ANNEXURE IX
Format for Accreditors' Report

Section 1: GENERAL	Information
1.1 Name and Address of the institution:	Gaedu College of Business Studies, Gedu
1.2 Year of establishment:	2008
1.3 Current academic activities at the institution (Number):	Three major fields BBA, BCOM, MBA
• Faculties /Schools:	NA
• Departments/Centres:	NA
• Programmes/Courses offered:	Seven
• Permanent faculty members:	79 (34 expatriates, 45 Bhutanese) 64 support staff
Students:	1398 (as of May 2016)
Male	
Female	
1.4 Three major features in the institutional Context (As perceived by the accreditors):	• A huge campus spreading over 179 acres, and enormous amount of physical infrastructures and assets, • Rigorous academic activities and student services, • A strong and active research and consultancy works.
1.5 Date of visit:	May 23-26, 2016
1.6 Composition of the accreditors which undertook the on-site visit:	
Chairperson	Singye Namgyel (PhD)
Other members	1. Mr Tashi Chonjur 2. Mrs Bimla Rai
BAC Coordinator/ QAAD officials	1. Mr Tshewang Dorji 2. Mrs Sangye Choden

Section 2: CRITERION WISE Analysis	Observations (Strengths and/or Weaknesses on Key-Aspects *(Please limit to three major ones for each and use telegraphic language (It is not necessary to indicate all the three bullets each time; write only the relevant ones)*
2.1 Curricular elements	
2.1.1 Curriculum design and development	• New programmes such as MBA, EDP are introduced and others are in the pipeline, • Faculty members of the college are heavily involved in development of curriculum, • Based on feedback and need analysis.
2.1.2 Academic Flexibility	• First Year students take common modules as foundation course, more experienced tutors teach self-finance students, • Students choose majors depending on their interest and aptitude, • More practical courses are introduced, eg Entrepreneurship Development Programme (EDP),
2.1.3 Feedback on Curriculum	• Developed after receiving feedback from market and stakeholders, • Students provide feedback on the modules at the end of each semester, • External Examiners provide regular feedback to curriculum.
2.1.4 Curriculum update	• Revised every 5-Year cycle following the Wheel of Academic Law (WAL) of the Royal University of Bhutan (RUB), • Updated based on feedback from stakeholders, • Updated on need basis and with proper scrutiny by APRC, PQC and validation by RUB Academic Board.
2.1.5 Catering to diverse needs	• Fee waiver for economically disadvantaged students, • A week-long bridge course is provided to MBA students, however, there isn't a similar provision for under graduate students, • Provision for 4th Year Honours course for academically capable students and other new programmes are in pipeline, • No facilities to cater to the needs of differently abled students.
2.1.6 Teaching-learning process	• Module tutors prepare teaching/work plan, • Strategies such as debates, quizzes, mock interviews, role play, CV writing skills, declamation are used to enrich teaching learning, • Close to 50% of the assessment is based on assignment, projects, presentations, research and group discussion, • Use of ICT in teaching-learning such as Audio-visual equipments, LCD, Video clippings, • Teaching-learning process is monitored by institutional arrangements such as IAMC, IAC, PL, Programme Committee, Dean of Academic Affairs (DAA)

2.1.7 Faculty recruitment	• Well defined job descriptions and qualifications requirements are in place, • Visiting faculty from renowned institutes in the region, • Follows RUB/RCSC HR rules and regulations.
2.1.8 Faculty quality	• Facilitates to pursue higher degree in Master and PhD, • Encourages and facilitates to engage in research, consultancies and professional development activities, • Maintained and promoted through student feedback and best faculty award system.
2.1.9 Evaluation process and reforms	• Research works, case studies, role plays, presentation, class participation are assessed as part of continuous assessment and feedback given, • Option to recheck if students are not satisfied with their results and teacher's assessment, • External Examiners are engaged, • IAMC plays effective roles in maintaining quality evaluation.

2.2 Research, Innovative practices and Institutional linkages

2.2.1 Promotion of Research	• Instituted "The Centre for Business Research and Entrepreneurship Development" (CBRED) and Research and Development Committee to promote research, • Dean, Research and Industrial Linkage (DRIL), is designated to manage, guide, and facilitate research and related activities. Implements policy direction of the RUB's research guidelines, *Zhiptshol*, • Commits research grant of 1% of recurrent budget and grants leave, • Offers research modules.
2.2.2 Research and publication output	• Policy Brief helped the government and Royal Monetary Authority (RMA) to develop SME banking regulations, • Research papers are presented and published in domestic journals and presented in international seminars and conferences, • CBRED is processing with the Intellectual Property Division, MOEA for service mark for Bhutan Customer Satisfaction Index (BCSI) and Bhutan Employee Engagement Index (BEEI), • No repository of publications.
2.2.3 Consultancy	• CBRED has policy direction in place for carrying out and participating in consultancy services, • Carried out consultancy services with several organizations, • No inventory and revenue generation data.
2.2.4 Extension activities	• Regular extension services are carried out through various forum, such as Social Service Centre, Environment Service Unit, Y-Peer Club, Tarayana Club, Democracy Club, etc, • Sports and cultural exchange programme eg, Gujarat, Orissa, Japan,

