

**GOVERNMENT OF ODISHA  
HIGHER EDUCATION DEPARTMENT**

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**Standard Operating Procedure (SOP) for Selection of Agencies to Run Self-Financing Courses in PPP Mode at Government/Aided Higher Education Institutions (HEIs) of Odisha**

**1. Introduction**

- A **Public-Private Partnership (PPP)** is an agreement between a government entity and private parties to provide public services. For years, the Government of Odisha's Higher Education Department has facilitated self-financing professional and emerging courses under a PPP model. This model enables private educational agencies to operate specialized courses within government or aided autonomous colleges, leveraging existing infrastructure, institutional branding, and degree offerings.
- This revised SOP has been meticulously prepared to **attract the best educational agencies**, ensuring the delivery of high-quality education to our students. It aims to foster **fairness, equity, and transparency** in the selection process, thereby significantly improving the overall educational environment for such courses.

**2. Selection of Colleges for PPP Mode Courses**

- The selection of universities and colleges (government colleges and non-government aided autonomous colleges) to offer self-financing courses in PPP mode will be made at the Government level, based on the following criteria:
  - **Priority for NAAC Accreditation:** Colleges with **NAAC accreditation** will be given priority. However, non-accredited colleges may also be selected if deemed suitable after a thorough suitability assessment.
  - **Capacity Limit:** The number of seats for PPP courses in any University **will not exceed 20%** of the total sanctioned strength of regular courses, or any other % as determined by Chancellor/ Govt from time to time, and in college it **will not exceed 30%** of the total sanctioned strength of regular courses. The cap shall apply to the aggregate intake of all PPP courses combined in the institution
  - **Suitability Assessment:** A **Joint Inspection** by the Regional Director of Education (RDE) and the University concerned will be conducted to evaluate a college's suitability for introducing PPP mode courses, assessing existing infrastructure, faculty readiness, and institutional capacity to host such programs.
- **Expression of Interest:** Whenever the Government decides, it will publish a comprehensive list of eligible universities/ colleges and the specific courses to be run under PPP mode, inviting an **Expression of Interest (EOI)** from interested educational agencies.

- The University/College-level committee shall undertake primary evaluation and monitoring, while Government approval shall be required only for final engagement, renewal, or termination.
  - **Engagement Tenure, Renewal, and Continuity of Education:** The engagement with the PPP partner shall remain valid for an initial period of five (5) years from the commencement of admissions. Subject to satisfactory performance and at the sole discretion of the Government, the engagement may be renewed for up to three (3) additional terms of three (3) years each. This tenure shall apply only for admitting fresh students in the first year of the course.
  - However, once students are admitted, the concerned agency shall be obligated to ensure uninterrupted academic and educational support until the admitted batch successfully completes the course and all related academic formalities are duly fulfilled, even if the tenure for fresh admissions expires, the agreement concludes, or is not renewed, including in cases where a new agency is engaged for continuing the course.
  - Notwithstanding the above, if the Government so decides, the responsibility for students admitted under the previous agency may be transferred to the concerned college, and it shall be entirely at the sole discretion of the Government to direct whether such students shall be taught by the college itself or through the newly engaged agency for the remaining duration of the course.
  - **Statutory Compliance:** All statutory compliances as prescribed by relevant regulatory authorities (e.g., AICTE, BCI, UGC, ICAR, etc.) must be **mandatorily complied with** by both the institutions and the agencies before the commencement of academic classes for any batch.

### 3. Course Identification and Approval

- The Government will determine the courses to be introduced in PPP mode, adhering to the following guidelines:
  - **University Approval:** All proposed courses must be **approved courses of the affiliating University**. In case any course proposal is not within the existing approved list, the said course proposal must undergo scrutiny by the **Board of Studies** and receive final **University approval** before its commencement in colleges.
  - **Industry Relevance:** Preference will be given to **industry-related, value-added, skill-based, specialization courses, Apprenticeship Embedded Degree Program (AEDP) courses, and emerging domain courses** under the PPP scheme. The focus is on bridging skill gaps and enhancing employability. However, depending upon education needs of the locality, other courses may also be covered.
  - **Skill Enhancement:** A strong emphasis will be placed on **skill enhancement and practical learning**, complementing regular classroom teaching, theoretical knowledge, and including mandatory **internships**.
  - **Market Demand Assessment:** Prior to finalization of courses under the PPP framework, an appropriate market demand assessment or feasibility study may be undertaken to ascertain the relevance, long-term sustainability, and employability potential of the proposed programs.

Such assessment may be carried out through inputs from industry, academic experts, and/or other competent agencies, ensuring that courses are aligned with NEP 2020, evolving workforce requirements and that public resources are utilized in high-demand and outcome-oriented fields.

