

1. **Title of the Practice** This title should capture the keywords that describe the practice.

Feedback from a variety of stakeholders through structured questionnaires

2. **Objectives of the Practice** What are the objectives / intended outcomes of this “best practice” and what are the underlying principles or concepts of this practice (in about 100 words)?

New Education Policy (pp. 42-43) mentions the importance and relevance of "meaningful input from all stakeholders - Board members, institutional leaders, faculty, students, and staff - rather than decisions made by a few individuals" to form the "basis for progress towards institutional goals". NEP further calls for creation and enabling of "[s]uitable mechanisms for all to participate in forming an institutional vision towards excellence". These stated goals and objectives are shared by the endeavours at TERI SAS to collect responses from a variety of stakeholders on selected aspects of education imparted here.

3. **The Context** What were the contextual features or challenging issues that needed to be addressed in designing and implementing this practice (in about 150 words)?

TERI SAS has been collecting feedback from the stakeholders since its inception.

A. The students have been asked to provide feedback two times in every course that they study.

B. Feedbacks were taken from present students, alumni, employers and peers during the review of existing courses and programmes as well as for new courses and programmes.

However, during the review of feedbacks over the years, some non-uniformities were found and some questionnaires were found to be dated. During 2017-18, an exercise was carried out to revisit the questions under A above. It was initiated through the Heads and Deans meeting and involved all faculty members through respective Heads of Departments. The eventual questionnaire is included in 4 below. During 2019-20, an exercise was carried out to revisit the questions through which (annual) feedback is collected from stakeholders other than students. The questionnaire(s) are included in 4 below.

4. **The Practice** Describe the practice and its uniqueness in the context of India higher education. What were the constraints / limitations, if any, faced (in about 400 words)?

A.1. Template for collecting annual feedback at mid-semester:

Question 1 .	The instructor clearly explain the objectives and teaching plan of the course
Question 2 .	The reading material suggested by the instructor in relevant and useful
Question 3 .	I am comfortable with the pace of progress in the course
Question 4 .	Adequate encouragement given by the instructor to think, question and discuss
Question 5 .	Question/ clarifications raised in the class were appropriately addressed
Question 6 .	The instructor could convey her/his command over the subject
Question 7 .	The instructor could articulate and express adequately
Question 8 .	The instructor could create an interest in the subject for me
Question 9 .	Other comments

A.2. Template for collecting annual feedback at end-semester:

Question 1 .	There has been an enhancement of my knowledge through this course
Question 2 .	The reading material suggested by the instructor is relevant and useful
Question 3 .	I was exposed to updated material in this course
Question 4 .	The course content delivered within assigned number of class hours
Question 5 .	The pedagogy employed by the instructor was appropriate for meeting the objectives of the course
Question 6 .	The instructor was accessible outside of class for discussions (during contact hours and by appointment)
Question 7.1 .	The mode of assessment and process of evaluation reflected the course plan
Question 7.2 .	The evaluation tested in-depth understanding of the subject
Question 7.3 .	The evaluation helped in understanding the subject better

Question 7.4 .	The evaluated answer-sheets/assignments/etc. were made available for consultation as per schedule
Question 7.5 .	The evaluation process was appropriate and fair
Question 8.1 .	Assigned hours is commensurate with the course content
Question 8.2 .	Topics covered in the course were appropriate and interconnected
Question 8.3 .	The course is commensurate with the overall programme
Question 8.4 .	This course is relevant for my professional development
Question 9 .	You may write about the aspects of the course and the teaching not captured above. For example, the aspects of the course that you have liked, the problems that you have faced during this course, etc. You may also make suggestions to improve the course delivery?

Feedback is collected from each student. Respective teachers can access the feedback. Also it can be accessed by the Programme Coordinator, Head of the Department, Dean (Academic) and the Vice Chancellor. Annual Performance Appraisal Report of every teacher includes a column where average score (between 1 and 10) from the final feedback in every course (taught or coordinated) are to be included, with evidence.

