



K.P.B. HINDUJA COLLEGE OF COMMERCE

315, New Charni Road, Mumbai 400 004 ☎ Tel.: 022- 40989000 📠 Fax: 2385 93 97. Email: hindujacollege@gmail.com

NAAC Re-Accredited 'A+'

ISO 9001:2008 THE BEST COLLEGE OF UNIVERSITY OF MUMBAI FOR THE ACADEMIC YEAR 2010-2011

Prin. Dr. (Ms.) Minu Madlani - M.Com., Ph.D.

Ref. No. :

Minutes of the Internal Quality Assurance Cell (IQAC) Meeting:

Date: 30 June 2026 Venue: Principal's Chambers

Agenda Item 1: Welcome Address

The meeting commenced with a welcome address by the Principal, who welcomed all the members and emphasized the importance of continuous quality enhancement and institutional excellence through the effective functioning of the Internal Quality Assurance Cell (IQAC). The objectives of the meeting were explained, highlighting the need for systematic planning and timely implementation of quality assurance initiatives. The quorum was confirmed, and the attendance of all members present was recorded.

Resolution/Outcome:

- The members acknowledged the agenda and reaffirmed their commitment to strengthening quality assurance practices across the institution.
- The meeting was declared duly constituted after confirming the required quorum.

Agenda Item 2: Review of the Status of the Annual Quality Assurance Report (AQAR) for A.Y. 2024–25 and A.Y. 2025–26

The IQAC Coordinator presented the status of the preparation of the Annual Quality Assurance Reports for the academic years 2024–25 and 2025–26.

It was noted that the criterion-wise data for AQAR 2024–25 had largely been collected by the respective Criteria Heads, and the remaining documentation would be consolidated for final submission.

Regarding AQAR 2025–26, members discussed the data collection process and resolved that all Criteria Heads should submit the required criterion-wise information by **25 November 2026**.

The Principal informed the members that if the revised NAAC AQAR submission system is introduced, the institution should remain prepared to adapt to the new format. It was also decided to communicate officially with NAAC seeking clarification regarding the implementation timeline of the revised AQAR portal. Simultaneously, updates regarding the new AQAR framework would be monitored regularly through the NAAC website.



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Resolution/Outcome:

- Progress of AQAR 2024–25 was reviewed and appreciated.
- All Criteria Heads were instructed to submit AQAR 2025–26 data by **25 November 2026**.
- Pending criterion-wise data shall be identified and responsibility assigned to the concerned departments/coordinators, if required under the revised AQAR format.
- The Principal directed that an official email be sent to NAAC seeking clarification regarding the commencement of the new AQAR system and that regular updates be monitored through the NAAC website.
- Periodic review meetings shall be conducted to monitor AQAR preparation and progress.

Agenda Item 3: Review and Confirmation of the Internal Quality Assurance Cell (IQAC) Composition

The existing composition of the IQAC was reviewed in accordance with the prevailing NAAC guidelines.

After discussion, it was unanimously resolved to include **Mr. Raman Kalyanakrishnan, CEO, Hinduja Foundation**, as a member of the IQAC Committee. The continuation of the existing members was approved.

Resolution/Outcome:

- The existing IQAC composition was reviewed and approved.
- **Mr. Raman Kalyanakrishnan, CEO, Hinduja Foundation**, was inducted as a member of the IQAC Committee.
- The revised IQAC composition notification shall be issued after obtaining the necessary approval from the competent authority.

Agenda Item 4: Discussion on the Process Flow for Reporting of Events and Activities

The members deliberated on streamlining the reporting mechanism for all academic, co-curricular, and extension activities conducted by various departments and committees.

A standardized reporting checklist prepared by IQAC was discussed and approved.



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Resolution/Outcome:

- The standardized Event Reporting Checklist shall be circulated by IQAC to all Committee Convenors and Department Coordinators.
- All event-related reports along with the prescribed supporting documents shall be submitted to IQAC **within seven working days** of the completion of the event.
- A centralized digital repository shall be maintained by IQAC for preserving event reports and documentary evidence.

Agenda Item 5: Planning and Allocation of Events and Activities under Criterion-wise IQAC Framework

The members discussed the need for systematic planning of institutional activities in alignment with the revised NAAC quality indicators.

