The audit suggested that these reports be presented to the academic council to facilitate informed decision-making and enhance examination governance.

m) Support for Students with Special Needs

- There were no formal provisions for students with special needs.
- It is recommended drafting a policy for special accommodations, such as providing scribes or extra time for exams.

Recommendations for Improvement

a) Examination Manual Preparation:

The audit strongly recommended the preparation of an Examination Manual to standardise procedures, ensure compliance with regulatory bodies, enhance security, and improve operational efficiency.

b) Improved Security Measures:

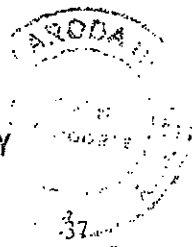
- The COE office should restrict access and install security features like fire extinguishers and CCTV monitoring.
- Question papers and answer sheets must be stored securely, and staff should undergo formal verification.

c) Staff Training:

Regular training and capacity-building programs for COE staff should be implemented to familiarise them with technological advancements and improve examination management practices.

d) Technology Integration:

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The University should complete the integration of older examination records into the UMS and implement automated systems for attendance and evaluation.

- e) **Grievance Redressal:** A formal SOP for grievance redressal and revaluation should be established to ensure transparency and fairness.

The AAA provided valuable insights into the functioning of the COE section at ITMBU. While several strengths were identified, such as the structured examination calendar and technological advancements, there were significant areas for improvement, particularly in security, compliance, and documentation. The recommendations made by the AAA aim to enhance the overall efficiency, transparency, and security of examination management, ultimately contributing to the academic integrity of the institution.

XIII. ITM Central Library

The AAA was conducted at the Central Library, on 24th September 2024, by a committee constituted by the IQAC to evaluate the library's effectiveness in supporting academic and research activities. The assessment covered resources, infrastructure, user satisfaction, services, and administrative efficiency.

Major Observations:

Strengths:

- The library serves as a valuable resource, with a robust collection comprising 24,988 books across 5,843 titles and 12,088 e-resource books.
- The DelNet digital resource network, utilised by an average of 150 users per day, is a notable strength.
- The library occupies a well-maintained space of 976.36 square meters, with a seating capacity of 150, which is considered adequate. However, an expansion to accommodate 300-400 users is recommended.
- Digital access is commendable, with 9,963 online catalogues, although Wi-Fi access and additional PCs are required.
- The library is automated, using KOHA software, with the potential to integrate the Library Module into the University Management System (UMS) for further efficiency.



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Areas for Improvement:

a) Infrastructure and Services:

- The current seating capacity is adequate but should be increased.
- There is a shortage of PCs, with only four functional systems. Moreover, some of these have outdated software, hindering digital services.
- The absence of air conditioning or coolers on the top floor, along with insufficient racks for book storage, poses challenges.
- Washroom facilities for students are lacking, and the need for scheduled housekeeping services is urgent.

b) Safety and Security:

The audit revealed serious safety concerns. There are no fire extinguishers, first-aid kits, or a fire exit plan, which need immediate attention.

c) Staffing:

- a. The library lacks a librarian, with only three clerical staff managing operations.
- b. The committee recommended hiring additional staff, including peons, to enhance service efficiency.
- c. Training programs for staff have not yet been initiated.

d) User Feedback and Engagement:

- a. The user satisfaction questionnaires is prepared, however no surveys have been conducted. It is recommended that surveys be held once per semester to assess user satisfaction.
- b. Poor footfall, particularly from faculty, indicates the need for strategies to improve engagement.

e) Digital and Information Services:

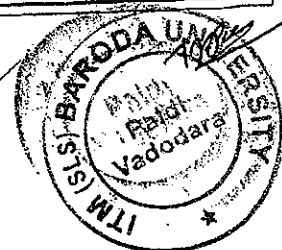
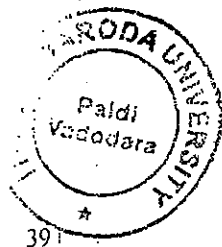
- a. The absence of Wi-Fi is a critical issue, as students increasingly rely on digital resources.
- b. *This has been approved by the authorities but not yet implemented.*
- c. The library's information programs need to be expanded and formalised with proper record-keeping.

f) Library Policies Manual:

- a. No formal library policy or manual is in place.

