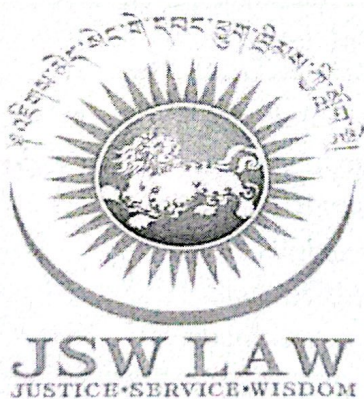




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Bhutan Qualifications and
Professionals Certification Authority

འབྲུག་ཞེས་རིག་

**INSTITUTIONAL ACCREDITATION JIGME SINGYE WANGCHUCK SCHOOL
OF LAW**



(MAY 2025)

Assessors' Report

Part 1: General information	
1.1 Name and Address of the Institute	Jigme Singye Wangchuck School of Law; Pangbisa, Paro, Bhutan
1.2 Year of establishment	21.2.2015
1.3 Current academic activities at the institution (Number)	
Faculties /Schools	1
Departments/Centres	3
Programmes/Courses offered	2
Regular faculty members	Male: 10 Female: 9 Total: 19
Contract faculty members	Male: 00 Female: 00 Total: 00
Others (e.g. Adjunct)	Male: 02 Female: 03 Total: 05
Staff (Technical, administrative & support)	Male: 32 Female: 14 Total: 46
Students	Male: 36 Female: 78 Total: 114
1.4 Three major features in the institutional context (As perceived by the assessors)	- A premier legal institution established under the Royal Charter. - High degree of autonomy compared to other Higher Education Institutions. - State-of-the-art infrastructure and amenities.
1.5 Date of visit	19 - 23 May 2025.
1.6 Composition of the team of assessors:	
Chairperson	Name: Deki C. Gyamtso

Other members	Name: 1. Ugyen Pelgen 2. Tashi Delek 3. Karma Rinzin 4. Tashi Gyalpo
HEQC officials	Name: 1. Tashi Lhamo

Part 2: Key-Aspect-wise analysis	Observations (Strengths and/or Weaknesses on Key Aspects) <i>Note: Please limit to three major ones for each; use telegraphic language; it is not necessary to have all three each time - write only relevant ones.</i>
2.1 Governance, Leadership and Management	
2.1.1 Vision and Mission	Strengths – • Vision is clear, concise, aspirational, and aligned with national aspirations. • Mission captures the essence of the School's mandate with an elaborate explanation and has well-set plans/goals to achieve the vision. Areas of Improvement – • Mission could consider the rapidly changing environment to fit the dynamic nature of the legal profession by incorporating 'Innovation' in the statement.
2.1.2 Organizational Structure and Management	Strengths- • A well-defined Governing Council, comprising executives from the Royal Government of Bhutan (RGoB) and guided

	by Her Royal Highness. • Roles and responsibilities are clearly defined for all position holders in the School through Terms of Reference and Standard Operating Procedures. • Student participation in academic and administrative decision-making processes is integrated into the institutional system.
2.1.3 Accountability and Transparency	Strengths – • A robust system of control mechanisms is established to ensure transparency, efficiency, and accountability across all sectors in the school. • An Internal Review Committee is established to monitor Annual Performance Targets and financial disciplines. • A monitoring and reporting mechanism is established through monthly financial reporting to the Ministry of Finance.
2.1.4 Leadership and Autonomy	Strengths – • Established through a Royal Charter as a non-profit, autonomous higher education institution, ensuring a higher degree of autonomy. • Presence of a credible and competent leadership structure led by HRH Ashi Sonam Dechan Wangchuck. • Has a good team of dedicated leaders who bring a wealth of experience in governance, legal education and public service to the School. • Inclusiveness is clearly demonstrated across all areas, with participation from teaching staff, administrative and support personnel, as well as students in institutional processes. Challenges –

	• The practice of multitasking and shared responsibilities among staff may result in workload overload, potentially compromising the quality of outcomes. • Recruitment of qualified and competent staff is considered a challenge, especially faculty.
2.1.5. Strategic Development, Planning, and Implementation	Strengths – • Existence of a comprehensive Strategic Development Plan to guide the development. • Strategic plans are reviewed, engaging the relevant stakeholders • Emphasis on inclusive engagement, transparent governance, and targeted strategic actions within a manageable timeframe (Internal Review Committee). Areas of Improvement - • Need to develop a well-defined and inclusive policy for Person With Disabilities (students and staff).
2.1.6 Data and Information Management	Strengths- • Existence of the School's Integrated Management System (SIMS) to streamline academic and administrative processes. • Data and information acquired are well protected for privacy. • Presence of a robust website. • Has access to various online resources.