- **Possibility of Joint Degree / Collaborative Programs:** The PPP framework may also provide for the introduction of joint degree, twinning, or collaborative academic programs, wherein the partnering educational agency and the concerned Government institution may jointly design, deliver, and certify the course, subject to applicable regulatory approvals. Such arrangements may include shared academic responsibilities, joint curriculum development, co-branding of the program, and award of degrees or certifications in accordance with UGC/AICTE and other statutory norms. Joint degree models may be encouraged where they enhance academic quality, industry relevance, institutional capacity-building, and national or international recognition of the program.

#### 4. Eligibility Criteria for Educational Agencies

- Educational agencies seeking to partner under the PPP model shall be required to fulfil the prescribed eligibility criteria. All submissions and claims made by the applicant agencies shall be subject to due scrutiny by the Selection Committee through authentic documentary evidence, official records, and, wherever considered necessary, through physical inspections, site visits, and independent verification to ensure transparency and credibility in the selection process.
- **Institutional Credentials:**
  - The Educational Agency shall be a legally registered entity such as a Trust, Society, Private Limited Company, academic institution, or any other organization duly recognized by the competent government authorities in India (e.g., Registrar of Companies, Registrar of Societies, Charity Commissioner, etc.). The agency must possess a proven track record in the establishment, management, or delivery of educational programs. Eligible agencies may apply either independently or through a joint venture, partnership, collaboration, franchise arrangement, or any other legally permissible mode of association with recognized institutions. In cases of joint applications, the lead partner shall be clearly identified, and all participating partners or collaborators shall collectively be required to meet the prescribed financial capacity and experience criteria.
  - Proof of registration under statutory compliance frameworks such as EPF, ESIC, and appropriate insurance schemes (including professional indemnity insurance, general liability insurance, or other coverage relevant to educational service delivery) shall be mandatory.
  - The agency shall submit audited financial statements for the last three (3) consecutive financial years, clearly establishing its financial soundness and capacity to undertake the proposed project. The agency must demonstrate a minimum Net Worth of INR 5 Crores (Rupees Five Crores Only) as reflected in its latest audited financial statement.

- **Proven Reputation and Standing:** The agency must possess a credible and positive standing within the education sector. While institutions of national prominence are preferred, the assessment of “repute” shall remain broad and inclusive to encourage participation from a diverse pool of capable partners. The agency’s reputation shall be evaluated on the basis of, inter alia:
  - Its established academic footprint, including the number of campuses, student enrolment, range of programs offered, and geographical presence.
  - Any recognized rankings or accreditations (such as NIRF rankings, independent educational surveys, or quality certifications beyond minimum regulatory requirements).
  - Demonstrated excellence in academic innovation, student performance outcomes, and industry-oriented engagement.
  - Formal partnerships, endorsements, or collaborations with reputed industry bodies, chambers of commerce, professional associations, or other recognized institutions.
- Preference shall be accorded to well-established universities, college chains, or groups of institutions with a proven record of delivering quality education and a strategic intent to expand their presence in Odisha. At the same time, agencies with strong regional standing or specialized expertise in niche and high-demand domains shall also be given due consideration, particularly where suitable partners of national scale are limited or where specific course requirements warrant such expertise.
- Prospective Agencies shall submit a brief market justification and employability assessment as part of their proposal.
- **Experience:**
  - **A minimum of three (3) years of continuous operational experience** in managing academic programs of **similar courses** (i.e., professional, skill-based, or emerging domain courses at the higher education level, particularly those requiring specialized infrastructure like labs and practical training) is required. This experience could be evidenced by either of :
    - Copies of course affiliation/approval letters from relevant statutory bodies (UGC, AICTE, BCI, etc.).
    - Student enrollment data, successful completion rates, and graduation outcomes for these programs.
    - Documented proof of successful placements, entrepreneurship promotion, or career progression of their alumni from these programs, including average salary ranges and employer details (audited or verified where possible).
  - Demonstrate expertise in providing **academic excellence and robust placement support** is essential. This could be assessed through:
    - Detailed curricula, teaching methodologies, and learning outcomes for their existing programs, emphasizing practical and industry-aligned content.
    - Average student-teacher ratios maintained in similar courses.
    - Formal MOUs or partnerships with industries for internships, training, and placements.