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- b. The committee recommends the preparation of a library policy Manual.

Recommendations:

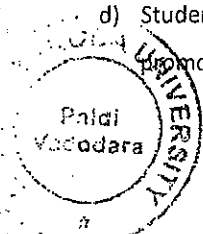
- Infrastructure Upgrade: Expand seating capacity, provide additional PCs, and upgrade software.
- Install fire extinguishers, first-aid kits, and establish a fire exit plan.
- Appoint a qualified librarian and increase clerical staff, including peons.
- Conduct regular surveys and establish suggestion boxes for user feedback.
- Develop a comprehensive library policy and manual.
- Implement Wi-Fi facilities and ensure the availability of updated PCs.

9. Key Findings and Recommendations for School(s):

Based on the AAA Exercise, conducted by the IQAC at ITMBU between September 03 and September 28, 2024, a comprehensive assessment was made across all constituent schools and sections of the university. The audit identified various strengths, weaknesses, and provided actionable recommendations to improve the academic and administrative processes. Below is a summary of the key findings across schools, along with recommendations for improvement.

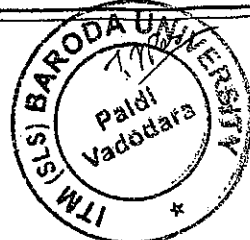
Strengths

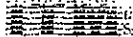
- Schools like SoB and CoN maintained well-organized course files, including student feedback on courses and faculty teaching, demonstrating compliance with academic guidelines.
- Effective Attendance Management: Most constituent schools, maintain a comprehensive attendance system via the UMS. The colleges like CoN is maintaining the Attendance registers as per the Nursing Council Norms. Regular communication with parents regarding student attendance was praised.
- Attendance and Parent Communication: Most schools, such as SoB, SoCSET, and SoP, utilised the UMS effectively to monitor attendance and maintain communication with parents, ensuring student accountability.
- Student Mentorship: Schools, including SoB and SoCSET, maintained active mentorship programs, promoting academic support and guidance for students.



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- e) Workshops and Seminars: Schools like SoCSET and SoHSS organized workshops, webinars, and expert talks that contributed to professional development for students and faculty.
- f) Documentation: Schools such as SoB and the CoN exhibited meticulous attention to the maintenance of course files, mentor-mentee records, committee minutes, and academic calendars. This structured documentation facilitates smooth operations and provides transparency in academic governance.
- g) Good Industry Linkages and Placement Records: The strong industry linkages at SoB, with robust placement and internship opportunities were provided to the students viz. 136 MBA and 69 BBA students were placed with top recruiters visiting the campus regularly. This aspect was also noted positively in SoCSET, SoTE although improvement is needed in the frequency and depth of engagement.
- h) Strong Faculty and Team Spirit: Faculty members across schools, including the School of Pharmacy SoTE, CoN and SoCSET, showed high motivation and enthusiasm for teaching and institutional growth. Their spirit of teamwork was a key highlight.
- i) State-of-the-Art Infrastructure: Schools such as SoP and SoCSET have well-maintained laboratories and teaching facilities, supporting practical learning and research. Additionally, the CoN was praised for its hygienic environment and clean infrastructure.
- j) Research Efforts and Publications: Despite shortcomings in certain areas, the School of Sciences showed progress in research activities, with faculty members (Dr. Rajeev Gupta) publishing 15 papers, 2 books, and 3 book chapters, showing potential for further growth in this area. He is appreciated for his active involvement in these activities with the research output, with 15 papers, 2 books, and 3 book chapters published, highlighting faculty engagement in research activities.

