



ASSESSORS' REPORT

**Sherubtse College,
Kanglung**

MAY 24, 2025

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Section A: General Information of the University

Name	Royal University of Bhutan
Establishment Year	2003. For details, please visit: https://www.rub.edu.bt/index.php/the-university/
Legal basis	Royal Charter and Statutes signed on 18th April 2003 by His Majesty the Fourth Druk Gyalpo Jigme Singye Wangchuck. For details, please visit: https://www.rub.edu.bt/images/rub/staff/Rules-And-Regulations/RUB-GM.pdf
Official launch	Royal Charter signed on 18 April 2003, official launch on 2 nd June 2003.
Number of Faculty/Affiliated Institutions	RUB has 9 constituent Colleges and 2 private affiliated Colleges
Vision	An internationally recognized university steeped in GNH values
Missions	• To provide programmes of study at tertiary education level, of relevance and good quality which will fulfill the needs of the country for an educated, skilled and humane population; • To promote and conduct research to contribute to the creation of knowledge of relevance to Bhutan

	• To provide training and professional services for the enhancement of knowledge, capacity building and community development.
Governance Structure	Page 2 of RUB Governance Manual has the broad Architecture of the University. For details, please visit https://www.rub.edu.bt/wp-content/uploads/2022/06/Good-Governance-Manual.pdf
University Important Documents	• The Royal Charter of the RUB • Statutes of the RUB • Governance Manual • The Wheel of Academic Law • Strategic Plan • Student Service Management Policy and Guidelines • Annual Reports • Annual Statistics • Space Norms 2020 • RUBHRRR 2017
University Strategic Core Areas	• Office of the Vice Chancellor: 36 • Administrative & Technical Staff: 411 • Academic Staff: 518 (including 46 on long-term studies) • Total HR strength: 966 • Quality and relevance of programmes

	• Research, innovation and scholarship • GNH-inspired environment • Innovation and entrepreneurship • Life-long learning • Revenue streams
Future Plans	• Enhancement of quality and relevance of programmes • Research, innovation and scholarship • Promotion of GNH-inspired environment • Innovation and entrepreneurship • Life-long learning • Diversification of revenue streams

Section B: Assessors' Main Report

Part 1: General information

Part 1: General information	
1.1 Name and Address of the institute	Sherubtse College, Kanglung, Trashigang
1.2 Year of establishment	1968
1.3 Current academic activities at the institution (Number)	17

Faculties /Schools	5 Departments/Schools
Departments/Centres	5 Departments/3 Centers
Programmes/Courses offered	Undergraduate: 17; PG: NA; Doctoral Degree: NA; Any other: NA; Total: 17 programmes
Regular faculty members	Male: 56, Female: 24, Total: 80
Contract faculty members	Male: 19, Female: 8, Total: 27
Others (e.g. Adjunct)	Male: 0, Female: 1, Total: 01
Staff (Technical, administrative & support)	Male: 50, Female: 24, Total: 74
Students	Male: 493, Female: 414, Total: 907
1.4 Three major features in the institutional context (As perceived by the assessors)	• Large campus with adequate space for academic, residential and recreational use. • The college has diverse and vibrant student body. • The college has vibrant academic culture with concerted effort in improving digital infrastructure.
1.5 Date of visit	20 - 24 May, 2025

1.6 Composition of the team of assessors:	
Chairperson	Name: Mr. Tashi Chonjur
Other members	Name: 1. Dr. Ganeshman Gurung 2. Ms. Lungten Zangmo 3. Mr. Arjun Kumar Chettri
HEQC officials	Name: 1. Mr. Nar Bahadur Raika 2. Ms. Leki Choden

Part 2: Key-Aspect-wise analysis

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	• Vision and mission statements are clearly stated. • Vision and mission are aligned with National and University aspirations.