- Evidence of student success in national/international competitions, higher studies, or specific industry certifications.
- **Infrastructure and Investment Capability:**
  - Proven capability to operate / provide or /and enhance state-of-the-art labs, well-stocked libraries, smart classrooms, and comprehensive faculty development programs as required for the proposed courses, utilizing and improving the existing infrastructure of the HEI. It is explicitly clarified that the PPP partner is generally not required to undertake new civil infrastructure building; the focus is on upgrading and equipping existing facilities.
    - **proven capability"** could be assessed through:
      - **Detailed Investment done for Lab and Research Facilities, if any in their parent institution.**
      - **Photographic/video evidence** of existing state-of-the-art facilities in their other institutions (if any), demonstrating their capacity to deliver high-quality infrastructure.
      - **Commitment to a detailed phased investment plan** in the MoU, outlining specific milestones for infrastructure enhancement and equipment procurement with clear financial allocations and completion deadlines.
      - **Ability to secure necessary regulatory approvals** for proposed infrastructure changes or equipment installations.
  - **A firm commitment to substantial resource allocation and investment** for effective program implementation.
    - **How "firm commitment" will be ensured or assessed:** This will be ensured through:
      - **Bank Guarantee/Performance Security:** A mandatory requirement for the selected agency to furnish a **Bank Guarantee or Performance Security equivalent to 10% (Ten Percent) of the estimated total project investment value** (employee cost, proposed equipment, lab upgrades, and initial operational setup costs, if any) at the time of MoU signing. This guarantee will be valid for the initial three-year term and can be invoked in case of failure to deliver on the specified investment and performance commitments.
      - **Detailed Financial Plan:** A comprehensive financial plan outlining sources of funds, precise allocation for various components, if any (new equipment, lab upgrades, research contributions, faculty salaries, operational costs, marketing), and projected cash flows for the entire tenure of the agreement.
- **Quality Assurance & Compliance Record:**
  - A proven track record of **adherence to UGC/NAAC guidelines and other regulatory body norms.**
    - **How to assess:** This will be assessed by requiring:
      - **Copies of all relevant accreditation certificates** (e.g., NAAC, NBA, AICTE approval, ISO certifications specific to quality management in education) for their existing institutions, along with the latest compliance reports or assessment outcomes.

- **Submission of Annual Quality Assurance Reports (AQARs)** for their other institutions, if applicable.
- **Documented internal quality assurance processes** (e.g., Internal Quality Assurance Cell (IQAC) reports, academic audit reports, student feedback mechanisms and their utilization).
- **An unequivocal undertaking of strict compliance** with all relevant statutory and regulatory norms, subject to verification by the Higher Education Department and the affiliating university.
- Evidence of successfully conducting **remedial, skill-based, and value-added courses** in the past.
  - Evidence of such courses conducted **within the last five (5) academic years** will be considered. This evidence should include:
    - Detailed course outlines, curriculum, and duration.
    - Number of students enrolled, completion rates, and nature of certificates/credits awarded.
    - Profiles of faculty involved in these courses.
    - Any available impact assessment reports or aggregated student feedback data.
  - **No past record of blacklisting or adverse action from any regulatory body** (e.g., UGC, AICTE, BCI, MCI, NCTE, Pharmacy Council of India, etc.), any Central Government ministry/department, or any State Government **authority across India** for any educational or operational non-compliance within the **last ten (10) years**.
    - **What constitutes "adverse action from any government authority"**: This includes, but is not limited to: revocation or suspension of affiliation/recognition/approval; issuance of show-cause notices for serious non-compliance not subsequently rectified to the satisfaction of the authority; imposition of significant financial penalties for major statutory violations; involvement in significant litigation or legal proceedings that resulted in a judgment against the agency concerning educational malpractice, financial irregularities, or student welfare; any formal censure, debarment, or public notice issued by a government body or regulatory authority due to a proven violation of laws, rules, or ethical standards.
    - Agencies must provide a **self-declaration** to this effect, which will be rigorously cross-verified with available public records and through due diligence. The Government reserves the right to seek information from other states or central agencies.

## 5. Selection Process and Execution of Memorandum of Understanding (MoU)

- Educational agencies will be selected through a rigorous and **transparent Request for Proposal (RFP) process**. Agencies from outside the state are actively encouraged to contribute their expertise and participate in this process.

### 5.1 Open Competitive Bidding and Invitation for Proposals (IFP)

- A formal **Invitation for Proposals (IFP)** will be publicly issued, inviting interested and eligible educational agencies to submit their

comprehensive bids. The IFP will serve as the guiding document, meticulously detailing:

- **Pre-qualification Criteria:** The essential eligibility requirements agencies must meet to be considered, as outlined in Section 4.
- **Detailed Criteria for Selection:** The specific technical and financial parameters against which proposals will be evaluated.
- **Expected Outcomes:** The desired goals and deliverables from the PPP arrangement, including quality benchmarks, student outcomes, and infrastructure enhancements.
- **Evaluation Process:** The methodology for scoring, ranking, and final selection.
- **Template for Proposal Submission:** A standardized format to ensure consistency and ease of evaluation.
- The proposal submitted by the educational agencies must include the following components:
  - **Course Details:** Comprehensive information on the proposed course name, clear objectives, detailed curriculum mapping, specialization areas, and overall course of studies.
  - **Private Partner's Role:** A meticulous description of the private partner's exact involvement, encompassing specifics on funding allocation, proposed infrastructure enhancement and equipment provision, curriculum design contributions, faculty engagement model, and detailed industry support plans.
  - **Infrastructure Enhancement Plan:** A precise outline of any proposed enhancements or upgrades to the **existing infrastructure**, including specifics on new lab equipment, library resources, smart classroom technology, and IT facilities. **It is explicitly stated that the PPP partner is generally not required to undertake new civil infrastructure building; the focus is on upgrading and equipping existing facilities.**
  - **Faculty Recruitment and Development Plan:** A comprehensive plan for faculty recruitment, detailing qualifications, experience, and a robust strategy for their continuous professional development to ensure adherence to UGC standards and industry relevance.
  - **Financial Model:** Clear and granular details of the proposed fee structure for students, financial contributions from the private partner (including initial investment and ongoing operational support), and a transparent, sustainable revenue-sharing arrangement, as further detailed in the evaluation criteria.

