



INSTITUTIONAL ASSESSMENT AND ACCREDITATION
(Effective from July 2017)

Accreditation - (Cycle - 3)

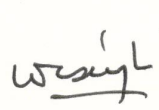
PEER TEAM REPORT ON
INSTITUTIONAL ACCREDITATION OF
UNIVERSITY OF MUMBAI

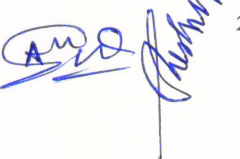
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Mumbai
400032

NATIONAL ASSESSMENT AND ACCREDITATION COUNCIL
An Autonomous Institution of the University Grants Commission
P.O. Box No. 1075, Nagarbhavi, Bengaluru - 560 072, INDIA

Section I: GENERAL INFORMATION		
1.Name & Address of the institution:	UNIVERSITY OF MUMBAI Mumbai Maharashtra 400032	
2.Year of Establishment	1857	
3.Current Academic Activities at the Institution(Numbers):		
Faculties/Schools:	4	
Departments/Centres:	54	
Programmes/Course offered:	126	
Permanent Faculty Members:	249	
Permanent Support Staff:	1148	
Students:	8785	
4.Three major features in the institutional Context (Asperceived by the Peer Team):	1. 1. One among the first universities in India, is progressively blended with Modern state of art Imparting education to the youth belonging to catchment area of seven districts. 2. 2. Catering to the need of rural, tribal, and hilly area students besides the students of urban areas 3. 3. Having Research centric approach with innovative and collaborative vision and ideas.	
5.Dates of visit of the Peer Team (A detailed visit schedule may be included as Annexure):	Visit Date From : 24-08-2021 Visit Date To : 26-08-2021	
6.Composition of Peer Team which undertook the on site visit:		
	Name	Designation & Organisation Name
Chairperson	DR. VIJAYAKUMAR VEERABHADRAN	Vice Chancellor,TAMIL NADU DR AMBEDKAR LAW UNIVERSITY
Member Co-ordinator:	DR. RAJEEV KUMAR	Director,MAHARSHI DAYANAND UNIVERSITY ROHTAK
Member:	DR. WAHENGAM CHANDBABU SINGH	Professor,Manipur University
Member:	DR. SHASHI KANT SHARMA	Professor,Himachal Pradesh University
Member:	DR. VENKATESAN SURESH	FormerDirector,University of Madras
Member:	DR. AJAY KUMAR SINGH	Professor,ASSAM UNIVERSITY
Member:	DR. ASMITA SENGUPTA	Professor,VISVABHARATI


Section I: GENERAL INFORMATION

NAAC Co - ordinator:

Prof. Amiya Kumar Rath

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Section II: CRITERION WISE ANALYSIS

Observations (Strengths and/or Weaknesses) on each qualitative metrics of the key Indicator under the respective criterion (This will be a qualitative analysis of descriptive nature aimed at critical analysis presenting strength and weakness of HEI under each criteria)

Criterion I - Curricular Aspects (Key Indicator and Qualitative Metrics (QIM) in Criterion I)	
1.1	Curriculum Design and Development
1.1.1 QIM	Curricula developed /adopted have relevance to the local/ national / regional/global developmental needs with learning objectives including program outcomes, program specific outcomes and course outcomes of all the program offered by the University
1.2	Academic Flexibility
1.3	Curriculum Enrichment
1.3.1 QIM	Institution integrates cross cutting issues relevant to Gender, Environment and Sustainability, Human Values and Professional Ethics into the Curriculum
1.4	Feedback System

Qualitative analysis of Criterion I

University of Mumbai offers programmes which are relevant to the local/national/regional/ global context. The curriculum has been revised as per the latest OBE model integrating the components of learning outcomes including programme outcomes, programme specific outcomes and the course outcomes. As per observations and interactions with the faculty members personally in various departments, it is found that syllabi and curriculum have been updated and revised well covering the areas of papers/courses that has focus on employability and skill development. Besides, University has introduced new courses during the last five years. The CBCS pattern has been introduced in the programmes run by the University of Mumbai. This shows very good level of academic flexibility. The cross-cutting research and collaborations in teaching learning process in a vertical and horizontal manner have been taken up in a nice manner.