B.1. Template for collecting annual feedback from employers

Please rate the alumni/intern of TERI School of Advanced Studies presently working in your organisation on a scale of 1 (Very Dissatisfied) to 5 (Very Satisfied) for the given skills. Mark 6 only if the given skill does not apply to the employee due to the nature of work and thus restricts your ability to assess him/her.

S.No	Skills
1	Technical skills and domain specific knowledge
2	Teamwork and interpersonal skills
3	Communication Skills (Oral and Written)
4	Ability to think creatively, objectively and offer insights into solving problems.
5	Proficiency in the use of technology (IT)
6	Analytical skills
7	Project Management skills
8	Ability to handle pressure
9	Time management
10	Adherence to organisational rules and regulations
11	Ability to empathize
12	Gender sensitivity
13	Alignment of the employee skills with the outcome of the programme attended at TERI SAS (Please click on the link to read the programme outcomes prior to answering this question)
Please suggest any courses/skills that you think may be included to make our programme more relevant for your organization?	

B.2. Template for collecting annual feedback from teachers

S.No	Question
1	The courses/syllabi taught by me have a good balance between theory and application
2	Contents of the curriculum are as per the industry requirement
3	The university has adequate infrastructure facilities to run the programs
4	The university provides adequate opportunities and support to faculty members for upgrading their skills and qualification
5	The books/journals etc. prescribed/listed as reference materials are relevant, updated and cover the entire syllabi
6	The environment in the university is conducive to teaching and research
7	The treatment of the students irrespective of the background of the student (gender, caste, community, creed, etc.) in teaching and evaluation is fair
8	I have the freedom to adopt new techniques/strategies of testing and assessment of students
9	The program in which I teach enhances knowledge and skill in the area of specialization
10	The program instills values and professional ethics in the student
11	The program makes the student industry/research ready
12	Individual mentoring to the students is provided for holistic development

Please suggest any courses/skills that you think may be included to make our programme Industry/Research relevant

B.3. Template for collecting annual feedback from alumni

Please rate the program of TERI School of Advanced Studies on a scale of 1 to 5 for the given skills. Mark 6 only if the given skill does not apply to you.

S.No	Skills
1	The program inculcated employability skills in me
2	The program played an important role in my personal growth and confidence building
3	The program instilled problem solving and decision-making skills in me
4	The program improved my communication and team working skills
5	The program improved my critical thinking ability
6	The program provided me adequate theoretical knowledge and hands on skills in the field of specialization
7	The nomenclature of the program is unique, and it gave me first mover advantage
8	The program gave me exposure to IT skills
9	The program enabled me to develop strong theoretical and analytical skills
10	I would recommend the program to other prospective students
Please suggest any courses/skills that you think may be included to make our programme Industry/Research relevant	

Needless to say, each feedback is kept anonymous to every user. The feedback is collected, analysed and shared with all the faculty members. irrespective of programme with which one is associated.

5. Evidence of Success Provide evidence of success such as performance against targets and benchmarks, review/results. What do these results indicate? Describe in about 200 words.

- Improvement in the scores obtained by teachers against a given course.
- Involvement of alumni in the matters in their alma mater.
- Reflection on the part of the teachers on the entire spectrum of education offered at TERI SAS.
- Inclusiveness on the part of employers.

6. Problems Encountered and Resources Required Please identify the problems encountered and resources required to implement the practice (in about 150 words).

- Getting responses from employers and alumni
- Lack of an in-house programmer compelled use of Google Forms for this purpose.

7. Notes (Optional) Please add any other information that may be relevant for adopting/ implementing the Best Practice in other Institutions (in about 150 words). The process TERI SAS went through in designing the questionnaires are quite robust. In particular the one for students have undergone a number of iterations and now it has passed the test of time. Other HEIs can use this set (A.1 and A.2 in 4 above)