## 5.2 Selection Process

- The selection of the PPP partner will follow a multi-stage evaluation process:
- **Initial Scrutiny (Pre-qualification Check):**
  - A dedicated **Scrutiny Committee**, constituted at the Higher Education Department level, through University/ college will meticulously review all

received applications/proposals. The *primary evaluation & routine monitoring* is done by **University/College committees**.

- This committee's primary role is to verify that each application/proposal **strictly meets all the pre-qualification (eligibility) criteria** outlined in Section 4 and is complete in all required aspects.
- Proposals failing to meet any pre-qualification criterion or found incomplete will be **summarily rejected** at this stage, with no further evaluation.
- **Detailed Evaluation by Expert Committee:**
  - Proposals that successfully pass the initial scrutiny will be subjected to a comprehensive evaluation by an **Expert Committee** formed specifically for this purpose.
  - The evaluation will be based on a **combined scoring system** with defined weightages for both technical and financial aspects to ensure a holistic assessment.

#### **A. Technical Evaluation (70% Weightage):**

- **Quality of Curriculum & Pedagogy (20%):** The proposal will be assessed for a comprehensive curriculum that aligns seamlessly with current industry standards, incorporates innovative teaching methods, emphasizes practical learning, and clearly defines achievable learning outcomes.
- **Faculty Qualifications & Development Plan (20%):** Evaluation of detailed profiles of the proposed core faculty, highlighting academic qualifications, relevant industry experience, research contributions, and a robust, continuous professional development plan.
- **Student Support Services & Success Strategy (15%):** A thorough assessment of the agency's plan for comprehensive student support services, including academic counseling, career guidance, proactive internship facilitation, and concrete, measurable placement strategies with industry linkages.
- **Infrastructure Enhancement & Equipment Investment Plan (10%):** Detailed evaluation of the proposed investment plan for improving existing labs, procurement of new state-of-the-art equipment, and contributions to enhancing research facilities (e.g., specialized software, research databases, co-funding for projects), and development of smart classrooms. This includes assessing the quality, relevance, and financial value of the proposed enhancements.
- **Quality Assurance Plan (5%):** A robust and actionable quality assurance plan, including continuous academic and operational monitoring, structured feedback mechanisms (from students, faculty, and industry), periodic internal and external audits, and a clear commitment to achieving specific accreditation targets for the PPP course, if applicable.

#### **B. Financial Evaluation (30% Weightage):**

- **Revenue Sharing Model (15%):** The proposed revenue-sharing model will be evaluated for its sustainability and equity, explicitly detailing the financial benefits accruing to the college. Proposals committing

a **minimum revenue share of 20% of the gross course fee collected to the college** will be prioritized, with preference given to higher, sustainable shares.

- **Fee Structure & Affordability (10%):** The proposed fee structure for the course will be assessed for its competitiveness and affordability, with a clear focus on delivering value for money to students. The Government reserves the right to review and cap fee structures to ensure accessibility and prevent exorbitant charges. Fee proposals shall be reviewed by a Fee Fixation Committee constituted by Government and / or University, if delegated.
- **Overall Financial Viability & Resource Allocation (5%):** Assessment of the agency's overall financial strength to sustain the program and its commitment to resource allocation as per the proposed investment plan.
- **Combined Scoring & Ranking for Multiple Proposals:**
  - Each proposal will receive a **Technical Score (Ts)** and a **Financial Score (Fs)** based on the detailed evaluation.
  - The **Final Combined Score (Cs)** for each proposal will be calculated using the following formula:  $Cs=(0.70 \times Ts)+(0.30 \times Fs)$
  - All eligible proposals will then be **ranked based on their Combined Scores**, from the highest to the lowest.
- **Final Selection & Government Approval:**
  - The Higher Education Department will finalize the selection process, primarily considering the ranking from the combined scoring system. The decision will prioritize overall quality, transparency, academic excellence, student benefit, and cost-effectiveness for the public institution.
  - The highest-ranking eligible agency will be considered for engagement, subject to final government approval by the competent authority within the Higher Education Department.