2.2 Academic System	
2.2.1 Programme Design, Development and	Strengths - • Institutionalised Academic Quality

Review	Assurance Policy & Procedure to ensure curricula are relevant nationally and globally. • Externship and moot competition programs are there to help students succeed academically. • Robust assessment process in practice.
2.2.2 Academic Flexibility and Programme Diversification	Strengths - • Students have the opportunity to choose from a variety of elective courses based on their interests and career aspirations of the two programs of study, allowing for a strong academic foundation, practical experience, and a degree of subject specialization which enhances their employability and readiness for professional practice. • The structure facilitates credit transfer systems for academic flexibility and international mobility for students e.g., student exchange program with the University of Victoria, Canada. • Existence of law clinics in the programs to equip the students with practical legal skills. • Provision of short term courses for relevant stakeholders. Areas of Improvement - • Need clarity on the institutional policy on the credit transfer and develop a comprehensive credit transfer policy.

2.2.3 Academic Planning and Delivery	Strengths - ● Student-centred approach with a practical focus. ● Faculty Law practice policy. ● Strong knowledge and interactive strategies demonstrated by faculty during classroom observation. ● Young and confident faculty. ● Students demonstrated in-depth content knowledge, confidence, and debating skills. Areas of Improvement - ● Law School could explore strategies to incorporate the use of study groups to support students ● Institutionalise essential pedagogy training for new faculty members. ● Centralised monitoring and update of the teaching and learning plans is required.
2.2.4 Assessment Practices	Strengths- ● Assessment Policy adopted with oversight from the Academic Council. ● Has well-defined assessment processes and practices with procedures for grade appeals. ● Existence of objective assessment methods reduces assessment bias. ● Individual faculty members maintain records of student progress using their own methods and initiative. Areas for Improvement- ● Regular, structured reviews of assessment practices and their implementation should be systematically integrated within the organization's processes.

2.3 Human Resources	
2.3.1 Human Resource Management System	Strengths- • Conditions of Service and Terms of Reference are clearly defined. • Existence of a comprehensive Human Resource Development Master Plan to enhance successive planning. • Staff have relevant qualifications. Area of Improvement - • Expedite endorsement of the Guidelines and Standard Operating Procedure for implementation of the Staff Attraction and Retention Policy.
2.3.2 Human Resource Developments	Strengths - • Strict adherence to the selection and recruitment procedures by the selection committee members based on the Human Resource Development Master Plan. • Diverse range of opportunities for Continuous Professional Development of faculty and staff. Challenges - • While the funding plans are significant and well documented, there are notable concerns regarding the reliability of funding sources and the long-term sustainability of these financial commitments. • This uncertainty also raises questions about the feasibility of implementing the proposed Human Resource Development (HRD) strategies effectively.
2.4 Research, Publications, and Linkages	

2.4.1 Research Culture	Strengths- ● Institutionalised Research Culture through implementation of JSW Law Research Centre Policy and JSW Law Research Centre Guidelines. ● A vibrant research culture is evident for both students and faculty. ● A comprehensive research policy is in place, supported by secured funding, effective capacity-building mechanisms, and evidence of research outcomes. Areas for Improvement - ● Enhance internationally acclaimed research papers.
2.4.2 Research and Publications	Strengths- ● 15 publications in 3 years by the institute. ● Developing a centralised repository for the country to maintain a legal database. ● All research works are published in peer-reviewed journals by faculty and staff.
2.4.3 Consultancy and Professional Services	Strengths- ● Existence of Faculty and JSW Law Financial Policy. ● Opportunity allowing individual faculty to engage in private practice. ● Consultancy records maintained. ● Provides services through clinics demonstrating a commitment to social engagement. Areas of Improvement - ● Endorse and implement Guidelines and Standard Operating Procedures to ensure effective measures of monitoring revenue generation.