	• Vision and mission set direction for curriculum development.
2.1.2 Organizational Structure and Management	• The college has a well-defined organizational structure with clearly outlined Terms of References (ToRs). • Participatory approach to management and decision making is observed. • College has various committees for the management of different tasks.
2.1.3 Accountability and Transparency	• A structured reporting and accountability system is in place guided by RUB Financial Manual. • Various committees, feedback mechanisms and organizational reviews in place to ensure institutional checks and balances. • The Royal Audit Authority (RAA) conducts annual auditing and follow-up actions are taken accordingly.
2.1.4 Leadership and Autonomy	• Qualified leadership. • College has autonomy within the purview of Wheel of Academic Law (WAL) and other related RUB's policies and rules. • Distributive leadership style in place with

	proper delegation of management roles to various staff and student representatives.
2.1.5. Strategic Development, Planning, and Implementation	• College Strategic Development Plan in place. • Annual college targets are drawn from the 13th Five Year Plan and periodic reviews carried out. • Internationalization effort is being made.
2.1.6 Data and Information Management	• The college has embraced digital and technology interventions. • The college's digital ecosystem is backed by strong governance protocols to ensure efficiency, data integrity, and transparency. • College has a data of 3411 Alumni as of date.

2.2 Academic System	
2.2.1 Programme Design, Development and Review	• The planned programmes are designed to align with market demands and support innovation-driven career paths. • Involvement of relevant stakeholders in programme development and review is seen.
2.2.2 Academic Flexibility and	• Students have the flexibility of programme selection from Year II.

Programme Diversification	• College adheres to RUB's policies and guidelines for course management. • Three new programmes were introduced as part of the college's effort to diversify its programme, and few more are in pipeline.
2.2.3 Academic Planning and Delivery	• Proper system in place for academic planning. • All academic delivery plans and descriptors are uploaded in VLE and monitored by the Head of the Departments (HoDs) and Dean of Academic Affairs (DAA). • Emphasis on quality exercised through check and balance system in the form of Student feedback, exam paper moderations and external examiners engagements.
2.2.4 Assessment Practices	• Assessment details and deadlines are transparently discussed with students at the start of the semester. • Students' progress is monitored by Year Guides who provide support and track academic performance. • The Program Board of Examiners also evaluates the student performance and progression.

2.3 Human Resources	
2.3.1 Human Resource Management System	• Follows RUB HR Rules and Regulations 2017 and RUB Governance Manual for HRM. • Performance Appraisal activities include Annual Performance Agreement (APA), Individual Work Plan (IWP), Mid-Year review, Feedback and Evaluation. • Welfare Schemes for Faculty and Staff are in place. • Merit and performance-based incentive system in place.
2.3.2 Human Resource Developments	• Human Resource Development (HRD) is guided by RUB's HRD master plan and RUBHRRR 2017. • College has budget allocated for professional development and long-term studies. • The college's HRD master plan provides a structured, policy-driven, and sustainable framework for staff development and the pursuit of academic excellence. • Formal impact assessment of long-term training and professional development activities is not seen.
2.4 Research, Publications, and Linkages	

2.4.1 Research Culture	• College has three specialized research centers for fostering and strengthening research culture: the Center for Science and Environmental Research (CSCR), the Center for Climate Change and Spatial Information (CCCSI), and the Center for Population and Development Studies (CODS). • College publishes its own annual research Journal: <i>Sherub Doenma</i>. • There are evidences of research impacts: i. Discovery of two new terrestrial orchid species <i>Eulophia muktangkharensis</i> and <i>Calanthe hastilabia</i>, and; ii. the establishment of a Gewog community museum in Bartsham Gewog. • College explores and secures research funding from different sources; and College has committed Nu. 4 million for research activities in the 13th FYP.
2.4.2 Research and Publications	• 36 research projects carried out and 71 research papers presented worked on between July 2021-June 2024. • The college's interdisciplinary research effort highlights its active and growing focus on academics and research.

	• RUB is in the process of integrating a comprehensive research data management system.
2.4.3 Consultancy and Professional Services	• College has no formal policy on consultancy but the college aligns its consultancy activities with <i>Zhib 'Tshol</i>, RUB's Research Policy. • The Office of the Dean of Research and Industrial Linkages (DRIL) oversees the consultancy activities. • 10% of the fund generation is retained by the College. In the last three years, the college has generated a total of 4.51 million from 5 consultancy services. • College's wide-ranging community initiatives highlight its commitment to social responsibility and community development.
2.4.4 Collaborations and Linkages	• College has exchange programmes, joint research, curriculum development and internships executed through MoUs and MoAs with International and National institutions and agencies. • Faculty and student exchange opportunities are provided transparently through merit-based processes.