With relation to curriculum enrichment, many departments have introduced at least one value added course in each of the programmes. The programmes offered by the University of Mumbai in fact introduced value added/life skill courses. Such courses include Environmental Biotechnology, Women & Political Representation, Ethics, Environmental Management, Femininities, Masculinities, Language, Power & Inequality, Social Sphere, Multilingualism and Bilingualism. In humanity, courses on Marathi, Gujarati and Dalit literature and Subaltern Studies have been introduced. The Department of History has introduced papers related to Social Issues in Contemporary India, History of the Literature of Protest and Empowerment in India (20th Century), Rise and Growth of Dalit Movement in India in the 20th Century, Constitutional Safeguards for Depressed Classes in India and Evolution of Human Rights in the 20th Century. Such courses enable students to develop an awareness of human values and professional ethics.

Besides students enrolled in such value-added courses in the last five year, most of the students undertook field projects and internship and so on. University collected feedback online from different stakeholders and that was analysed and actions were taken up accordingly. The criteria of the multidisciplinary approach in higher education are grossly implemented in the UOM. The overall performance in this criterion is good.

Programme Outcome, Programme Specific Outcome, and Course Outcome are defined in the syllabus and implemented which has resulted in improvement in the pass percentage, knowledge, skill, competencies, and holistic development of the students. The implementation of PO, PSO, and CO are seen in most of the programmes.

Criterion3 - Research, Innovations and Extension (Key Indicator and Qualitative Metrics(QIM) in Criterion3)	
3.1	Promotion of Research and Facilities
3.2	Resource Mobilization for Research
3.3	Innovation Ecosystem
3.3.1 QIM	Institution has created an eco system for innovations including Incubation centre and other initiatives for creation and transfer of knowledge
3.4	Research Publications and Awards
3.5	Consultancy
3.6	Extension Activities
3.6.1 QIM	Extension activities in the neighbourhood community in terms of impact and sensitising students to social issues and holistic development during the last five years
3.7	Collaboration

Qualitative analysis of Criterion 3

The university has a policy of promotion of research, innovation, and extension activities. It is observed that University has been offering substantial amount of seed money to the faculty members. Considerable number of teachers were awarded international fellowship for advanced studies and research. In the last five years, more than 250 students were awarded JRF/SRF/Postdoc/Research Associateships etc. The research-based facilities in the University include Central Instrumentation Centre, Animal House, Green House, Museum, Central Fabrication facility, Media Laboratory, Business Lab, Studios, Research/Statistical Databases etc. The number of Departments having UGC- SAP, CAS, DST-FIST, DBT, ICSSR and other similar recognitions stood in good number. The University has generated Rs. 799.16 lakh in the last five years as resources. Meanwhile, the faculty members also generated a tune of Rs. 2,871.07 lakh as funds for research projects from various funding agencies with 124 research projects during the stipulated period. This has shown that good research focus mindsets of the faculty members and it directly benefitted to the students and research scholars in terms of research and employment as researchers.

In terms of Innovation Ecosystem, UOM has patented more than one hundred patents in the in the 3rd cycle period. This emphasizes the contribution of the University, dedication and hard work of the faculty members in building a vibrant and research focused attitude of the University. This Innovation Incubation Centre is registered under the Indian Companies Act 2013 and this centre has been contributing well to the university and the people in terms of promoting entrepreneurial drives and commercialization of technical knowledge and patents in tune with the Maharastra state innovation start-up policy. Various facilities have been provided through this centre. Periodical workshops and seminars have been organized for better awareness to the students, alumni and prospective entrepreneurs of the State and the community. It is also observed that 35 IPR and Industry-Academia Innovative practices seminars/workshops/conferences were organized in the past five years. The university awarded for the innovation initiatives in the last five years. During this period, 12 start-ups were incubated in the university Innovation Incubation Centre. The Department of Atomic Energy has provided support to have Carbon Dating Machine besides having collaboration for Centre for Basic Sciences.

University of Mumbai has also started the concept of Code of Ethics in research to check the malpractices and

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plagiarism. The University is providing incentives to teachers who receive state/national/international level recognition awards in the field of research. This may be one of the reasons for high level of patents files, awarded and collaborated for commercialization in five years' period under evaluation. University has awarded PhD Degrees at a very satisfactory level and altogether more than 600 PhD degrees awarded in five years. It was found that the faculty members have published a good number of research papers in the UGC care listed journals and they also published book chapters.

The average bibliometrics of the Publications of the University in the last five years based on average citation index in scopus/web of science or Pubmed was quite satisfactory and the total publications of such high index papers for the five years period was much appreciated.

In terms of consultancy, University generated more than Rs. 1 crore during the period under evaluation. The internal resources generated from conducting corporate training also stood in a good figure and this shows the competence of the university in handling issues related to the corporate sector and contribution to creation of manpower for the industries and government departments.