	Kolkata, Delhi, and within the country. • A student was sent to Global Student Entrepreneurship Award competition in Bangkok and MBA students participated in Global Entrepreneurship Week in Thimphu in 2015.
2.2.5 Collaborations & institutional linkages	• Collaboration with a number of organizations for Faculty industrial attachment, Research collaboration, Student exchange and Faculty exchange program. • Signed MOUs with various organizations and institutions such as Institute of Leadership Entrepreneurship and Development (ILEAD), India, Eastern Institute for Integrated Learning in Management University, Sikkim, BOIC, etc. • Housed national and international conferences and seminars. • Member of Association of Management Development Institutions of South Asia (AMDISA) and Director General of the college is the Executive Member of the Board. • Unable to sign MOUs in recent times.
2.2.6 Innovative practices	• Business incubations: sweet shop, printing, laundry and book store. • Students are encouraged and supported to propose innovative projects and clubs.

2.3 Governance, Leadership and Management	
2.3.1 Institutional vision & leadership	• Spelt out its vision, mission, motto, core values and key aspiration for governance, leadership and management. • Teams, Committees and TOR for various management players including student body in place. • Evidences of distributed leadership. • Representatives and decision making process is spelt out.
2.3.2 Organisational arrangements	• Work plan/ teaching plan prepared and submitted before the semester begins. • Welfare schemes for students and staff in place. • Various teams, committees, coordinators, in-charges to support management and has monitoring and reporting mechanism. • Materials resource management policy is not clear.
2.3.3 Strategy development and deployment	• Follows the WAL, RUB for programme implementation. • Transformation plan up to 2018. • Internal organizational structure and decision making process are ensured through various teams, committees, units, leaders, coordinators, etc.
2.3.4 Human resource management	• Follows RUB HR Rules and Regulations 2013. • Regular PD for teaching staff and non- teaching staff in place. • Well defined job descriptions. • Carries out performance appraisal of staff twice a year. • Aspires to maintain Expatriates-Bhutanese faculty ratio of 40:60.

2.3.5 Financial management and resource mobilization	• College Finance Committee advices the college on the utilization of financial resources, • Royal Audit Authority carries out regular auditing, • Student Internal Audit and Integrity Cell as check and balance for collections from students other than regular fees, • Conducts quarterly budget meetings, • In addition to RGOB and GOI grants the college mobilizes fund through self funding fees, repeat fees, conferences/seminars, consultancies, and leasing of spaces, • No Internal Auditing system.

2.4 Infrastructure and Learning resources

2.4.1 Physical Facilities	• Uses facilities to enhance teaching learning: arrangement of furniture, reading rooms, discussion rooms, wifi connections, • Adequate infrastructure and facilities for different purposes for academic support, co-curricular, residential, etc, • Buildings for Library and Human Value are under construction.
2.4.2 Maintenance of infrastructure	• Uses capital and current budget for maintenance of infrastructure, • Due to huge campus maintenance is a challenge for the college, • Institutional policy for maintenance of the facilities is not in place.
2.4.3 Library as a Learning Resource	• Library management committee advices and provides direction for upkeep of the library, • Adequate staff and with detailed time table for using it, • Variety of facilities and services: reading room, news paper, digital library, separate for MBA, faculty, silent room, e-journal such as EBSCO, JSTOR, • No formal system of collecting feedback for library management, • Limited textbooks and references that is specific to subjects.
2.4.4 ICT Infrastructure	• Computers, LCD Projectors, internet and wifi connections, • Plans for laptops for faculty, fibre optic and CCTV in place, • Inadequate wifi accessibility.
2.4.5 Other facilities	• Common rooms for students and faculty, canteens, hostels, guest house, • Other facilities also include ATM, Banks, Post offices, Insurance, T-Cell Customer Care Services, stationery shops.

2.5 Student services

2.5.1 Admission process and student profile	• Follows RUB's uniform procedure, • Standard admission criteria set by RUB, • Updated list of students on campus as of May 2016, • Admission policy on supporting special education needs and inclusiveness is not clear, • Database of students profile needs improvement.

