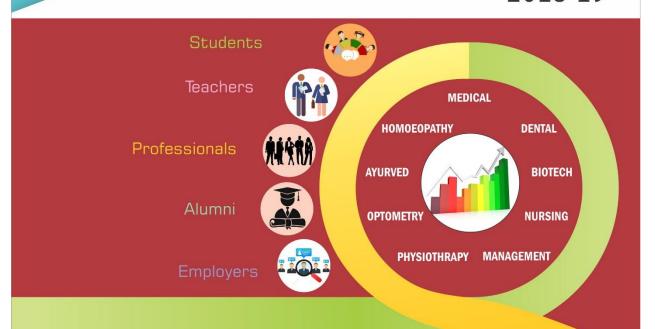
# Revised Standard Operating Procedure 2018-19





(Re-accredited by NAAC with a CGPA of 3.62 on a four point scale at 'A' Grade) 46<sup>th</sup> rank in University Category and 20<sup>th</sup> rank in Medical Category in India (NIRF-2019) (Declared as Category - I University by UGC Under Graded Autonomy Regulations, 2018) (An ISO 9001 : 2015 and 14001 : 2015 Certified University)

Rules Governing Feedback Analysis, Action Taken Report & Follow Up-2018-19



### Dr. D. Y. Patil Vidyapeeth, Pune

(Deemed to be University)

(Re-accredited by NAAC with a CGPA of 3.62 on a four point scale at A Grade)
(An ISO 9001:2015 Certified University)

Extract of the resolution passed in the meetings of Board of Management regarding administrative decisions taken by the Vidyapeeth Office during the last five years.

#### Board of Management held on 12th April, 2019

Item No. BM-19: Any other item with the consent of the chair.

**Item No. BM-19(iv)-19:** To consider and approve SOPs / Guidelines for various committees of Dr. D. Y. Patil Vidyapeeth, Pune and Value Added Programmes.

Resolution No. BM-19(iv)-19: After detail discussions, it was resolved that the following SOPs/Guidelines for committees, Awardees, Value Added Programmes, Feedback Analysis etc. be approved.

- 1. SOP for Anti Discrimination Committee
- 2. SOP for Gender Sensitization Committee
- 3. SOP for Minority and OBC Committee
- 4. SOP for Internal and Statutory Audit
- 5. Guidelines for Internal Complaints Committee
- 6. Guidelines for Anti-Ragging Committee.
- 7. SOP for Value Added Programmes
- 8. SOP for Awardees (Career Advancement)
- 9. SOP for Feedback Analysis
- 10. SOP for Strategies for Optimal Utilization of Resources
- 11. SOP for Resource Mobilization

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(Dr. A. N. Suryakar) Registrar

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Name of the Document: Revised Standard Operating Procedure [SOP]/ Rules governing Feedback analysis, Action taken Report and follow up [system and processes]

**Document ID: DPU/FED-CRT-I-2018-19** 

**Section: Curricular Aspects** 

Total pages: 20

**Issued By: DPU-IQAC** 

**Approved By:** Board Of Management [Resolution No. BM 19(iv)-19 dated 12<sup>th</sup> April 2019 [48<sup>th</sup> meeting of BOM]

**Effective date: 12/4/2019** 

### **Preamble:**

Mechanism of feedback collection and its analysis is essentially required to improve all aspects of quality assurance. It plays an important role in improvement of quality enhancement, evaluation and revision procedures, curriculum. teaching learning infrastructure and learning resources. Feedback from stake holders like students, teachers, employers, alumni and professionals over curricula and syllabi allows to the Vidyapeeth to evaluate problems faced by them. This mechanism of feedback collection, analysis provides opportunity for the conduct of revision for improvement in quality measures and allows assurance for sustenance for excellence for all time. Hence Higher education in Health Science Universities must have SOP and follow it: which prepared and received periodically on the basis of feedback stakeholders.

#### Overview of feedback process:

- To improve in quality measures and assurance for sustenance for its excellence; Health Science Institution must follow standard operating procedure [SOP] to use inputs from stakeholders.
- The process of revision and redesign of curricula is based on recent developments and feedback from the stakeholders.

**Responsibilities**: The Head of the College/Institution /Centre shall be responsible for the implementation of this SOP [ Mechanism/processes]

### The institution / college shall ensure the feedback and its analysis from the following stakeholders

Sr. No.	Stakeholders	Frequency	Model	Module of collection; digital/online
1	Students	Biannually	All students	Yes
2	Teachers	Yearly	All Teachers	Yes
3	Employers	Yearly	Random Sample	Yes
4	Alumni	Yearly	Random sample	Yes
5	Professionals	Yearly	Random Sample	Yes
6	Exit response from Interns	At the time of completion	All interns	Yes
7	Outgoing UG , PG students	Yearly/ after final University Examination	All outgoing UG, PG students	Yes

#### Scope

To maintain unambiguous manner; feedback question template from all stakeholders on curricula, teaching – learning methods, infrastructure and learning resources are prepared.

Feedback collection process is online; from all the student it is collected biannually while from other stake holders it is collected yearly. From professionals, employers and alumni; it is collected randomly.

## Constitution of Institutional Level Committee for feedback collection, analysis and action taken on feedback

DPU Vidyapeeth decentralised the mechanism of feedback for its function to all constituent Institutions; to have "committee for feedback collection" consisting of Head of the Institute as chairman and college coordinator as member secretory. The head of the Institute will nominate required members of the committee from various departments.