UOM has taken up strong extension activities under Swachchhata Abhiyan, Blood Donation Camps, Women empowerment activities, Environment awareness lectures, Yoga training activities, Disaster management, Tree plantation, cleanliness drives, and other extension activities under Department of life long learnings. UOM got awards and recognitions from the government and many other agencies with relation to extension activities. Hundreds of such extension activities have been organized in collaboration with the Industry, Community groups, NGOs, and Government Organisations through NSS/NCC/Red Cross/YRC etc. Most of the students of various departments participated at such extended activities and programmes. It is a commendable initiative of the teachers and staffs of the University of Mumbai.

University of Mumbai also took up effective collaborative works in terms of exchange programme for faculty/students for research/internships/on the job trainings etc. UOM has various MoUs under full fledge operations. Such MoUs were signed with other Higher Education Institutes, Industries, and research organisations. The overall initiatives and performance with relation to collaboration through MoUs brought significant benefits and values in the teaching learning, research and also new infrastructure in the University.

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Criterion4 - Infrastructure and Learning Resources (Key Indicator and Qualitative Metrices(QIM) in Criterion4)	
4.1	Physical Facilities
4.1.1 QIM	The institution has adequate facilities for teaching - learning. viz., classrooms, laboratories, computing equipment, etc
4.1.2 QIM	The institution has adequate facilities for sports, games (indoor, outdoor),gymnasium, yoga centre etc., and cultural activities
4.2	Library as a Learning Resource
4.2.1 QIM	Library is automated using Integrated Library Management System (ILMS)
4.2.2 QIM	Collection of rare books, manuscripts, special reports or any other knowledge resource for library enrichment
4.3	IT Infrastructure
4.3.1 QIM	Institution frequently updates its IT facilities including Wi-Fi
4.4	Maintenance of Campus Infrastructure
4.4.2 QIM	There are established systems and procedures for maintaining and utilizing physical, academic and support facilities - laboratory, library, sports complex, computers, classrooms etc.

Qualitative analysis of Criterion 4

The University has good infrastructural facilities mainly classrooms, laboratories, and computing equipment for teaching-learning process. It is observed that all the classrooms are well equipped with the ICT facilities.

University of Mumbai has good facilities for sports, games, yoga centre, and cultural activities. The indoor and outdoor sports facilities are available in the University campus. The General Administrative Department is responsible for overall look after of the infrastructure of the University which include laboratories, libraries, sports complex, computers, classrooms, equipment etc. The physical verification of these facilities shows that these infrastructures are well maintained. The sports complex is really impressive. The University has a well-maintained library with the Integrated Library Management System (ILMS). The University Library is in the world heritage building which was constructed in 1878. University has rich archives of rare books, manuscripts, diaries, letters, paintings, coins, books, journals, magazines, and newspapers. The e-resources were provided to the end users and this has brought the ease of accessing the knowledge resources with much easier methods. The collection of resources in the library has been one of the greatest repositories of knowledge.

The University has strengthened the IT infrastructure. The University has Wi-Fi facility with high-speed internet facilities. The virtual classroom facilities, auditoriums, conference halls scattered in various departments provides platform for better deliveries and discussions with students, research scholars, and other trainees on physical as well virtual mode. The General Administrative Department takes care of maintaining and utilizing the physical, academic support facilities of the University- Laboratories, Library, Sports Complex, Computers, Classrooms, and all the physical facilities.

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Criterion5 - Student Support and Progression (Key Indicator and Qualitative Metrics(QIM) in Criterion5)	
5.1	Student Support
5.1.5 QIM	The institution has an active international students cell to cater to the requirements of foreign students
5.2	Student Progression
5.3	Student Participation and Activities
5.3.2 QIM	Presence of an active Student Council & representation of students on academic & administrative bodies/committees of the institution
5.4	Alumni Engagement
5.4.1 QIM	The Alumni Association/Chapters (registered and functional) contributes significantly to the development of the institution through financial and non financial means during the last five years

Qualitative analysis of Criterion 5

The University of Mumbai has proper student support and progression facilities, and all are well maintained. Students get scholarship/free-ships from the Government. University also provides scholarship to the meritorious students and it has benefitted the students financially and morally. Besides, University has established capability enhancement and development schemes for the students. These include Guidance for competitive examinations, Career counselling, soft skill development, remedial coaching, language lab, Bridge courses, yoga & meditation, personal counselling etc. Most of the students of the University involved in many such activities and programmes. The University of Mumbai has active International Students' Cell. The Alumni of the University are giving strong support to the welfare of the University. They provide feedback to the University. They also connect with their alma mater departments and give support to the presently enrolled students for better learning and giving career guidance. The Alumni provide lots of support for the placement of the outgoing students and this has strengthened the percent students placed by the University.