Resolution/Outcome:

- A criterion-wise academic activity calendar shall be prepared for the academic year.
- Responsibilities for organizing and documenting activities shall be allocated to the respective departments and Criterion Coordinators.
- Every activity shall be mapped with the relevant NAAC criterion before implementation.
- Quarterly review meetings shall be conducted to monitor the progress and completion of planned activities.

Agenda Item 6: Preparation of Standardized Checklists for IQAC-Conducted Events

The committee discussed the preparation of comprehensive standard operating checklists to ensure uniformity and compliance in organizing IQAC activities.

Resolution/Outcome:

- Standardized checklists covering planning, approvals, execution, attendance, photographic documentation, feedback, reports, and outcome analysis shall be finalized by IQAC.
- The approved checklists shall be shared with all departments and committees for uniform implementation.



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- The checklists shall be reviewed and updated periodically in accordance with revised NAAC guidelines.

Agenda Item 7: Orientation on the Revised NAAC Accreditation Framework

The IQAC Coordinator briefed the members on the salient features of the revised NAAC Accreditation Framework, including:

- Binary Accreditation Framework (Basic Accreditation)
- Maturity-Based Graded Accreditation (MBGA)

The implications of the revised framework for institutional quality processes were discussed.

Resolution/Outcome:

- The members took note of the revised NAAC Accreditation Framework.
- IQAC shall organize awareness and orientation programmes for faculty and administrative staff on the revised accreditation process as and when detailed operational guidelines are notified by NAAC.

Agenda Item 8: Any Other Matter with the Permission of the Chair

(i) Application for NIRF

The committee reviewed the institution's participation in the National Institutional Ranking Framework (NIRF). It was noted that the data for the previous academic year had already been submitted.

Resolution/Outcome:

- The committee resolved to initiate timely collection, verification, and validation of institutional data required for the upcoming NIRF submission.
- Concerned departments shall ensure the accuracy and completeness of data before submission.

(ii) Exploring Accreditation/Ranking under QS World Rankings

The possibility of applying for international institutional ranking was discussed.

Resolution/Outcome:



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- The committee resolved to explore the feasibility of obtaining **QS I-GAUGE** accreditation/rating for the institution.
- IQAC shall study the eligibility requirements, documentation process, and timelines for initiating the **QS I-GAUGE** assessment process and submit a feasibility report to the management.

Conclusion

There being no further business to transact, the meeting concluded with a vote of thanks to the Chair. The members appreciated the constructive discussions and resolved to work collectively towards strengthening the quality assurance mechanisms of the institution and ensuring timely compliance with NAAC, NIRF, and other quality initiatives.

**Action Points Based on the IQAC Meeting Agenda****1. Welcome Address and Opening Remarks**

- The Principal to welcome all members and formally commence the meeting.
- Brief the members on the objectives of the meeting and the importance of quality assurance initiatives.
- Confirm the quorum and record the attendance of members.

2. Review of the Status of the Annual Quality Assurance Report (AQAR) for A.Y. 2024–25 and A.Y. 2025–26

- Review the progress made in the preparation and submission of AQAR 2024–25.
- **Data already Collected by the various Criteria Heads**
- Review the progress made in the preparation and submission of AQAR 2025–26.
- **Data to be Collected by the various Criteria Heads**
- Identify pending criterion-wise data and assign departments/coordinators to complete the same.
- Establish periodic review meetings to monitor AQAR progress.

3. Review and Confirmation of the Internal Quality Assurance Cell (IQAC) Composition

- Review the existing IQAC composition as per NAAC guidelines.
- Confirm the continuation of existing members and identify vacancies, if any.
- Nominate and approve new members representing stakeholders wherever required.
- Issue revised IQAC composition notification after approval.

4. Discussion on the Process Flow for Reporting of Events and Activities: Checklist attached

- Develop a standardized reporting format for all academic and co-curricular events.
- Fix timelines for submission of event reports by departments.
- Define responsibilities for documentation, verification, and archival of reports.
- Create a centralized digital repository for event records and supporting evidence.