### 5.3 Memorandum of Understanding (MoU) between Public and Private Sectors

- Upon final selection, a detailed Memorandum of Understanding (MoU) or formal agreement shall be carefully drafted and executed between the concerned University or the Principal of the participating college after duly authorized by the Government through the Higher Education Department, and the selected private partner. This agreement shall constitute the legal foundation of the PPP arrangement and shall clearly define the roles, responsibilities, deliverables, and obligations of all parties, ensuring complete clarity and eliminating any scope for ambiguity.
- Further, any renewal or extension of the engagement shall be undertaken by the concerned University/College only with the prior approval of the Government in the Higher Education Department. No deemed continuation, automatic extension, or post facto approval shall be admissible under any circumstances.
  - A standard MoU template approved by Government shall be used, with course-specific schedules.

- **Essential Components of the MoU:** The MoU will be a legally binding document that unequivocally includes:
  - **Roles and Responsibilities:** A precise and exhaustive delineation of the roles, responsibilities, and specific contributions of each party. This will cover academic oversight, administrative support, financial management, faculty deployment, student admission processes, and resource allocation.
  - **Governance Structure:** A transparent and robust governance framework. This includes specifying decision-making authority, establishing oversight mechanisms (such as a joint steering committee with defined meeting frequencies and powers), and detailing rigorous quality assurance procedures to ensure both academic integrity and complete financial transparency.
  - **Revenue Sharing and Financial Protocols:** Explicit and transparent agreements on how revenue from student fees and any other financial contributions will be shared between the college and the agency. This will strictly adhere to the **minimum college share (as per Section 5.2, Financial Evaluation)**. All financial transactions between colleges and agencies **must be conducted exclusively through digital means** to ensure complete accountability and ease of audit.
  - **Course Delivery and Management:** The MoU will meticulously specify how the course will be managed, including detailed processes for faculty recruitment, methodology for curriculum delivery, alignment with the university's academic calendar, examination schedules, and administrative oversight.
  - **Placement and Internship Agreements:** If the private partner is responsible for industry linkage, the MoU will comprehensively cover provisions for internships, placements, and collaborative initiatives for job-ready training, including **specific, measurable targets for student placements (as outlined in Section 9.1)**.
  - **Performance Benchmarks and Penalties:** A clear articulation of the **Key Performance Indicators (KPIs)** against which the agency's performance will be evaluated, along with a system of **graduated penalties and mandatory corrective action plans** for non-compliance, as detailed in Section 9.2.
  - **Infrastructure & Equipment Ownership:** Clear stipulations regarding the **ownership of any new equipment or upgraded infrastructure components** (e.g., lab equipment, smart classroom technology, specialized software licenses) provided or significantly contributed by the private agency. Typically, such assets integrated into the college's existing infrastructure would **revert to the college's ownership** upon termination or non-renewal of the MoU, unless otherwise explicitly agreed.
  - **Dispute Resolution Mechanism:** A clearly defined, tiered process for amicably resolving disputes between the college and the private agency during the tenure of the MoU. This may involve internal joint committee resolution, mediation, or arbitration before recourse to legal action.
  - **Indemnity and Liability Clauses:** Necessary clauses outlining the responsibilities and liabilities of each party in case of unforeseen

circumstances, negligence, or legal challenges, including provisions for indemnification.

- **Confidentiality Clauses:** Provisions for protecting sensitive information shared between the parties.
- **Force Majeure:** Clauses addressing unforeseen circumstances that may prevent either party from fulfilling their obligations.
- **Termination Clauses:** Explicit conditions under which the MoU can be terminated by either party, along with the responsibilities and obligations of both parties during such an event (e.g., ensuring completion of studies for admitted batches).
- The MoU shall mandatorily include teach-out/transition and student protection provisions, including financial safeguards such as escrow/reserve arrangements, to ensure completion of the course for admitted batches even in case of termination or non-renewal

## 6. University Affiliation, Approval, and Examination

- The educational agency must submit the proposed course of studies to the affiliating university for approval **before admitting any students** into the course. The university will rigorously assess the academic content, curriculum, and compliance with UGC guidelines before granting affiliation. This step ensures academic legitimacy and adherence to higher education standards.
- **Examination** shall be conducted strictly as per **University/Autonomous College norms and calendars** prescribed by the Government/University/Autonomous Colleges. **Fairness in examination** must be maintained at all times.
- **AI-based CCTV cameras shall be placed in examination halls** for continuous monitoring of the examination process. All efforts must be made to **prevent any malpractice** during the examination process.