2.4.4 Collaborations and Linkages	Strengths- • Link with other related institutions domestically and internationally through the execution of a Memorandum of Understanding. • Member of the International Association of Law Schools • A well-defined system for student or staff exchange programmes is established. • Clear and robust policy and procedure implemented on active collaborations with tangible outcomes.
2.5 Infrastructure and Learning Resources	
2.5.1 Physical Infrastructure	Strengths- • State-of-the-art, energy-efficient and well-furnished physical infrastructure (Green Library). • Adequate and inclusive accommodation facilities and amenities for students and key personnel. • Recreational facilities are available, accessible, and inclusive.
2.5.2 Academic Support Services	Strengths- • JSW Law Library Policy ensures the provision of accessible library facilities, including comprehensive online services supported by Wi-Fi connectivity. • Highly efficient and adequate library and ICT facilities and services are available and accessible for teaching, learning and research. • High-speed internet connection, Smart classroom. • Moot Court and Law Clinics. • Access to various online databases and inter-library partnership with the University of Vienna and NLSIU.

2.5.3 Safety and Maintenance of Physical Infrastructure	Strengths- • A Disaster Management and Contingency Plan Policy is established to ensure student safety. • An ICT Disaster and Recovery Policy JSW Estate and Property Manual is in place. • Robust safety, disaster management, contingency plans, and Standard Operating Procedures (SOPS) are effectively implemented. Challenge- • The process for ensuring timely maintenance of infrastructure is not sufficiently outlined.
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2.6 Student Services	
2.6.1 Admission Process and Student Record	Strengths- • Admission policy and procedures are adhered to, reviewed periodically, and effectively implemented. • Students are provided with clear and relevant admission criteria and course information that is easily accessible. • Has an Admission, Financial Aid, and Scholarship Policy to govern the admission process.
2.6.2 Student Welfare, Engagement, and Support System	Strengths- • Has a Code of Student Conduct and Disciplinary Procedures, Drug Free Policy, and Student Attendance Policy.

	• Orientation, grievance redressal, and engagement activities are implemented. • Effective psychosocial and life skills programs are available, with a strong reward system (engagement with The Pema Secretariat, Dr. Marion Young, celebration of Mental wellbeing and collaboration with relevant agencies.) • Student body empowered with well-defined ToR and selection procedures. • Established reward system (Sponsored representation at international events)
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2.6.3. Graduate Employability	Strengths- • Tracer study to track the progress of graduates in the job market and 100% employability rate. • Existence of strategies to enhance graduate employability. • Recognition of distinguished students.
2.6.4 Alumni Engagement	Strengths- • A database of Friends of JSW Law is created to enable electronic updates and reports. • Has a dedicated Alumni Engagement Officer. • Has the JSW Alumni Association. • A comprehensive record is maintained detailing alumni engagement in both academic and co-curricular activities contributing to institutional development.
2.7 Internal Quality Assurance and Enhancement System	

2.7.1 Internal Quality Assurance System	Strengths- • Has Academic Quality Assurance Policy and Procedures. • Has Quality Assurance Committee and Student Grievance Resolution Policy. • JSW Law Guideline for Preparation, Monitoring and Assessment of APT and AWP. • Comprehensive internal Quality Assurance (IQA) policy and IQA monitoring and evaluation mechanisms are described as being institutionalized. • A feedback mechanism through the engagement of relevant stakeholders to enhance quality in all standards is evident.
2.7.2 Innovative Practices	Strengths- • Introduction of Summer and Winter Programs. • Law Clinics provides students with hands-on legal experience under the guidance of experienced faculty. • Externship Opportunities, Participation in international moot courts. • Faculty and Student engagement in COP climate negotiations.
2.7.3 Institutional Branding	Strengths- • Registered marks and words, and branding strategy (Brand Manual) in place. • Branding through institutional merchandise. • Extensive use of social media as branding channels. • Initiative taken to implement the human dignity clinic benefitting vulnerable groups in Bhutan.