2.5 Infrastructure and Learning Resources	
2.5.1 Physical Infrastructure	• College has adequate academic and recreational infrastructure and resources. • College has 20 hostels (5 college mess-catering hostels & 15 self-catering) equipped with basic facilities such as drinking water, WIFI, and furniture. • The college has adequate on-campus residential facilities with WIFI connectivity. • College has initiated inclusive infrastructure for students with special needs, such as ramps, accessible restrooms, and teaching-learning aids.
2.5.2 Academic Support Services	• Library management and user guidelines and policy are based on RUB's Library Information and Service Manual (LISM) 2020. • Library equipped with learning spaces, internet connections, and online library databases. • The College has inter-library partnerships and digital subscriptions for students and faculty to use. • College has initiated a laptop purchase scheme for faculty.

2.5.3 Safety and Maintenance of Physical Infrastructure	• College has a Disaster Management Contingency Plan managed by two trained focal persons. Mock drills have been carried out. • New constructions are in adherence to Indian Standard (IS) codes for seismic safety, fire extinguishers placed in strategic places for fire safety measures. Students and staff trained on safety measures. • College Management Committee (CMC) looks after the overall maintenance of the college. However, maintenance seems to be a challenge.
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2.6 Student Services	
2.6.1 Admission Process and Student Record	• Admission policy and details are shared on the RUB and college websites and other social media platforms. • University Admission Committee (UAC) finalizes admission schedules, confirms programme slots, eligibility requirements, intake capacity, and key deadlines. • Student records maintained in the RUBMIS.

2.6.2 Student Welfare, Engagement, and Support System	• College follows and implements the Code of Conduct as outlined in RUB's Student Code of Conduct 2022 and this is reflected in college Student Handbook. • The Happiness and Wellbeing Centre (HWC) provides well-being services for the students, and college plans to recruit full time trained counselor. • The college's welfare system supports academic, emotional and financial needs of students. • The college demonstrates a commitment to inclusion through gender equity measures and disability-friendly infrastructure and learning support. • Formal and informal grievances redressal and feedback mechanisms are in place which can be further strengthened. • Student representations are in various committees and decision-making bodies.
2.6.3. Graduate Employability	• Courses and programmes are designed to be relevant to market needs. • Tracer studies conducted to assess the graduate's employability status. • College provides entrepreneurship courses

	and conducts training and workshops (eg: <i>Tshong Rig Gaten</i>, Business Idea Pitching, financial literacy workshops, digital marketing training, Startup Boot Camp, Business Idea Competitions, and World Creative and Innovative Day). • Has established a business incubation centre. • Capstone projects, internships, and soft skills training have been initiated. Industrial internship programmes arranged to carry out capstone projects and industrial tours.
2.6.4 Alumni Engagement	• College has started to record Alumni profiles in RUBMIS. • College has plans to recruit a full-time Liaison & Linkage Officer and to establish an Alumni Office for alumni communication and engagement. • College extends opportunities to alumni to participate in college events and development. Alumni engaged through lectures and participation in institutional events.

2.7 Internal Quality Assurance and Enhancement System	
2.7.1 Internal Quality Assurance System	• Quality Assurance is guided by the University's Internal Quality Assurance (IQA) system. • Quality Assurance and monitoring mechanisms are in place in the form of various committees and check and balance systems. • Monitoring and evaluation mechanisms include moderation of question papers, bi-semester review meetings, feedback from students, external examiners' feedback, and auditing.
2.7.2 Innovative Practices	• Key innovative practices include integration of digital and technology in teaching-learning culture. • The college fosters a future-ready culture through capacity-building and professional learning platforms (Wednesday capacity-building programmes, Reflective Community Service, guest lectures and talks, and media activities). • VLE-based academic monitoring and evaluation demonstrate a data-driven innovation in student support.