## 7. Faculty Engagement and Recruitment

To ensure quality education and transparent practices:

- A **uniform, transparent, and fair recruitment process** must be followed by all agencies across colleges for engaging faculty for PPP courses.
- Complete details of all engaged faculty, including their qualifications and experience, **shall be mandatorily uploaded to the Higher Education Department's HIMS portal**. This ensures centralized data management and oversight.
- Faculty recruitment will be conducted through a **joint committee** comprising the Principal of the college, a University representative, and a representative from the agency, ensuring strict compliance with UGC norms. The selection process should ideally be facilitated through the **HIMS portal**.
- Qualified **retired or guest faculty** may be appointed by the agency to teach PPP courses, strictly in compliance with the instructions of the regulatory authority.
- **Regular faculty of any Public University, Government or Aided College, or faculty receiving grant-in-aid shall be strictly prohibited from being**

**engaged** for PPP courses. This prevents potential conflicts of interest and ensures dedicated focus. A written undertaking to this effect shall be submitted by the Agency.

- All payments to faculty shall be processed exclusively through a **digital portal** to ensure complete transparency, accountability, and traceability of financial transactions.
- The private agency must commit to investing in **continuous professional development (CPD)** for the faculty engaged in PPP courses, including training on new technologies, pedagogy, and industry trends, to maintain high teaching standards.

## 8. Admission Procedures and HIMS Utilization

- Admission of students to PPP courses will primarily be conducted through the **SAMS portal (Students Academic Management System)** of the Higher Education Department.
- In cases where students are admitted through a common entrance or competitive examination (conducted either by the agency or a central body), the agency must **update all admission details on the SAMS portal** immediately upon completion of the admission process. This ensures all student data is centrally recorded.
- No admissions outside SAMS except with explicit Govt approval; violations = termination trigger.
- A **minimum qualifying percentage/marks** may be stipulated in full compliance to the norms fixed by the regulatory authorities for specific courses for admission into PPP courses to ensure a baseline academic standard among admitted students.
- Advertisements for admissions must be disseminated widely via the **SAMS portal**, and additionally through major newspapers and reputable social media platforms, ensuring broad reach and transparency to all prospective students.
- **All modules of the HIMS portal of the Higher Education Department are to be fully utilized** for all self-finance PPP courses. This includes, but is not limited to, bio-matric attendance of students and faculties, course progress tracking, academic performance of students, faculty details, examination schedules, and other administrative activities. Everything must be done through HIMS to ensure comprehensive digital management and oversight.

## 9. Mandatory Quality Parameters and Performance Evaluation

To ensure the highest standards of education and accountability, rigorous quality parameters and performance monitoring will be integral to the PPP framework.

### 9.1 Adherence to Standards and Protocols:

- **Alignment with Standards:** All proposed courses must **align with UGC standards/ AICTE/ BCI/ ICAR** or as prescribed by the regulatory authority,

encompassing curriculum design, teaching methodologies, and defined learning outcomes.

- **Regulatory Compliance:** The educational agency must **strictly adhere to all regulations and norms** laid down by the regulating bodies such as UGC, AICTE, BCI, etc., as well as all relevant state-specific educational guidelines.
- **Financial Integrity:** The financial model implemented must ensure that the private agency's involvement **does not lead to profit-making at the expense of academic quality or student welfare**. Financial sustainability must be balanced with educational excellence.
- **Academic and Administrative Protocols:**
  - PPP course classes should be scheduled predominantly in the **evening** or at times in consultation with the HEI that **prevent any disruption of regular academic activities** of the host HEI.
  - The academic calendar and examination schedule for PPP courses **must align with those of the regular university system** to maintain uniformity and prevent any potential for malpractice in examinations.
- **Student-Centric Features:**
  - Ensure **75% student attendance** as a minimum requirement and actively encourage participation in outreach and extra-curricular activities. Attendance shall be taken through HIMS portal.
  - Implement a robust **feedback mechanism** for students and establish regular **parent-teacher interactions** to ensure continuous improvement and stakeholder engagement.
  - Maintain a minimum **student-teacher ratio of 25:1** as per UGC standards to ensure adequate individual attention.

## 9.2 Performance Evaluation Key Performance Indicators (KPIs):

- The Memorandum of Understanding (MoU) will clearly stipulate **fixed and measurable Key Performance Indicators (KPIs)** against which the educational agency's performance will be rigorously evaluated on an annual basis by the College/University Monitoring Committee and subsequently reviewed by the Higher Education Department. These KPIs will serve as the primary basis for performance reviews, the imposition of potential penalties, and decisions regarding MoU renewal. While specific targets for each KPI will be tailored and mutually agreed upon for individual courses within the MoU, general KPIs will include:
  - **Academic Quality:**
    - **Student Pass Percentages:** Target percentages for students successfully clearing examinations, benchmarked against university averages for similar courses.
    - **Student Satisfaction Scores:** Data derived from structured, anonymous feedback mechanisms (e.g., annual surveys), with target scores for overall course satisfaction, faculty effectiveness, and learning environment.
    - **Adherence to Academic Calendar and Curriculum Delivery:** Consistent compliance with the approved academic calendar, timely completion of syllabus, and consistent delivery of the curriculum as per university norms.