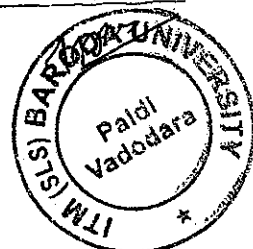
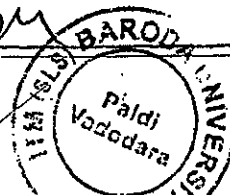
Weaknesses

- a) Limited Research Output: Across many schools, including SoP, SoCSET, and SoB, research output was minimal. A lack of seed money, research policies, and motivation may be the reasons for that. SoCSET, for instance, had only 10 papers published, with no books or patents filed. Minimal research output, with a shortage of Ph.D. holders and inadequate publications, patents and Lack of a Research Policy was a major concern.
- b) Value-Added Courses: Many schools, including SoMPMS, SoHSS, and SoS, did not add sufficient value-added courses, which are crucial for enhancing student employability and aligning education with

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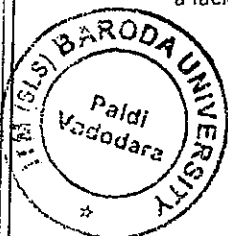
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industry demands. A recurring issue across schools is critical for enhancing student employability and practical skills. This gap was seen as a major concern by the audit committee.

- c) FDPs: In many schools, including SoP and SoCSET, there was a lack of FDPs and insufficient faculty participation in workshops, limiting professional growth. The limited participation in workshops, conferences, and training sessions, hindering the professional growth of the teaching staff.
- d) Incomplete Course Files: Schools like SoS and SoMPMS had incomplete course files and lacked adequate documentation of teaching-learning processes.
- e) Poor Maintenance: Schools like SoMPMS and SoPh struggled with inadequate maintenance of classrooms, labs, and washrooms. There were concerns about broken windows, water leakage, and lack of fire safety measures.
- f) Alumni and Student Councils: The functional alumni associations and student councils, reducing student involvement in extracurricular and institutional development activities are the concerned areas which we need to address. No functional alumni association or student council, limits the institutional development and student engagement. The absence of formal platforms for student participation in events and activities was another key weakness.
- g) Staff Shortages: Many schools, including SoP and SoCSET, faced faculty shortages, especially Ph.D.-qualified staff, which affected academic performance and research potential.
- h) Environmental Initiatives: Few schools, including SoD and SoP, demonstrated a lack of green and environmental initiatives, and there was no formalized waste management system.
- i) Poor Documentation and Grievance Handling: In several schools, particularly SoP and SoMPMS, documentation practices were inconsistent, with important files such as minutes of meetings, research records, and grievance redressal systems either incomplete or poorly maintained. There was a lack of a formalised grievance redressal mechanism in many departments.



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- j) Infrastructure and Safety Concerns: Schools like SoTE, SoCSET, SoS, SoPh, and SoMPMS faced significant issues with infrastructure maintenance. Poor housekeeping in laboratories, broken windows, inadequate fire safety measures, and lack of clean washrooms were highlighted. In SoPh and SoMPMS had water seepage and lacked adequate seating furniture, affecting the teaching-learning environment. The Water entering in labs of SoPh during the Rains, Exhaust Fan outlet inside the Faculty room is important issue to address.
- k) Committee Functionality: Operational committees such as the Academic Council, BoS, and department-level committees were well-maintained in schools like SoB and SoCSET, indicating good governance practices.

Suggestions & Action Points for Improvements

- Value-Added Courses: The introduction of VACs should be prioritised across all schools, particularly in SoP, SoMPMS, and SoHSS. These courses should focus on employability skills, industry trends, and practical applications, aligning with the Board of Studies recommendations and NAAC guidelines. Schools should prioritize offering VACs that are aligned with industry requirements, particularly in schools, to enhance employability and provide additional learning opportunities.
- Research Policies: University need to establish formal research policies, allocate seed money for research projects, and motivate faculty to participate in collaborative research and publications. The formation of research committees and the introduction of consultancy services would also help foster a research-oriented environment. Implementing the system of formal Research Committees and providing seed funding to the faculty will help to boost research output and focus on consultancy services to generate external revenue in our University.
- Documentation Practices: Schools should improve their record-keeping, particularly with regard to research files, course files, mentor-mentee files, and grievance handling. The documentation systems via UMS could streamline the process.
- Infrastructure Maintenance and Safety Enhancements: Immediate action is required to address infrastructure issues in labs and classrooms, particularly in SoP, CoPh, SoTE, SoCSET, and SoMPMS. Fire safety measures, such as the installation of fire extinguishers, should be implemented across all

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schools. Regular maintenance of washrooms, seating, will also improve the learning environment. The Estate Department may be established to address the issues. Broken windows, faulty equipment, and cleanliness in washrooms should be prioritised for improvement.