5. Planning and Allocation of Events and Activities under Criterion-wise IQAC Framework:



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- Prepare a criterion-wise calendar of activities for the academic year.
- Allocate responsibilities to departments and criterion coordinators.
- Ensure every planned activity aligns with NAAC quality indicators.
- Monitor implementation through quarterly progress reviews.

6. Preparation of Standardized Checklists for IQAC-Conducted Events to Ensure Compliance with NAAC Quality Assurance Framework

- Develop uniform checklists for planning, conducting, documenting, and reporting all IQAC events.
- Include mandatory requirements such as approvals, attendance, photographs, feedback, and outcome reports.
- Share the checklists with all departments for uniform implementation.
- Review and update the checklists periodically based on NAAC requirements.

7. Orientation on the Revised NAAC Accreditation Framework

(a) Binary Accreditation Framework (Basic Accreditation)

The revised NAAC Binary Accreditation Framework replaces the traditional A++ to C grading scale with a simplified "Accredited" or "Not Accredited" pass/fail system.

It is an AI-driven, data-heavy process that eliminates subjective physical peer-team visits in favor of digital evidence submission and random stakeholder surveys .

Key Features of the Binary Framework

- **Pass/Fail Outcome:** Institutions either meet the baseline requirements to be "Accredited" or must improve to become "Accredited" in the next cycle.
- **Digital & AI-Powered:** Institutional data is analyzed and benchmarked digitally through the NAAC portal.
- **Stakeholder Validation:** Around 100 randomly selected stakeholders (students, alumni, and faculty) provide digital feedback to verify the college's or university's reported data.
- **Validity:** The Binary Accreditation status remains valid for 3 years



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Once an institution achieves basic Binary Accreditation ("Accredited"), they become eligible to apply for Maturity-Based Graded Levels (MBGL). This is an optional, advanced tiering system from Level 1 to Level 5 designed to encourage institutions to continuously strive for excellence, top-tier research, and global competitiveness.

(b) Maturity-Based Graded Accreditation (MBGA)

The five progressive levels are structured as follows:

- **Level 1 (Basic/Foundational):** Meets baseline infrastructure, teaching, and compliance norms .
- **Level 2 (Developing):** Demonstrates structured improvements in governance and student support .
- **Level 3 (Established):** Delivers stable, measurable academic quality and consistent outcomes.
- **Level 4 (Advanced):** Shows strong national leadership, innovation, and industry/research linkages.
- **Level 5 (Global Excellence):** Benchmarks with rigorous international standards and multi-disciplinary research.

(c) Identification and Adoption of Additional Criteria Heads for Institutional Compliance

- Review the newly introduced assessment parameters under the revised NAAC framework.
- Allocate responsibility for each additional criterion to relevant departments.
- Initiate data collection and documentation for newly identified quality indicators.

8. Any Other Matter with the Permission of the Chair

(i) Application for NIRF

- NIRF participation: Data submitted
- Initiate collection and validation of data required for NIRF submission.
- Prepare a timeline for completion of the application process.

(ii) Exploring Accreditation/Ranking under QS World Rankings

Not at present, as an independent institution.



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Here's why:

1. QS World University Rankings are for universities, not most affiliated/autonomous colleges

QS World University Rankings primarily assess **degree-awarding universities** that meet specific academic and research criteria. While autonomous colleges have academic autonomy, they are generally **not independent universities**. Hinduja College is an **autonomous college affiliated with the University of Mumbai**, not a university in its own right.

2. Minimum eligibility requirements

For inclusion in the QS World University Rankings, an institution must, among other things:

- Offer **both undergraduate and postgraduate degree programmes**.
- Offer programmes in **at least two broad faculty areas**.
- Have at least **three graduating cohorts** in each eligible subject.
- Meet research and reputation thresholds, including a minimum volume of Scopus-indexed publications and sufficient academic reputation.

3. Hinduja College's current position

Although Hinduja College:

- is an **autonomous college**,
- has **NAAC accreditation**,
- offers undergraduate and postgraduate programmes,

its degrees are awarded under the umbrella of the **University of Mumbai**, and it is not recognized as an independent university eligible for the QS World University Rankings. The **University of Mumbai** itself is the institution that is ranked by QS.

Can Hinduja College participate in QS in any way?