2.7.3 Institutional Branding	• Branding has been carried out through various media and other forums like games and sports, cultural programmes, clubs, alumni, videos, events and conferences and through merchandises. • The college has the potential to continue its visibility and standing through participation in more external award programmes • College has physical and general environments that promote GHN values and practices. • The college has the potential to enhance its visibility and standing through participation in external award programmes.
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Part 3: Overall analysis

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	• The college offers a wide range of interdisciplinary programmes in STEM, Arts and Social Sciences. • Large campus equipped with adequate facilities

	and services for faculty, staff and students. • Technology infused teaching-learning methods. • Efforts to strengthen the institutional linkages and collaborations. • Participatory and collaborative engagement of representatives from both staff and student bodies.
3.2 Areas for improvement	• Internal Quality Assurance. • Inclusive policy. • Water supply. • Engagement of more faculty in research and publications. • Wifi reach.
3.3 Opportunities	• Industrial linkages for exchange programmes, internships, OJT and direct employment through on-campus recruitment. • Recruit full-time counsellor. • Enhance innovative teaching-learning strategies/practices. • Broader integration of ICT in teaching-learning and management. • Brand as a pivotal destination to promote both local and international education tourism. • Introduce internationally recognized certificate programmes and brand positioning through niche

	programmes and courses. • Impact assessment on the different initiatives taken by the college.
3.4 Challenges	• International credit transfer. • Recruiting and retaining the best fit faculty. • Financial support for disaster preparedness, maintenance, and innovation. • Technological integration. • Maintenance of infrastructure. • Provision of physical infrastructure and support for students with disabilities and special needs. • Career progression. • Mental health and well-being. • Continuous and reliable water supply.

Part 4: Recommendations (Standard-wise)

Part 4: Recommendations (Standard-wise)
1. Governance, Leadership and Management 1.1 Keep strengthening the participatory leadership practices. 1.2 Explore ways to study the impact and performances of committees and office bearers. 2. Academic System 2.1 Explore more new innovative programmes considering the future

needs.

2.2 Strengthen the ICT integration efforts.

2.3 Strengthen industry and employer engagement in the programme, planning, delivery and reviews.

3. Human Resources

3.1 Strengthen recruitment and retention strategies for best-fit international and national faculty.

3.2 Need-based PD programmes could be enhanced.

3.3 Impact assessment of PD programmes could be carried out.

4. Research Publications, and Linkages

4.1 Strengthen linkages with renowned institutions.

4.2 Encourage and engage young faculty in more research activities.

5. Infrastructure and Learning Resources

5.1 Inclusive infrastructures could be strengthened.

5.2 Strengthen ICTization efforts.

6. Student Services

6.1 Keep strengthening the policy on gender and inclusivity.

6.2 Expedite the recruitment of a fulltime counsellor and setting of career services unit.

6.3 Keep strengthening the grievance redressal system.

7. Internal Quality Assurance and Enhancement System

7.1 Explore possibility of institutionalizing impact assessment mechanism.

7.2 Enhance student involvement in quality assurance system.

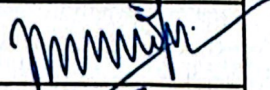
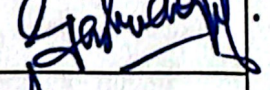
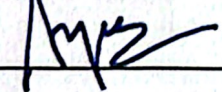
I agree with the observation of the assessors as mentioned in this report.


(Tshering Wangdi)
Name & Dated Signature of the Head of the institute

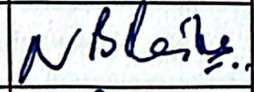
Seal of the institute



Tashi Chonjur
Name & Signature of the Assessors

Name	Designation	Dated Signature
Mr. Tashi Chonjur	Chairperson	
Ms. Lungten Zangmo	Member	
Dr. Ganeshman Gurung	Member	
Mr. Arjun Kumar Chettri	Member	

Name & Signature of HEQC officials

Name	Designation	Dated Signature
Mr. Nar Bahadur Raika	Executive Specialist	
Ms. Leki Choden	Asst. Program Officer	