- FDP: Schools should conduct regular FDPs and encourage faculty to participate in national and international conferences. Increased training sessions focusing on advanced teaching methodologies and emerging technologies would enhance the quality of education offered. Organising more FDPs should be encouraged as well as to attend workshops, conferences, and online training programs to stay updated with the latest advancements in their fields.
- Forming Alumni and Student Councils: The University Schools must establish active alumni associations and student councils to promote engagement, organise events, and support institutional growth. These bodies can also play a significant role in mentoring students and contributing to university development and offer a platform for student leadership.
- Mentorship Programs: Schools like SoS and SoMPMS should systematize their mentorship programs, ensuring proper documentation and student engagement.
- Fire Safety Equipment: Schools should ensure that fire extinguishers and other safety measures are in place to adhere to safety standards.
- Faculty Shortages: Schools should recruit more Ph.D. qualified faculty and teaching assistants to meet the demands of the academic workload. Regular recruitment drives will help attract qualified professionals.
- Promote Green Initiatives: Schools should initiate green practices, such as energy conservation programs and waste management systems, to enhance the university's environmental consciousness.

10. Recommendations by the AAA Committee

1. Research and Development Focus: Schools need to focus on increasing research output, establishing research committees, and introducing funding mechanisms. This will help meet NAAC accreditation standards and encourage faculty and student involvement in research activities. The Research Policy at the University Level should be prepared and implemented. We should aim for a minimum number.

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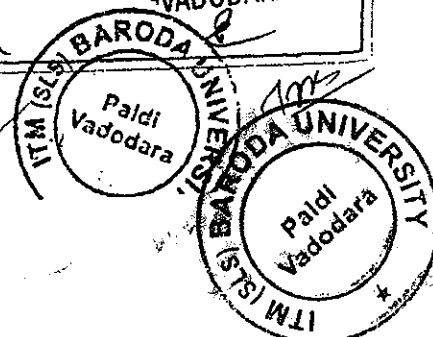


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of research papers, books, and patents from each department. The Research Cell should be functional and visible by their involvement and participation as well as Research Advisory Committees should be formed to guide research initiatives.

2. Automation Integration: The complete integration of older examination records into UMS should be prioritised. Additionally, digital platforms should be used for attendance, exam evaluation, and student feedback collection to ensure efficiency and transparency.
3. Staff Recruitment and Non-Teaching Support: The recruitment of additional faculty and non-teaching staff, such as lab assistants and clerks, is essential for improving operational efficiency in the sections and schools. Schools urgently need to address their staffing shortages.
4. Improved Student Support Systems: Student support services, including career counselling, Mentorship, Personality Development, Mock Interviews and workshops on employability, should be organised. Schools should also encourage student participation in extracurricular activities.
5. Focus on Green and Environmental Initiatives: Schools should introduce green initiatives and environmental awareness programs. Proper waste management systems and the promotion of sustainability on campus will contribute to a healthier, eco-friendly environment.
6. Improved Placement Services: The University should encourage the TAAP by organising more career development sessions and competitive exam preparation workshops. Increased student participation in placement fairs, Pool Campus Drives and alumni-led workshops will also support career progression. TAAP should provide career counselling to prepare students for job interviews, competitive exams, and higher studies also
- Curriculum Alignment with Industry Needs: Boards of Studies (BoS) should be tasked with continuously revising the curriculum to ensure that it meets industry trends and student needs, particularly in VAC and skill development programs.
- Introduce More FDPs: Schools should organize at least 5-day FDPs annually for faculty members to enhance their teaching methodologies and align with NAAC accreditation standards.

