

Institutional Best Practices



“Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives.”



QUALITY of Higher Education

- One of the major challenges of Higher Education is providing “world class” employees.
- At an ideological level all institutions are similar. But on a practical plane, only a few select HEIs tend to be ‘Quality HEIs’.
- How to meet this challenge?- Enhance the QUALITY. – How???
- Benchmarking– a TOOL , a PROCESS to improve the
quality,
standards and
recognition of an HEI

“Best Practices”



- “Best Practice”, implies a “way of doing something that is **the usual or expected way** in a particular organization or situation: **common/ current/ standard practice**”. The connotation of “best practices”, as used by the NAAC, is broader; - they are the best chiefly because they **enhance quality in general**.
- In other words, **best practices are quality- enhancing academic/ administrative/ infrastructural strategies adopted by highly accredited institutions of higher learning .**

Criterion VII

Institutional Values and Best Practices

Best Practices

- practices that the institution has internally evolved and used leading to positive impact on the regular functioning of the institution.
- And adopting that practice has resolved the difficulty or has brought in greater ease in working in that aspect.

Best Practices as Institutional Quality Index

- In 1996 Commonwealth Higher Education Management Service (**CHEMS**), a sub system of the Association of Commonwealth Universities (ACU) launched an international “University Management Benchmarking Club” for universities from the Commonwealth.
- the practices which **add commendable value** to an **institution and its various stakeholders**, are considered as reliable benchmarks or standards of quality.

The NAAC Methodology

- similar to that of CHEM's
- The **focus** is on both the **functioning** of the institution as well as the **outcome**. Under each one of the seven criteria of assessment, the NAAC has identified the elements of the best practices that contribute to the efficient and effective functioning of the institution .
- The Key Indicators/ criterion statements focus on the norms that generate the practices.

Purpose and Intent of the Best Practices benchmarking

- Understanding of the fundamentals that lead to success,
- Focus on continuous improvement efforts,
- Management of the overall change process to close the gap between an existing practice of the institution and that of the best-in-class institutions with reference to the most relevant key performance variables.

Assess the fundamental performance issues :

- Are we performing better than we have ever performed?
- Are we performing better than other units/ departments in our organisation ?
- Are there any other organisations that are performing well and from whom we can learn?
- Are there any practices that will improve our performance?
- Are there common measures and measuring techniques that can help us in quantifying our performance vis-à-vis our direct competitors who are performing better than us ?

Guidelines for the identification and application

- The International Network of Quality Assurance Agencies in Higher Education (INQAAHE) suggested that the best practices should
- be dynamic and revisited periodically;
- recognize diversity and cultural and historical contexts;
- not lead to dominance of one specific view or approach; and
- promote quality of performance.

Five-stage approach for Best Practices

Four I and D Model:

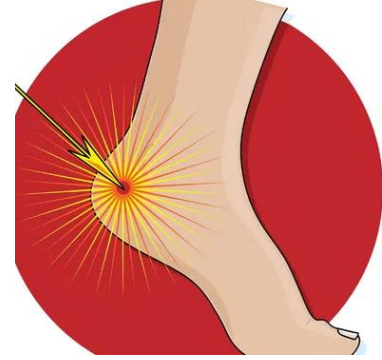
- Identification of best practices
- Implementation of best practices
- Institutionalization of best practices
- Internalization of best practices
- Dissemination of best practices

Identification of best practices

- a predominantly ‘fitness for purpose’ judgement
no ideal typification of ‘best practices’ applicable to all contexts.
- depends on many **variables** such as institutional goals, pedagogic requirements, global concerns, local contexts, nature of learners, competencies of staff, infrastructure facilities and governance requirements.
- The input factors, the process factors and output factors ; economy, efficiency and effectiveness should be taken into account in identifying the criteria of best practices.



Implementation of best practices



- The implementation approach focuses more on performance than on promise .
- strategies include planning, resource mobilization, capacity building, monitoring and evaluation.
- Limitations of the Academic world- fond of debates and discussion and consider words as wisdom
- when it comes to action all pervading cynicism hinders the pro-active role.
- There are some genuine limitations in the application of best practices, but many are imaginary. Instead of finding solutions to problems, sometimes our 'academic eminence' may lead us to find problems in every solution.

Institutionalization of best practices

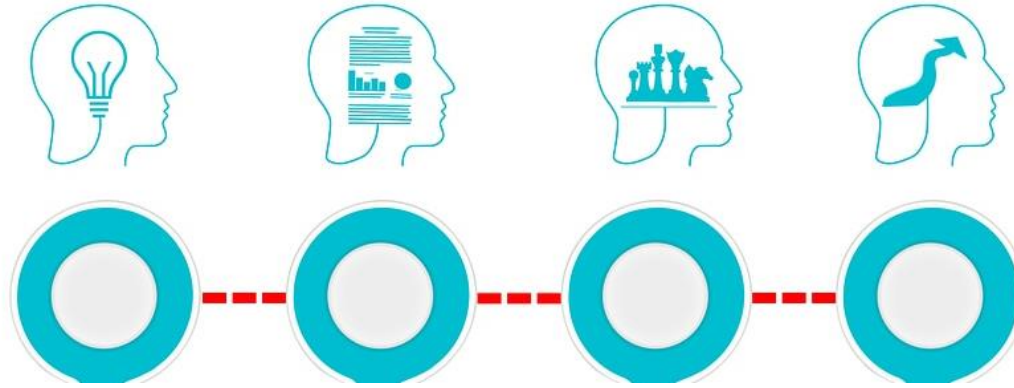


- making the best practices an **integral part of the institutional working**.
- Institutionalization is an effort to make it **more institution centric than leader or individual centric** and also to make the best practices **as a normal practice**
- many best practices seem to require extra effort and to sustain that effort it has to become an integrated part of the functioning of the institution, gradually.