24/05/2025

Annexure 2: List of facilities visited

Sl. No	Facilities
1	Office of the College President
2	Happiness & Well-being Centre
3	Indoor Recreational Facility
4	DRIL Office
5	Canteen
6	FINA Office
7	Health Room
8	Media Centre
9	DSA Office
10	E-Library
11	Auditorium
12	Administration Block
13	Finance Block
14	Incubation Centre
15	Faculty Work Space
16	Staff & Student Lounge
17	Kitchen & Dining Hall
18	Girls Hostel (Non-Self Catering)
19	Girls Hostel (Self-Catering)
20	Boys Hostel (Non-Self Catering)
21	Boys Hostel (Self-Catering)
22	Sports Arena
23	Science Laboratory
24	Computer Laboratory
25	Media Laboratory

Annexure 3: List of documentary evidences verified

Sl. No	Name of Document
1	RUB Strategic Plan 2030
2	Sherubtse Strategic Plan 2019-2030
3	RUB's policies related to International Student Admission Policy, Media and Communication Policy, Maintenance of Infrastructure, Housing Policy, Student Services Management, Student Code of Conduct, Student Accommodation Policy
4	Student Handbook 2024-2025
5	Annual Performance Agreement (APA) 2022-23 & 2023-24
6	Guidelines on Annual Research Grant and <i>Sherab Doenme</i>
7	Annual Research Grant Reports
8	Guideline on collection and utilization of student activity fund
9	List of Memorandum of Understandings (MoUs) and Terms of References (ToRs) with external Institutes and national agencies; a few samples of the MoUs and ToRs
10	Documents related to Programmes (Minutes of Committee Meetings, External Examiner's Reports, consultation correspondences, programme development documents)
11	List of Capstone Projects for Semester II, Year 3 students
12	Sample of reports on consultancy services, research projects, capstone projects, and collaborative projects
13	Reports on social and community services
14	Reports on "My PhD Journey" experience sharing
15	Documents related to Students' Internship programmes
16	Minutes of Committee Meetings (College Management Committee (CMC), College Research Committee Meeting, Project Management Team, Program Board of Examination (PBoE), Student Consultative Meetings)
17	CMC Minutes on promotion cycle
18	Records of Students' Performance Reports
19	Records of students' dropout (Spring 2022-Spring 2024)
20	List of Professional Development and long-term studies availed by Faculty and Academic Support Staff
21	Reports on Mentor-Mentee programmes

22	Report on Sherubtse Business Incubation Center
23	Data on Students Employability (2022, 2023, 2024) and samples of programme tracer studies
24	College's Disaster Management Contingency Plan
25	Constitution document of Student Audit and Integrity Unit
26	Audit memo, Action-taken-report and minutes of follow-up meetings
27	Progress report on Quality Assurance and Enhancement
28	College's asset valuation
29	Preview of Virtual Learning Environment (VLE)

Annexure 4: List of meetings conducted

Sl. No	Participant Category	Number of Participants
1	College Management Team	11
2	Teaching Faculty	57
3	Non-Teaching Staff	26
4	Students	70

Annexure 6: Site visit schedule

Day & Date	Activities	Time
Day 1: 20 May 2025	Meeting with the college management	9:00 - 10:30AM
	Meeting with faculty	11:00AM - 12:30PM
	Meeting with non-teaching staff	1:30 – 3:00PM
	Meeting with student representatives	3:30-5:00PM
Day II: 21 May 2025	Classroom observation	9:30 – 10:30AM
	Campus tour	11:00AM – 5:00PM
Day III: 22 May 2025	Validation of ISAR by the accreditation team	9:00AM – 8:00PM
Day IV: 23 May 2025	Finalization of the consolidated report, individual report, grading report, site visit report, assessors' final report; and shared first draft of consolidated report with the college.	9:00AM – 7:00PM
Day V: 24 May 2025	Finalized the consolidated report.	9:30 – 10:30AM
	Exit meeting (2 Hours)	11:00AM – 1:00PM

Annexure 7: Exit meeting program list

Accreditation of Sherubtse College

Kanglung Bhutan

Date: 24 May 2025

Venue: College Conference Hall

Time	Program
2:00PM	Opening remarks and summary of the site visit by the Chairperson
2:10PM	Presentation on findings and recommendations
2:25PM	Chairperson to invite management team to share their views on the accreditation exercise
2:50PM	Signing of the documents between Chairperson and President
2:55PM	HEQC to share the post-accreditation process/activities
3:00PM	Chairperson to thank the institution and conclude the meeting
3:05PM	Photo Session