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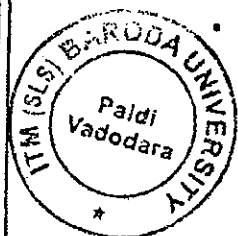
- Upgrade IT and Digital Infrastructure: Schools should enhance IT infrastructure by providing updated systems, ensuring Wi-Fi connectivity, and integrating digital tools for online assessments and evaluations.
- Improve Record-Keeping: Schools should adopt digital documentation systems to maintain organized records of meetings, courses, and academic activities for easy audit compliance.
- Identifying the Best Practices: Schools should identify their own Best Practices related to teaching, learning, and sustainability, sharing these initiatives with other departments to foster a culture of excellence.

11. Key Findings and Recommendations for Sections:

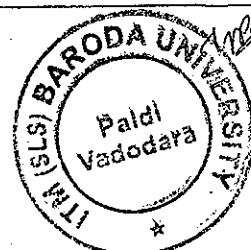
1. Observations for Office of Registrar & the Sections under Registrar Office

A. Registrar Office:

- Current registers/files are maintained since ITMBU inception. An authentication certificate on the front page is required.
- While the ordinance is in place, policies aligned with the ordinances need to be drafted and implemented.
- Establishment Section: This section needs to be set up. Tasks should be initiated and maintained in accordance with UGC and Council norms.
- Service books for Registrar Office staff need to be implemented. Printed service books are available but need to be properly filled and prepared.
- There is no practice in place for the disposal of old records or files. (There is no old records yet).
- Staff Training: Orientation and training programs are currently conducted at the school level but should be overseen by the Registrar Office, with proper records maintained.
- Circulars on best practices (e.g., plastic use, smoking, anti-ragging, disciplinary matters (No matter is reported yet), and code of conduct) are missing and need to be drafted.
- The code of conduct has been drafted and is awaiting approval. Formats for various cells have been provided by IQAC but need to be completed by the Registrar Office.



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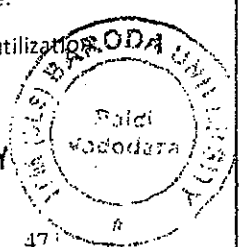
- While scholarships are listed on the portal, no physical records are maintained. These need to be filed and prepared for audit.
- While compliance with UGC regulations is met, a dedicated file for maintaining records should be made.
- UGC-mandated cells and committees are not fully implemented, although the Anti-Ragging Squad is listed on the website. The IQAC has handed over formats, and the process is underway.
- A comprehensive HR policy manual needs to be developed. Current schemes (e.g., admissions discount, transport, gratuity, PF, leave) exist, but no formal policy is in place. Service books need to be maintained and preserved.
- Fire safety measures are inadequate, although CCTV is operational. No formal policies or records are in place.
- There is no estate office. Although rainwater harvesting and water recharging systems are claimed to be in place, no government compliance records exist. Borewell systems supply water, but no agreements or MoUs for waste disposal are in place.
- The Academic Section is remotely located, and there are storage issues. Schools do not follow the formats shared by AR Academics, leading to duplication of work. Key areas like curriculum design, faculty development, and student feedback are not managed effectively.
- The student section is not operational. ID cards should be managed by the Admin, Admission, or Library sections rather than the Academic Section.
- Industry experts and alumni are not yet nominated to the Board of Studies (BoS).

B. Observations for Store and Purchase Section

- Authentication certificates are needed on all registers.
- Fire safety measures need to be improved. Storage should align with the class/type of the items
- Scraps and obsolete items should be stored separately, and a scrap yard may be established for items beyond repair.
- The current store is prone to waterlogging, and there is no scrap policy in place.
- Items are procured based on School/Department needs. It is advised to seek utilization details before requesting new items.

C. Observations for Security Section

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Internal Quality Assurance Cell

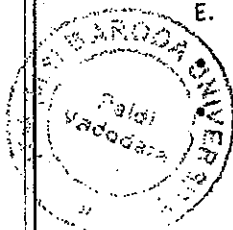
- Security is outsourced, with 14 personnel managed by Col. AV Gupta and Mr. Jitendra.
- General training is conducted, but records are not maintained.
- Cameras are accessible by the IT section only.
- Incidents are reported informally by Dr. Baba Pai, Dr. AV Gupta, Jitendra, and relevant deans.
- Equipment includes snake catchers, sticks, torches, and a night watchman with a licensed gun.
- The security team should maintain contact with the local police at Jarod. Emergency numbers should be displayed at the main gate.
- Security should be notified in advance about events or programs to ensure proper personnel deployment.
- Security should be informed in advance about guest visits to avoid confusion.