- **Internal Academic Audits:** Successful completion of periodic internal academic audits demonstrating quality control processes.
- **Faculty Quality:**
  - **Faculty Retention Rates:** Tracking the percentage of faculty retained year-on-year to ensure stability and continuity in teaching.
  - **Average Faculty Qualifications & Industry Experience:** Ensuring the faculty engaged consistently meet or exceed UGC norms and possess relevant industry experience for skill-based courses.
  - **Participation in Faculty Development Programs:** Mandatory participation rates in continuous professional development programs, workshops, and industry immersions to keep faculty skills updated.
- **Infrastructure & Equipment Utilization:**
  - **Usage Rates of Enhanced Labs and Equipment:** Documented utilization rates for specialized labs and equipment provided or upgraded by the agency.
  - **Maintenance Records:** Submission of comprehensive maintenance logs for all equipment and facilities, demonstrating proactive upkeep and minimal downtime.
  - **Operational Efficiency of Provided Facilities:** Regular assessment of the accessibility and functionality of smart classrooms, libraries, and IT facilities provided for the PPP courses.
- **Placement & Employability:**
  - **Percentage of Students Placed:** A minimum of **20% of eligible students must be placed in relevant full-time jobs or secured paid internships** by the end of their course tenure, with specific targets set in the MoU.
  - **Average Salary Packages:** Data on the average and median salary packages secured by placed students, reflecting the quality of placements.
  - **Number of Internships Secured:** Quantifiable targets for internships, particularly those leading to potential pre-placement offers.
  - **Feedback from Employers:** Formal feedback mechanisms from recruiting companies regarding student preparedness and performance.
  - **Entrepreneurship Promotion:** Number of students successfully launching start-ups or engaging in self-employment, if applicable to the course.
    - This Placement KPIs shall apply primarily to professional/employability-linked programs and be course-specific.
- **Financial Compliance:**
  - **Adherence to Revenue Sharing Model:** Strict compliance with the agreed-upon revenue sharing model and timely transfer of the college's share of fees.
  - **Transparency in Financial Operations:** Regular submission of audited financial statements related to the PPP course, ensuring complete transparency.
  - **Timely Payments:** Prompt payment of all faculty salaries, vendor dues, and other operational expenses associated with the PPP course.

- **Student Welfare:**
  - **Effectiveness of Grievance Redressal Mechanism:** Documented resolution rates for student grievances and feedback on the accessibility and responsiveness of the grievance system.
  - **Student Engagement in Co-curricular Activities:** Participation rates and success in co-curricular, extracurricular, and outreach activities.
  - **Overall Student Experience:** Qualitative and quantitative assessment of the overall student experience, including campus life, support services, and learning environment.

### 9.3 Consequences of Non-Performance:

- While **cancellation of permission (as per Section 13)** remains the ultimate action for severe breaches, the MoU will incorporate a robust system of **graduated penalties and mandatory corrective action plans** for agencies that consistently fail to meet specified quality benchmarks or KPIs. This structured approach allows for:
  - **Performance Improvement Notices:** Formal written notices detailing areas of non-compliance and setting clear deadlines for rectification.
  - **Monetary Penalties:** Imposition of predefined financial penalties for specific, recurring failures to meet KPIs.
  - **Withholding of Payments/Revenue Share:** In extreme cases of persistent non-compliance, a portion of the agency's revenue share may be temporarily withheld until corrective measures are verified.
  - **Mandatory Remedial Actions:** Requiring the agency to undertake specific remedial actions, such as additional faculty training, infrastructure upgrades, or enhanced student support, at their own cost.
- These measures are designed to facilitate mid-course corrections and compel performance improvement before resorting to the severe step of agreement termination.

## 10. Monitoring and Reporting

Rigorous monitoring and reporting mechanisms will be in place to ensure continuous oversight and accountability:

- **College Monitoring Committee:** The College Principal will form a dedicated monitoring committee. This committee will oversee all PPP course operations, including academic delivery, financial transactions, and student welfare. They'll meet regularly (e.g., quarterly) to review progress.
- **Nodal Officer for PPP Courses:** Every college will appoint a **Nodal Officer/Faculty** specifically for the administration and oversight of each PPP course. This ensures dedicated attention and a clear point of contact.
- **Annual Report:** The College Principal is required to submit a comprehensive **annual report to the Higher Education Department**. This report will detail the progress of the PPP courses, including student enrollments, academic results, placement statistics, financial performance, and compliance with Key Performance Indicators (KPIs).
- **Quarterly Reporting and Surprise Inspection:** To ensure continuous oversight and transparency, all PPP courses shall be subject to mandatory quarterly reporting through the Higher Education

Department's HIMS portal. The college/university and the engaged agency shall regularly update key academic, administrative, infrastructure, placement, and financial information, enabling real-time monitoring and performance tracking.