Many students cleared national/state level competitive examinations. Students actively participate in the sports/cultural activities. It was observed that more than 100 activities related to sports/cultural activities/competitions were organized each year as an average during the period under reporting.

One of most encouraging performance of the University is the alumni activities, and the scholarship schemes instituted by the Alumni for the University. This is one of the major contribution of Alumni of University to its alma mater. The financial contribution of Alumni again seems to be in significant amount. Regular meeting of Alumni and alumni Chapter meetings took place in the five years period.

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Criterion6 - Governance, Leadership and Management (Key Indicator and Qualitative Metrics(QIM) in Criterion6)	
6.1	Institutional Vision and Leadership
6.1.1 QIM	The governance of the institution is reflective of an effective leadership in tune with the vision and mission of the University
6.1.2 QIM	The institution practices decentralization and participative management
6.2	Strategy Development and Deployment
6.2.1 QIM	Perspective/Strategic plan and Deployment documents are available in the institution
6.2.2 QIM	Organizational structure of the University including governing body, administrative setup, and functions of various bodies, service rules, procedures, recruitment, promotional policies as well as grievance redressal mechanism
6.2.4 QIM	Effectiveness of various bodies/cells/committees is evident through minutes of meetings and implementation of their resolutions
6.3	Faculty Empowerment Strategies
6.3.1 QIM	The institution has effective welfare measures for teaching and non-teaching staff
6.3.5 QIM	Institution has Performance Appraisal System for teaching and non-teaching staff
6.4	Financial Management and Resource Mobilization
6.4.1 QIM	Institution conducts internal and external financial audits regularly
6.4.3 QIM	Institutional strategies for mobilisation of funds and the optimal utilisation of resources
6.5	Internal Quality Assurance System
6.5.1 QIM	Internal Quality Assurance Cell (IQAC) has contributed significantly for institutionalizing the quality assurance strategies and processes
6.5.2 QIM	The institution reviews its teaching learning process, structures & methodologies of operations and learning outcomes at periodic intervals through IQAC set up as per norms
6.5.5 QIM	Incremental improvements made during the preceding five years (<i>in case of first cycle</i>)
	Post accreditation quality initiatives (<i>second and subsequent cycles</i>)

Qualitative analysis of Criterion 6

The University of Mumbai has transparent governance, and management system. This has been made due to presence of sound decision making bodies in the University and the committed leaders of university. The result of such good governance, leadership, and management is reflected in the prominent national level research centres, achievements of 54 post graduate departments of the University, and 823 affiliated colleges with more than 100 NAAC 'A' grade colleges out of the 823 affiliated colleges. This shows the effective leadership and institutional growth in tune with the vision, and mission of the University. University has well defined Vision, Mission and objectives. The University departments have also defined vision, mission and objectives in tune with the Vision, and Mission of the university.

The overall governance is under close guidance from the Board of Studies, Academic Council, Management Council, and the Senate. The representation of members from various sections of the University, affiliated colleges, distinguished personalities from the field of knowledge, alumni and also representatives of the

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Government of Maharashtra shows the strong and transparent governance of the University. In fact, most of decision-making bodies are participated by the teacher members from across the departments and schools. These decision-making bodies initiate, formulate and execute the decisions of the University. The interaction with all these groups during the visit reflected well the aspects of the important roles they play in the governance of the university of Mumbai.

University of Mumbai undertook various decentralization and participative management practices. The real example of the effective decentralization is proved through the establishment of different departments as Centres of Excellence and upgradation to the autonomous status. Such prominence is reflected by the Department of Economics by restructuring it as MSEPP.

In terms of perspective plans and strategy development, University promoted the potential centres of excellence. Initiatives like: Centre for green Technology, Centre for Computational Social sciences, Centre for Digital Preservation of Palm Leaf Manuscripts, Dr. Babasaheb Ambedkar Centre for Social Justice, Centre for Multidisciplinary Research in Language & Literature, JN Centre for Society, Science & Technology etc have been taken up and implemented largely with long term strategic focus.

The organogram and authority structure of the University is well-defined and it has brought the ease of administration, management and ultimately good governance. The effectiveness of different bodies/cells/centres/sections are well reflected and the decisions taken by these units are well documented and the same is observed while interacting with the Registrar, Finance Officer, Controller of Examinations, Director- IQAC and many other officers of the University.