D. Observations for Hostels

- Hostels are maintained separately for boys and girls, and rules are in place. Policies need revision. Biometric systems, CCTV, fire safety, and security guards are operational, and in/out registers are maintained.
- Student satisfaction with hostel facilities is generally collected verbally. Suggestion boxes should be installed at appropriate locations.
- A discipline committee and proctor are appointed, and grievance redressal records are available.
- Visitors are not allowed to stay inside the hostels. They may meet residents in designated areas like reception or ground floors.
- Facilities are adequate, with menus displayed. Sanitary inspections by the university should be conducted regularly, and mess staff should adhere to cleanliness standards.
- A student council should be formed as soon as possible.
- A hostel layout should be displayed.
- A system for maintenance is in place, and complaints are resolved. No parking is allowed near hostels, and a transport policy is lacking.

E. Transport Section Observations:

The Transport Policy for use of College Buses, Bus fares for commuters etc. is available. Buses are checked, safety being maintained.



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- Insurance and Fitness Certificate available.
- Drivers are having valid Driving Licenses, their documents are available.
- The Contact Details of the person responsible may be visible at the each buses to contact during emergencies or rash driving.
- The Route and time Chart is followed, suggested to display the same in Buses as well.
- Females and Senior Faculties/Staff are given due regards in Seating arrangement

II. Observations noticed at office of Controller of Examinations. (COE)

Following observations are made during the AAA Exercise for the COE Section:

- The COE Section is located at the Remote Place, away from the University Office.
- The Section is not secured at all, accessible for every one including students even which should not be. It is to be well secured, with restricted Entry. It should be OUT OF BOUNDS for all except on duties or specifically permitted by COE/competent authorities.
- Till now, NO EXAM MANUAL, and even SOP not being practiced. Suggested to work on this aspect. Working without exam manual is serious concerns and which should be addressed by COE at the earliest possible time.
- The Storage Constraints notice in the section. The Space for the Storage is not proper and secured as well. The Storage Regulations NOT AVAILABLE.
- Examination Calendar is being prepared but the Means of Circulation is to be as per the University Format. All the circulars should be through the Office of registrar only.
- The Question Papers are handled with utmost security where only COE and Deputy Registrar is only having Access.
- Staff Verification is not in FORMAL way for the staff deployed to work in Exam Section. The policy should be framed and the system to be made to practice this.
- EXAMINATION Hall is **Not Available** instead the Class Rooms are only being designated as Examination Hall and the Exams are conducted. This is prone to mall practices which needs urgent attention.
- Grievances are recorded but not resolved.

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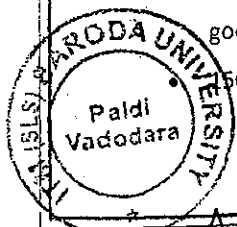


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- Presently, from 2023 onwards the UMS has been incorporated for the COE Section. Older records are yet to be updated in UMS. By 30th September it may be completed as stated by COE during the AAA.
- Compliance reports, Audit reports, Annual Report of the Examinations Section is Not Available or not in practice. It may be implemented.
- Record keeping procedures, Archival policy for Data Records is a Serious Concerns in COE as being the Most Sensitive Department of the University.
- Feedback/ATR has not been in the Practice till now, however it is going to start immediately.
- Sessions or Surveys may be conducted for the Students for their suggestions and points for concerns. Regarding the evaluation, revaluation, transparency and queries if any.
- Training records, Workshops are not undertaken by the COE Section. Review meetings, Process improvement records NOT MAINTAINED/NOT PRACTICED
- Committee records, Case files to be systemised as per the Policy.
- Result analysis reports is in Practice.
- Policies for subscribes is not there as Special provisions, however in case of any incident arising out then the Examinee is provided with the Subscribe.
- Circulars, Student support records are there which need to be more effective and impactful.
- Fire Extinguishers not available, Windows of Evaluation Section is broken which need attention.
- Washrooms for the COE Section is shared with the common washrooms which are for the other staff, Sections, students.
- The side room of the COE Office is a Class Room which should be shifted and the same may be allotted to Exam Section for better office management.