- Further, the affiliating University and/or the Higher Education Department shall have the authority to conduct surprise inspections, special academic reviews, or financial audits at any time to verify compliance with statutory norms, SOP provisions, and MoU obligations, and to address complaints or irregularities. Findings from such inspections may form the basis for corrective actions, penalties, or non-renewal/termination proceedings, as applicable.
- **Audits:** Periodic **financial and academic audits** of PPP course operations will be conducted by independent third parties or departmental auditors. This ensures effectiveness and strict compliance with the guidelines outlined in this SOP and the MoU.
- **Biometric Attendance:** To enhance transparency and monitor instructional delivery and student engagement, **biometric attendance** for both faculty and students will be tracked through the **HIMS portal**.
- **Annual Review:** Revenue sharing models and adherence to quality benchmarks will be reviewed annually by the Higher Education Department based on the submitted reports and audit findings.
- **Student Feedback:** Colleges must consistently gather structured feedback from students (e.g., end-of-semester surveys). This feedback will assess the quality of teaching, infrastructure, support services, and overall satisfaction with the PPP course. It will be anonymized and used for continuous improvement.
- **Student Grievance Redressal and Committee Coverage:** Every institution offering PPP courses shall ensure an effective grievance redressal mechanism for PPP students through a designated PPP Student Grievance Cell under the supervision of the College Monitoring Committee. Unresolved matters may be escalated to the University and, where required, to the Higher Education Department. It is further clarified that all statutory and UGC-mandated committees and support systems of the institution (such as IQAC, Anti-Ragging Committee, ICC, SC/ST Cell, Equal Opportunity Cell, Student Welfare Committee, students grievance redressal committee etc.) shall uniformly extend their jurisdiction and protections to PPP students, ensuring equal access to welfare, safety, and institutional accountability.

## 11. Revenue Sharing

- Agencies must propose **flexible and transparent revenue models** that prioritize significant investment in infrastructure and academic quality within the college, in line with the stipulated minimum share for the Higher Education Institution (HEI).
- All financial transactions between colleges and agencies must be conducted **exclusively through digital means**. This ensures complete accountability, traceability, and ease of audit, minimizing cash transactions.

## 12. Recognition and Affiliation of Courses

- Since Self-Financing courses in PPP mode are designed for a defined term and their continuation depends on the renewal of the agreement, separate government recognition may not be required for obtaining affiliation from the University.
- The university concerned may grant affiliation based on the permission granted for the course and the valid Memorandum of Understanding (MoU) signed between the government and the agency.
- The permission granted for self-financing courses in PPP mode will be treated as recognition for the purpose of granting affiliation by the University and will remain valid until the expiry of the signed MoU. However, if the renewal of the MoU is not approved by the Government, the earlier permission will cease to be considered as recognition, and the university will be duly informed.
- This provision applies equally to both Government and Non-Government Aided Autonomous colleges.

## 13. Cancellation of Permission / Non-renewal of MoU

- The Government may **cancel the permission** granted to any Educational Agency to run a self-financing course in PPP mode, and the agreement may be **terminated**. This can occur in the event of a material **breach of terms and conditions** mentioned in the MoU, **submission of false information** during the selection process, **non-adherence to the commitments** made by the agency, **violation of undertakings**, or upon receipt of a substantiated **adverse report** against the service provider or educational agency.
- Such action will be initiated after issuing a **written notice** to the agency, clearly stating the nature of the default/breach and providing a reasonable opportunity (e.g., within six months of receipt of such notice) to rectify the specified issues.
- In the event of non-renewal or discontinuation of the MoU, it is the **joint responsibility of both the college and the agency** to discharge their responsibilities until the successful completion of the course for all students already admitted during the MoU period. This includes, but is not limited to, ensuring academic delivery, timely conduct of examinations, issuance of degrees, and all necessary student support services, to safeguard the academic future of the enrolled students.
- **Student Protection and Teach-Out/Transition Arrangements:** In the event of termination, cancellation, or non-renewal of the MoU, the paramount responsibility of ensuring uninterrupted academic continuity for already admitted students shall be mandatorily safeguarded. Accordingly, the concerned agency and the host institution shall be required to implement a structured **teach-out/transition plan**, ensuring completion of the course, conduct of examinations, and fulfilment of all academic formalities for such students. The Government may, where deemed necessary in the interest of student welfare, require the agency to maintain an escrow arrangement, student protection reserve, or any other financial safeguard to meet outstanding academic obligations during the transition period. Such

provisions shall be incorporated in the MoU to prevent disruption of education and to protect the academic future of enrolled students.

**14. Right to Modification and Deviation**

The Higher Education Department **reserves the exclusive right** to modify, amend, or change this Standard Operating Procedure (SOP) at its sole discretion. Furthermore, the Department retains the right to **act differently** from the provisions outlined in this SOP in specific circumstances, should it deem fit and necessary in the interest of higher education goals or public welfare.

  
16/11/26  
**Commissioner-cum-Secretary to Government  
Higher Education Department**