While it cannot normally appear independently in the **QS World University Rankings**, the college can still work toward many of the indicators valued by QS, such as:

- Increasing high-quality Scopus-indexed research publications.
- Strengthening international collaborations and MoUs.
- Enhancing faculty qualifications and research funding.
- Promoting student and faculty exchange programmes.



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- Improving graduate employability and employer engagement.
- Building an international academic reputation.

These initiatives will strengthen the college's institutional quality and can also contribute positively to the standing of the University of Mumbai.

If the college becomes a university

If, in the future, Hinduja College is granted the status of a **Deemed-to-be University** or becomes an independent university empowered to award its own degrees, it could then seek eligibility for QS rankings, provided it satisfies the academic, research, and reputation requirements established by QS.

Recommendation for IQAC

Instead of applying directly for QS World University Rankings at this stage, the IQAC could develop a "**QS Readiness and Internationalization Strategy**". This would focus on improving research output, global collaborations, international visibility, employability, and sustainability metrics so that the institution is well positioned if its status changes in the future or to support the University of Mumbai's performance in global rankings.



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College Event Checklist (NAAC Criteria-wise Documentation Format)

Name of the Event: _____

Organising Department/Committee: _____

Date & Venue: _____

Coordinator: _____

NAAC Criteria Mapping: Criteria No. _____

Type of Event: ☐ Academic ☐ Cultural ☐ Extension ☐ Research ☐ Skill Development ☐

Institutional ☐ Other

PRE-EVENT CHECKLIST

Sr. No.	Activity	Completed (✓)	Evidence/Document
1	Approval obtained from Principal/Competent Authority		Approval Note
2	Event proposal prepared with objectives and expected outcomes		Event Proposal
3	NAAC Criteria and Key Indicator mapped		NAAC Mapping Sheet
4	Budget prepared and approved		Budget Statement
5	Invitation/communication sent to participants/speakers		Invitation Letters/Emails
6	Resource person profile collected (if applicable)		Bio-data/Profile
7	Brochure/Posters prepared		Brochure, Poster
8	Registration process planned		Registration Form
9	Student participation encouraged and recorded		Student List
10	Necessary permissions obtained		Permission Records



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Sr. No.	Activity	Completed (✓)	Evidence/Document
11	Venue and logistics arranged		Arrangement Checklist
12	Photography/videography arrangements made		Photos/Videos
13	Feedback mechanism planned		Feedback Form
14	Certificates prepared		Certificate Format

CRITERIA-WISE EVENT DOCUMENTATION CHECKLIST

Criterion I: Curricular Aspects

(Applicable for academic events, curriculum enrichment activities, workshops, seminars, value-added programmes)

Sr. No.	Requirement	Evidence
1	Event objectives linked with curriculum/course outcomes	Concept Note
2	Topic relevance to syllabus and emerging trends established	Proposal/Report
3	Participation of students documented	Attendance Sheet
4	Expert lectures/workshops conducted for curriculum enrichment	Speaker Details
5	Learning outcomes identified	Event Report
6	Feedback collected from students	Feedback Analysis
7	Action taken based on feedback	ATR Report

NAAC Evidence Folder:

- ☐ Proposal
- ☐ Brochure
- ☐ Attendance
- ☐ Photographs



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Ref. No. :

☐ Speaker Profile

☐ Feedback Analysis

☐ Report

Criterion II: Teaching-Learning and Evaluation

(Student-centric learning, experiential learning, skill development)

Sr. No.	Requirement	Evidence
1	Event promotes experiential/participative learning	Report
2	Innovative teaching methods used	Activity Details
3	Student presentations/projects included	Student Work
4	Assessment/evaluation conducted wherever applicable	Evaluation Sheet
5	Learning outcomes assessed	Outcome Report
6	Student achievements documented	Certificates/Records

Criterion III: Research, Innovation and Extension

(Seminars, conferences, research activities, outreach programmes)

Sr. No.	Requirement	Evidence
1	Research relevance established	Concept Note
2	Research experts/resource persons invited	Invitation/Profile
3	Papers/posters presented (if applicable)	List of Presenters
4	Publications/proceedings generated	Publication Details
5	Industry/research collaborations involved	MoU/Letters
6	Extension/community impact documented	Outreach Report
7	SDG linkage identified wherever relevant	SDG Mapping