Observations noticed at the Central Library

- Total 24988 Books with 5843 Titles, 12088 E-Resource Books and Availability of DelNet is significantly good.
- 50 Users per day for the Delnet are also good.



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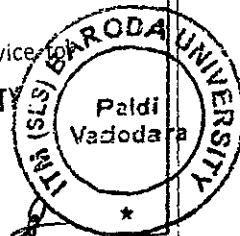
- Total 976.36 Square Meter Space with 150 Seating Capacity is very good which it may be increased to 300-400 even.
- 9963 online Catalogues are fine and good.
- The Survey for the Satisfaction not yet done. It may be done once in a Semester.
- Total 03 Staff Available and the Library is Open during University Office Hours only.
- Librarian is Not Appointed yet. Clerical Staff is less. Peons may be appointed appropriately.
- Training Programme not yet initiated.
- Student satisfaction Surveys for the library is not conducted, although the Questionnaires are ready. It may be carried out through UMS as well.
- Suggestion Boxes may be there.
- KOHA Software are being used. It is automated. Library Module in UMS may also be planned.
- Library Manual may be prepared. No Library Policy at present. Which may be initiated appropriately.
- No safety norms. No fire extinguishers, No First Aid Box, No Fire Exit Plan is there for the Library
- **SERIOUS CONCERNS** for the Section
 - House Keeping Services is not scheduled. It is available when contacted.
 - Washrooms for the Students not there.
 - Drinking Water Facilities not available in Library.
 - Fans without Regulator/Clubbed Switches.
 - Wi-Fi Facilities not available
 - PCs are very Less, Some PCs have outdated Operating Systems.
 - No actually, However from IQAC the N-LIST registration has been suggested which is approved and will be registered in the early next year.
 - UMS may be implemented at the earliest for the Library Section.

12. Summary of Overall Assessment:

1. Records and Data mentioned in the AAA Formats are probably available which needs proper means of documentations. The BoS, Course Files, MoMs, Events Report, VAC, need to be formatised as similar format across the Schools.
2. Good demonstration by all during the AA Audit.
3. Research Activity need attention. The Dedicated research Cell may be put into service for creating the Research Environment.

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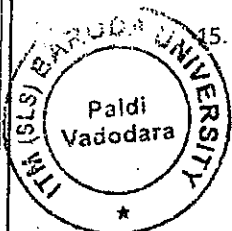
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4. Policy Formulation is lacking. The Ordinances are available in the University, referring to them, the Policy(s) may be drafted according to our ITMBU in line with statutory compliances.
5. Administrative Protocols and hierarchy should be followed by the Schools and Sections for the administrative and Academic Matters. The Correspondences of the Schools especially the administrative matters may be routed through the proper administrative channel and hierarchy may be followed.
6. Approval for the Staff Recruitment by the schools may be done through the HR Section of the ITMBU. Qualified and experienced faculty members against the vacant post(s) may be appointed as the Average Teaching Experience is low.
7. Strengthen communication channels between different administrative units with due regards to the protocols and hierarchy. The informations of the Administrative nature like Events may be circulated by through the Email to all the staff of ITMBU. Presently, this is almost done through WhatsApp Groups.
8. Email Groups may be formed by the IT Section viz. ITMBU All Staff, Deans & Principals, Teaching Staff, Non-Teaching Staff, All Students as per School wise etc.
9. Infrastructural resources, computer, internet facilities have been good, however the Ramps in Hostels may be prepared. Seating arrangements for the Faculties Staff may be considered for up gradation.
10. The House Keeping Issues especially for the Washrooms are of the Greatest Concerns which needs urgent attention.
11. Vibrant and disciplined student community with the Active cooperation.
12. Formulation and meticulous implementation of academic calendar and Lesson plan execution by the school is good.
13. During Felicitations/Prize/Award Distributions or any Events Ceremonies, the Faculties and Principals should be invited.
14. *Sending Congratulatory and Complementary Messages from the Office of the Registrar through PA to Registrar on the Birthday of the Staff through the Email is highly appreciable initiative for keeping the staff motivated and making him to feel Recognised and sense of belongingness.*
15. Files and Folders should have the Index page and the Docketing Sheets to enable the details of enclosures inside the file.