Internalization of best practices



- Best practices as part of the **characteristic performance** of an institution. The aggregate of such internalized best practices principally makes what we loosely call the '**ethos**' or '**tradition**' of an individual institution
- Internalization is an **attitude formation** .
- making things a part of one's nature by **conscious learning and assimilation** / making excellence an integral part of one's habit and nature.



- Institutionalisation and internalization are keys to sustainability.
- Institutionalization of best practices is possible when there is an internalization of these practices among all the members of the institutional community.
- The best practices should become a **part of the working culture of everyone** in the institution.

Dissemination of best practices

- Institutions may have to evolve suitable strategies like database of good practices, review forums, recording evidences for success etc.
- The NAAC is advocating every institution to establish Internal Quality Assurance Cell, with one of the functions of recording and dissemination of best practices followed by that institution. The recording of practices is also a means of quality improvement.

Institutional Values and Best Practices

KEY INDICATORS

- Institutional Values and Social Responsibilities
- Best Practices
- Institutional Distinctiveness

7.1 Institutional Values and Social Responsibilities	50	50	50
7.2 Best Practices	30	30	30
7.3 Institutional Distinctiveness	20	20	20
Total	100	100	100

Metric No.		Weightage
7.2.1 Q ₁ M	Describe two best practices successfully implemented by the Institution as per NAAC format provided in the Manual. Provide web link to: • Best practices in the Institutional web site • Any other relevant information	30

- Every institution has a mandate to be responsive to at least a few pressing issues such as gender equity, environmental consciousness and sustainability, inclusiveness and professional ethics, but the way it addresses these and evolves practices will always be unique.
- Every institution faces and resolves various kinds of internal pressures and situations while doing this. Some meaningful practices pertinent to such situations are evolved within the institution and these help smooth functioning and also lead to enhanced impact.
- Over a period of time, due to such unique ways of functioning each institution develops distinct characteristic which becomes its recognizable attribute.

Seven Criterion of NAAC

- Curricular Aspects
- Teaching-Learning and Evaluation
- Research, Innovations and Extension
- Infrastructure and Learning Resources
- Student Support and Progression
- Governance, Leadership and Management
- Institutional Values and Best Practices



Format of Presentation

1. Title of the Practice: - capture the keywords that describe the practice.
2. Objectives of the Practice-(in about 100 words)?
intended outcomes and the underlying principles or concepts of this practice
3. The Context (in about 150 words)?
i.e the contextual features or challenging issues that needed to be addressed in designing and implementing this practice
4. The Practice (in about 400 words)?
its uniqueness ,the constraints / limitations, if any, faced.
5. Evidence of Success (about 200 words)
such as performance against targets and benchmarks, review/results. What do these results indicate?
6. Problems Encountered and Resources Required(in about 150

EXAMPLE

The focus of Criterion I is captured in the following Key Indicators:

KEY INDICATORS

1.1*(U) -Curriculum Design and Development

1.1*(A) - Curriculum Planning and Implementation

1.2 Academic Flexibility

1.3 Curriculum Enrichment

1.4 Feedback System

*(U) - applicable only for Universities and Autonomous

The NAAC has brought out publications accordingly with the Peer Team Reports of the select best institutions accredited with higher grading.

Case Illustrations

Case 1: Field Project for Field Practicum in Social Work

1. Objective of the Practice- Integration of theory and practice in social work curriculum
2. Need Addressed and the Context- Seeks to match experimental learning with cognitive conceptualization
3. The Practice- This envisages matching experimental learning with cognitive conceptualisation by making trainees do problem-focused projects such as dowry, sex exploitation, migrating women, etc. at both micro and macro levels. The unitary approach to an appraisal of human rights issues by social intervention is a part of the practicum. All students are offered placement because of such a curricular orientation. Block placements are not uncommon. The college provides funding to implement the best practice. The UGC has commended this practice and recommended its extension to other social work institutions.
4. Evidence of Success- The practice has been sustained over two decades; the quantum of employment has improved.
5. Resources- Better time management and willingness of faculty to put in extra effort
6. The Institution
 - Name: College of Social Work
 - Address

Teaching-Learning and Evaluation

- **Industrial visits (IV) and Collaborations with NGOs and MoUs with industries for training. IQAC newsletter to increase participation of the stakeholders.**
- **Outcome based education (OBE).**
- **Choice Based Credit System (CBCS).**

Regular Quality Audits on Environment and Energy

- Green Audit
- Energy Audit
- Environmental Audit
- Clean and Green Campus Recognition/Awards
- Beyond the campus Environmental Promotional Activities

Divyaang-Friendly

- Ramps/Lifts for easy access
- Disabled friendly Washrooms
- Signages: Tactile path, lights, display boards and signposts.
- Assistive technologies and facilities: Disabled friendly websites, screen reading software, mechanized equipment.
- Provision for Enquiry and Information: Human assistance, reader, scribe, soft copies of reading material, screen reading.

Institutional Efforts to Provide Inclusive Environment

Celebration of events promoting tolerance and Harmony towards following diversities:

- Cultural
- Regional
- Linguistic
- Communal
- Socio-economic



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Better education for a better world