Part 3: Overall analysis	Observations <i>Note: Please limit to five major ones for each; use telegraphic language; It is not necessary to have all five bullets under each.</i>
3.1 Strengths	1. Governance, leadership, and management structures are clearly articulated and effectively operational, providing a robust institutional foundation aligning with the vision and mission. 2. The Royal Charter and the Royal Patronage with Her Royal Highness as the President and the Chief Justice as the Chair of the Governing Council provides strong leadership guidance and autonomy. 3. Students have the opportunity to choose from a variety of elective courses based on their interests and career aspirations of the two programs of study. 4. The School benefits from well-developed infrastructure and a comprehensive range of learning materials and facilities, offering a supportive and conducive environment for teaching and learning. 5. Student services are thoughtfully designed and systematically implemented, reflecting a student-centred approach to support and engagement. 6. International linkages that promote research, knowledge sharing and innovation, and global recognition. 7. Research conducted by the Law School impacts policy development in the country. (Civil Liability Act, Marriage Amendment Act, Alternative Dispute Resolution Act etc.) 8. Initiative taken to implement the human dignity clinic benefitting vulnerable groups in Bhutan is appreciated.
3.2 Areas for improvement	1. Mission could consider the rapidly changing environment to fit the dynamic nature of the legal profession by incorporating 'Innovation' in the statement. 2. Need to develop a well-defined and inclusive policy for differently abled students and staff as the campus and facilities have significant provisions to accommodate students with disabilities. 3. Expedite the drafting and endorsement of the Guidelines and Standard Operating Procedures for implementation of the

	Staff Attraction and Retention Policy. - Centralised monitoring and update of the teaching and learning plans is required. - Need clarity on the institutional policy on the credit transfer and develop a comprehensive credit transfer policy. - Regular, structured reviews of assessment practices and their implementation should be systematically integrated within the organization's processes. - Consider separating academic and residential areas to improve learning and student wellbeing. - Some spaces currently used as classrooms were not designed for instructional purposes, which hinders visibility and effective teaching. Consider having a standard classroom space to ensure a conducive learning environment.
3.3 Opportunities	- Diversifying courses including taxation, that align with the opportunities that Gelephu Mindfulness City and foreign direct investments projects provide. - Introducing Ph.D. courses. - Increase short term courses for non-legal persons and refresher courses for their alumni. - Attracting more international students, including those from neighboring countries, could boost their brand image as well as generate revenue for sustainability.
3.4 Challenges	- Multitasking and shared duties among staff can lead to overload, risking a decline in outcome quality. - Recruitment of qualified and competent staff, especially faculty. - Maintenance of infrastructure. - Attracting and retaining talented staff.

Part 4: Recommendations (Standard-wise)

Standard 1: Governance, Leadership and Management

- Suggest including the word 'innovation' in the Mission statement.

Standard 2: Academic

- Taxation may be considered as an integral part of the courses offered by the law school.
- Ph.D. programs could be a value addition and generate revenue too.

Standard 3: Human Resources

- Expedite endorsement of the Guidelines and Standard Operating Procedure for implementation of the Staff Attraction and Retention Policy.

Standard 4: Research, Publications and Linkages

- Enhance internationally acclaimed research papers.

Standard 5: Infrastructure and Learning Resources

- Separation of academic and residential structure.

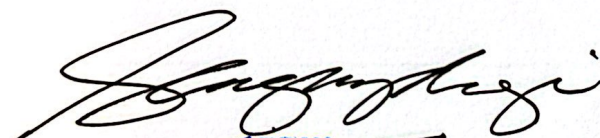
Standard 6: Student Services

- Recruit a professional counsellor for the wellbeing center.

Standard 7: Internal Quality Assurance and Enhancement System

- Suggest introduction of short courses for non-legal persons (innovative practice).

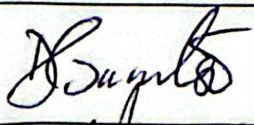
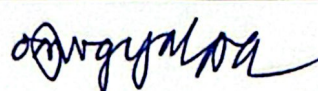
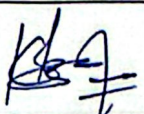
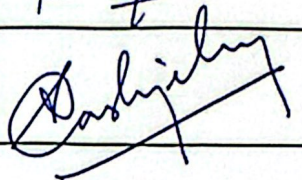
I agree with the observation of the assessors as mentioned in this report.


DEAN
JSW SCHOOL OF LAW



Name & Dated Signature of the Head of the institute
Seal of the institute

Name & Signature of the Assessors:

Name	Designation	Dated Signature
Deki C. Gyamtso	Chairperson	
Ugyen Pelgen	Member	
Tashi Gyalpo	Member	
Karma Rinzin	Member	
Tashi Delek	Member	

Name & Signature of HEQC officials

Name	Designation	Dated Signature
Tashi Lhamo	Chief HEQC	