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16. Sessions may be conducted for the Teaching and Non-Teaching Staff on the latest administrative policy, Office etiquettes etc.
17. Policy for use of Private Vehicles and the Parking may be formulated and implemented.
18. Good common facilities such as, Hospital, sports, guest house, Separate Hostels for Boys and Girls, Housings Accommodations for the staff etc. and well-connected Campus.
19. Excellent Opportunity to the faculty members to work on university authorities through various Cells and Committees once it is formed at center level.

13. Conclusion:

The AAA Exercise of the Constituent Schools and Sections of ITM (SLS) Baroda University conducted by IQAC during 03rd September to 28th September 2024 for the academic year 2023-24 has been a commendable effort by IQAC Institute Coordinators and Staff for their supported. The audit was comprehensive, covering key areas like academic records, faculty involvement, research output, and infrastructure across various schools and sections. It has successfully identified both strengths and opportunities for growth.

We extend our sincere appreciation to the IQAC Institute Coordinators and all participating staff members for their dedication to maintaining and improving academic and administrative standards. Their meticulous efforts in preparing documentation, facilitating the audit process, and ensuring transparency reflect their commitment to the university's vision of excellence. Additionally, the Audit Team, led by external experts and internal members, has provided invaluable insights and recommendations, which will serve as a roadmap for continuous improvement.

This audit marks an important initiative in aligning ITM (SLS) Baroda University with quality standards, particularly in the Capacity Building and Awareness in the context of NAAC accreditation. The collaboration and teamwork displayed by the faculty, administrative staff, and audit members are truly praiseworthy. As we move forward, we are confident that the findings and recommendations will inspire further enhancement of academic rigor, administrative efficiency, and overall institutional growth.

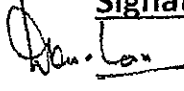
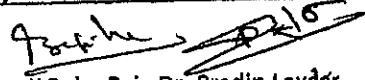
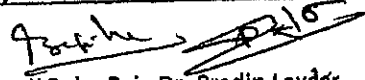
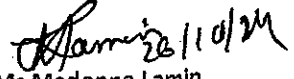


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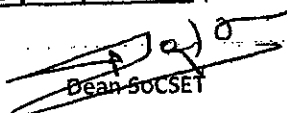
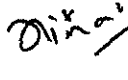
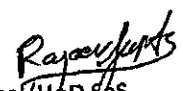


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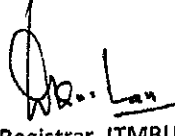
Signature(s) of Audit Team Members:

 Dr. RK Goyal	 Dr. DK Kanchan	 Dr. K Baba Pai	 Dr. Pradip Laxkar	 Dr. Beena Santosh
 Dr. Rahim Munshi	 Mr Tejas Pandya	 Dr. Jyoti Mehrete	 Ms Madonna Lamin	
 Ms Sneha Vekariya	 Dr. Anant Duggal			

Signature(s) of /Principals/Deans:

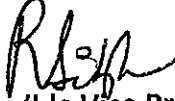
 Dean SoP	 Dean SoB	 Dean SoTE	 Dean SoCSET	 Dean SoD	 Dean SoE
 Principal CoN	 Principal SoPh	 Principal/HoD SoMPMS	 Principal/HoD SoS		

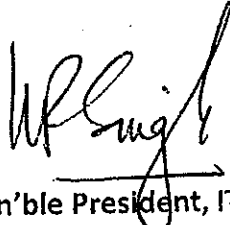

IAC Coordinator, ITMBU

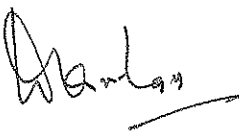

Registrar, ITMBU


Provost, ITMBU




Hon'ble Vice President, ITMBU


Hon'ble President, ITMBU


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