UOM has been giving emphasis in the empowerment strategies of its employees by providing various welfare schemes and measures. Such schemes include financial supports for seminars/workshops/trainings/memberships/professional trainings/refresher courses/short term courses/FDPs etc. It is observed that the University is progressing well due to transparent governance, leadership and good management practices along with significant support and cooperation from all members of the Management Council, Senate, Board of Studies, and dedicated alumni of the University and ultimately the dedication of strong team of faculty, officers, and staff members of the University.

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One of the most important initiative with relation to the best practices is the dedication of the University in maintaining and conserving the heritage-the architectural and the academics. This is proved well in the way the Rajabai Library has maintained the rare documents. University in fact has received various awards with relation to conservation of such values.

Among other significant contribution of the University includes the consistent focus of bringing innovation, and creative value additions to the courses and programmes University is running so as to keep abreast with the necessities and demand of the market and making it sustainable for all time. The scientific innovation and commitment to address these requirements by the University authority are well observed in all the initiatives of the University. The establishment of National level infrastructure in the University and its contribution to the researchers and knowledge seekers are quite prominent.

Section III:OVERALL ANALYSISbased on Institutional strengths,Weaknesses,Opportunities & Challenges(SWOC)(up to 500 words)

Overall Analysis

Strength:

1. One among the first university set up in Mumbai caters a vast geographical area.
2. Good governance with decentralization of power
3. Examination reformation using ICT
4. Ecosystem for innovations with cutting edge and collaborative Research
5. Large number of affiliated colleges and autonomous centers graded highest by NAAC, reflecting cosmopolitan culture is reflected.

Weaknesses:

1. Number of vacant non-teaching and teaching posts
2. State funding limited only to salaries of staff and not to developmental grant
3. Lesser Foreign and other State students
4. University level central placement cell, although the Departments have their own.

Opportunities:

1. Potential to strengthen alumni network and placement activities
2. To start new job-oriented programmes with innovative courses
3. To establish more autonomous centers/ colleges
4. To attract more students from other countries and states
5. To promote more consultancy services

Challenges:

1. To fill up the existing vacant teaching and non-teaching regular posts at the earliest
2. To maintain old heritage buildings or re-construction of them
3. To enhance infrastructural facility including in-campus residential facility for the students and staff due to paucity of the funds
4. To have university transport facility for the students to commute between the campuses

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Section IV: Recommendations for Quality Enhancement of the Institution

(Please limit to **ten major ones** and use telegraphic language) (It is not necessary to indicate all the ten bullets)

- To expedite the process of filling existing vacant teaching and non-teaching posts at the earliest.
- To introduce more integrated PG programmes in emerging areas in collaboration with other institutes/ organizations
- Skill and Capacity developments of students need to be further strengthened through a well devised mechanism of field/ industry exposures.
- To establish 'Department of Alumni Relations' to expand national/ international alumni's network and to promote alumni's involvement & support.
- To establish University Career Counselling & Placement Cell as central body to promote and streamline the same.
- Automation of library with addition of more e-books and other resources
- Renewable energy systems like solar energy panels to be installed
- More infrastructure facility including hostels for the students to be created.
- Collaboration with academic & research institutions, industries and corporate to be enhanced for holistic growth of the university.
- To appoint an independent committee to coordinate and oversee the implementation of NEP 2020, consisting of academia, industry, trade, and other experts.

I have gone through the observations of the Peer Team as mentioned in this report

Signature of the Head of the Institution

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1	VIJAYAKUMAR VEERABHADRAN	Chairman	<i>Vijay Kumar</i> 26/8/21
2	RAJEEV KUMAR	Member Co - ordinator	<i>Rajeev</i> 26/8/21
3	WAHENGHAM CHANDBABU SINGH	Member	<i>W Singh</i> 26/8/2021
4	SHASHI KANT SHARMA	Member	<i>Shashi Kant</i> 26/8/21
5	VENKATESAN SURESH	Member	<i>V. N. Suresh</i> 26/8/21
6	AJAY KUMAR SINGH	Member	<i>Ajay</i> 26/08/2021
7	ASMITA SENGUPTA	Member	<i>Asmita Sen Gupta</i> 26.8.21
8	Prof. Amiya Kumar Rath	NAAC Co - ordinator	<i>Amiya</i> 26/8/2021

Place **MUMBAI**

Date **26-8-2021**