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Criterion IV: Infrastructure and Learning Resources

(Use for events requiring institutional facilities)

Sr. No.	Requirement	Evidence
1	Venue facilities utilized effectively	Venue Details
2	ICT facilities used	Photographs
3	Audio-visual arrangements documented	Photos
4	Library/e-resources used wherever applicable	Resource Details
5	Accessibility arrangements ensured	Accessibility Record

Criterion V: Student Support and Progression

(Most student activities, clubs, competitions, career activities)

Sr. No.	Requirement	Evidence
1	Student participation recorded (with class details)	Attendance
2	Student leadership/volunteering documented	Volunteer List
3	Skill development outcomes identified	Report
4	Career/entrepreneurship relevance established	Outcome Report
5	Awards/certificates recorded	Achievement Records
6	Student feedback collected	Feedback Report



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Criterion VI: Governance, Leadership and Management

(Institutional events, IQAC activities, quality initiatives)

Sr. No.	Requirement	Evidence
1	Event aligned with Institutional Vision/Mission	Concept Note
2	Committee responsibilities assigned	Duty Allocation
3	IQAC involvement documented wherever applicable	IQAC Records
4	Financial transparency maintained	Bills/Vouchers
5	Stakeholder participation ensured	Participant Details
6	Event outcomes reviewed	Review Report
7	Best practices identified	Documentation

Criterion VII: Institutional Values and Best Practices

(Gender sensitization, environment, ethics, inclusiveness, social responsibility)

Sr. No.	Requirement	Evidence
1	Event promotes institutional values	Report
2	Gender equality/sensitization aspects included	Activity Details
3	Environmental sustainability practices followed	Green Event Checklist
4	Inclusiveness and diversity ensured	Participant Details
5	Community engagement/service component included	Extension Report
6	Linkage with Sustainable Development Goals (SDGs) identified	SDG Mapping



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POST-EVENT REPORT CHECKLIST

Sr. No.	Document Required	Available (✓)
1	Final Event Report	
2	Attendance Sheet	
3	Geo-tagged Photographs	
4	Videos/Media Coverage	
5	Brochure/Poster	
6	Invitation Letters	
7	Speaker Profile	
8	Feedback Forms & Analysis	
9	Certificates Issued	
10	Newspaper/Social Media Coverage	
11	Bills and Financial Records	
12	Outcome and Impact Assessment	
13	Best Practice/Innovation Highlight	
14	IQAC/Department Record Update	

IQAC Event Documentation Summary Sheet

Event Name: _____

NAAC Criteria Addressed:

- ☐ Criterion I
- ☐ Criterion II
- ☐ Criterion III
- ☐ Criterion IV



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☐ Criterion V

☐ Criterion VI

☐ Criterion VII

Key Outcomes:

1. _____
2. _____
3. _____

SDG Linkage (if any): _____

Prepared by: _____

Verified by IQAC Coordinator: _____

Date: _____

Bi-Monthly Course Activity Report – AQAR Documentation

https://docs.google.com/forms/u/0/d/1h1Cm0nR1Ncit-J7ZNZpDfnK1pLneqAjAQRYjvo2S4RM/edit?urp=gmail_link&pli=1&authuser=0

All Course Coordinators are requested to submit details of events/activities conducted by their respective courses on a monthly basis for AQAR documentation. Please provide complete details along with geo-tagged photographic evidence and appropriate AQAR criterion mapping.

The name, email, and photo associated with your Google account will be recorded when you upload files and submit this form

*** Indicates required question**

Month of Report*

Name of Course/Programme*

Name of Course Coordinator*

Name of Event/Activity Conducted*

Date of Event

Venue *



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Ref. No. :

Total Number of Participants *

Type of Activity *

Name & Details of Speaker(s)/Resource Person(s)/Guest(s) *

Brief Description & Outcome of the Activity *

AQAR Criterion Mapping*

AQAR Key Indicator (if applicable) *

Upload Geo-tagged Photographs *

Upload up to 10 supported files. Max 10 MB per file.

Upload Supporting Documents (Brochure/Report/Attendance Sheet, if available) *

Upload 1 supported file. Max 10 MB.