2.5.2 Student progression	• Record of student progression is maintained (Dec 2011- June 2015), • Student progression rate looks good.
2.5.3 Student support	• Student Handbook is updated regularly and made available to students, • Special sessions offered to prepare for RCSC examinations, • Organizes programs and activities to support students: invites guest speakers, yoga, human values, GNH, Living Model, zero tolerance policy, etc, • Does not have trained full time counselor, • Payment of electricity bill is a concern raised by students.
2.5.4 Student activities	• Engage in various co-curricular activities, • Students participated in games/sports and cultural activities in Japan and India, • Students are engaged in social services: Gedu Voice, FERIC activities, etc.
2.5.5 Stakeholder relationships	• Societal responsibilities and engagements of students include Green Hands, Human Values, GNH Education, • Engaged in community services like construction and renovation of monasteries, sensitization workshops on issues, media literacy, agriculture, • Consultancy services are carried out for relevant agencies, • Invites industry leaders and practitioners to give talks on their experiences.
2.5.6 Credit transfer system	No credit system, controlled by RUB
2.5.7 Employability	• Issues recommendation letter to deserving students, • Helps students get labour market and employment information through library and online, and college also facilitates campus recruitment, • Soft skills are provided to students to better employability, • Placement cell in place, • Comprehensive records of alumni employment are not in place.
2.5.8 Performance	• Yearly graduates of the college are selected by RCSC for PGDPA, PGDFM and PGDE (eg. 2010-2014), • Students have been awarded His Majesty's special certificates for Academic Excellence, • A student participated in Global Student Entrepreneur Award Competition in Bangkok (2016) and Global Entrepreneurship Week in Thimphu (2015).
2.5.9 Alumni services	• Plans to conduct tracer study, • Connection with alumni is maintained through college website and by recognizing prominent alumni, • No formal alumni association.

2.6 Internal quality assurance and Enhancement system	
2.6.1 Internal quality assurance system	• Instituted Institute Assessment Moderation Committee (IAMC) under the guidance of DAA which focuses on academic assessment and moderation, • Policy for IAMC is under development, • Student feedback system in place, • No Internal Quality Assurance Cell (IQAC) in place.
2.6.2 Institutional effectiveness	• Semester work plans are prepared by all faculty, • Faculty development programs in place, • Performance appraisal system in place, • Research and consultancy services are being promoted.

Section 3: OVERALL ANALYSIS	Observations (Please limit to five major ones for each and use telegraphic language. It is not necessary to denote all the five bullets for each)
3.1 Institutional Strengths	• Large area for possible expansion, • Effective student engagement in terms of academic rigour, games and sports, community services, extension activities, • Positive ambience in the campus among faculty, staff and students, • Universal Human Value programme is popular and in practice, • Industrial linkages, MOUs signed for exchange programs, • Significant research and consultancy works carried out and college regularly houses international conferences, • Strong student body and feedback system.
3.2 Institutional Weaknesses	• Lack of database, eg student profile, repository of consultancy works and publications, alumni and placement, • Weak internet connectivity and inadequate books and references for specific subjects, • No facilities and support services to cater to the special needs students, • Need for policy and SOP for disaster management.
3.3 Institutional Opportunities	• Huge scope for expansion and diversification, • More scope for industrial linkages and business incubations, • More scope for faculty to engage in research and scholarly works, • Strengthen internship and campus recruitment, • Landscaping of the campus.
3.4 Institutional Challenges	• Maintenance of infrastructure, • Due to large campus, mobility and prompt service delivery is compromised,

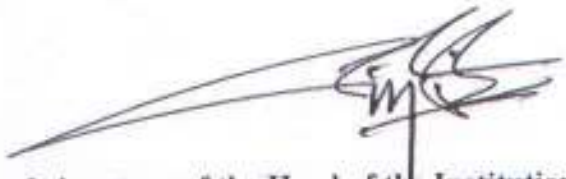|	• Restriction to develop institutional linkages, • Retaining of experienced and competent faculty, • Payment of huge electricity bills, • Credit transfer system, • Providing PD programmes to all staff, especially support staff.

Section 4: Recommendations for Quality Enhancement of the Institution

The team of accreditors would like to suggest the following recommendations for the college to consider:

4.1 Develop database for easy access to records and for informed decision making,

4.2 Carry out need analysis of requirement of books and references for each specific subject,

4.3 Develop policy to cater to the special needs students,

4.4 Put in place policy and standard operating procedures (SOP) for safety measures

4.5 Institution of Internal Quality Assurance Cell (IQAC),

4.6 Expedite to launch diversified programmes that are in pipeline,

4.7 Explore more avenues for industrial linkages and business incubations to facilitate internships, campus recruitment, research and consultancy,

4.8 To enhance educational cross-fertilization, institutional linkages should be strengthened and credit transfer system instituted,

4.9 To consider procuring a utility vehicle to facilitate prompt and effective service delivery within the campus,

4.10 To explore regular and inclusive PD programmes for support staff.

I agree with the observation of the accreditors as mentioned in this report.

Name and signature of the Head of the Institution

Seal of the Institution

Director General
Gaeddu College of Business Studies
Chhukha : Bhutan

Name and Signature of the Accreditation Team:

Name	Designation	Signature with date
Singye Namgyel (PhD)	Chairperson	28/5/16
Mr Tashi Chonjur	Member	
Mrs Bimla Rai	Member	

BAC Coordinator/QAAD Officials

Mrs Sangye Choden	Sr Programme Officer	
Mr Tshewang Dorji	Assistant Programme Officer	