#### Methodology

- 1. Ensure digital facilities and technical support provided by IT department
- 2. Student and teachers are provided their username and password of DPU ERP
- 3. Provide the link on students and faculty DPU ERP dashboard inbox during stipulated timeframe
- 4. Support of IT expert in process of collection feedback digitally and help in analysis of the same
- 5. Students and teachers have to submit their respective feedback before specified timeframe
- 6. After due time of timeframe; feedback link will be turn off automatically

### Responsibility of Institutional level Feedback committee

- 1. The Head of the Institute shall announce the Academic schedule for collection of feedback from students and teachers.
- 2. The Question template for collection of feedback from stakeholders are given in Annexure
- 3. Online submission of feedback through DPU ERP module.
- 4. Onine submitted feedback are analysed by Using inhouse prepared software by IT Department
- 5. All institute coordinators are provided unique username and password of DPU ERP for access the information
- 6. Graphical and tabular implications and conclusion are drawn
- 7. Final report is prepared by respective feedback committee which is further presented in respective college council meetings by respective coordinators.
- 8. Action taken report to be prepared by Head of the Institute.

9. Presentation and summary of Action taken report in Vidyapeeth Meeting under the chairmanship of Hon. Vice Chancellor

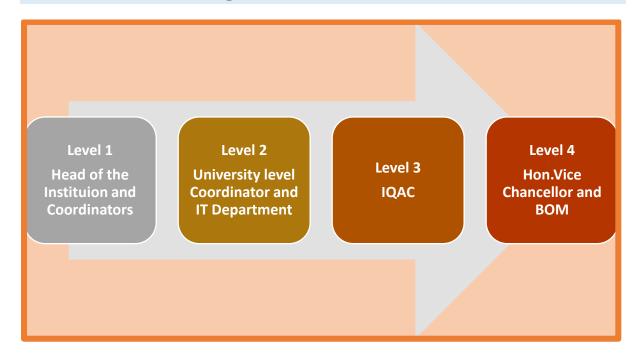
### Responsibility of DPU Vidyapeeth Coordinator for feedback Analysis System

- 1. To finalize feedback template and ensure its availability to all institute coordinators
- 2. To review feedback mechanism process and provide suggestion over it for the revision and improve its quality
- 3. To compile action taken report of all constituent Institution and forward to IQAC cell.

#### **Role of IQAC**

- 1. To prepare consolidated report and present to Hon. Vice Chancellor, then forward to Board of Management [BOM] along with his remarks and remedial actions to complete the process.
- 2. To Publish appropriate report in Vidyapeeth Annual Report
- 3. To upload same report on Vidyapeeth website.

#### Flow Chart of Feedback process

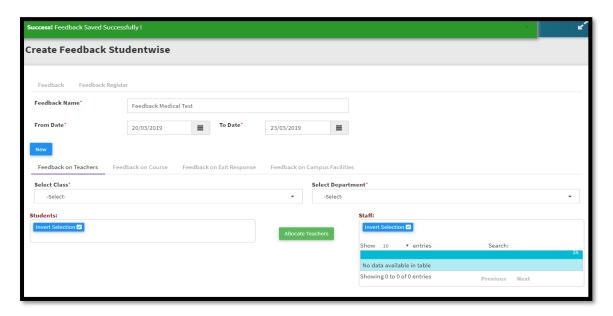


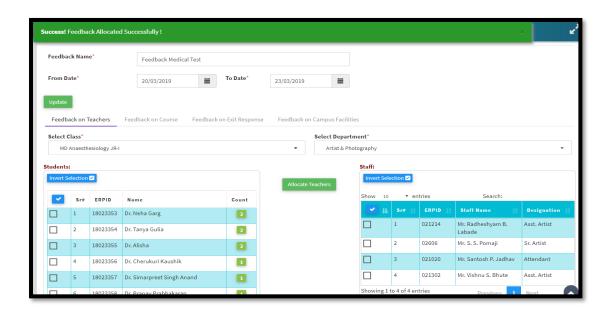
#### **Role of IT department:**

The student can submit their feedback online by either login to "Campus DPU ERP" mobile application on Android/iphone Smart phones or on "Campus DPU ERP"

Service web page in Google Crome. Username and Password of all students are provided to all institution's "Student Sections" and student can get it from them. Procedure of feedback submission Page: Feedback Set Studentwise.aspx

Questions will be displayed on the screen after clicking on specific staff name.





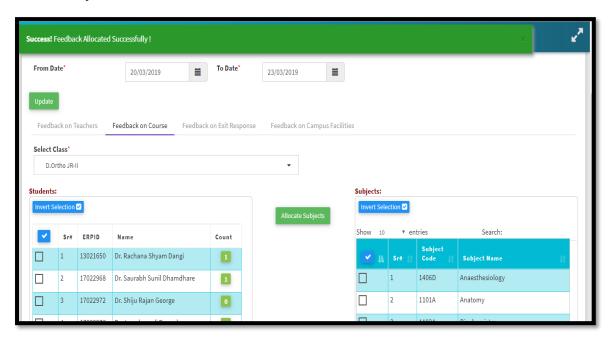
#### Feedback Set (Faculty)

User will have to create Feedback set by filling the fields and then click on <u>Save</u> button. After clicking on <u>Save</u> button user will get a message that 'Feedback Saved Successfully'. By selecting Class, all the students under that class will be displayed. By selecting Department, all staffs under that department will be displayed on the screen. User can select staff and allocate the students, so that students can give feedback for the selected staff and then click on Allocate Teachers button. User will get a message 'Feedback Allocated Successfully' after clicking on Allocate Teachers button.

#### Feedback Set (Course)

After clicking on Feedback on Course tab. User will have to select Class. Students under that class will be displayed after selection of class. Select Subjects and Students to whom user wants to set feedback for that subject and then click on <u>Allocate Subjects</u> button

After clicking on <u>Allocate Subject</u> button, user will get a message like 'Feedback Allocated Successfully'.



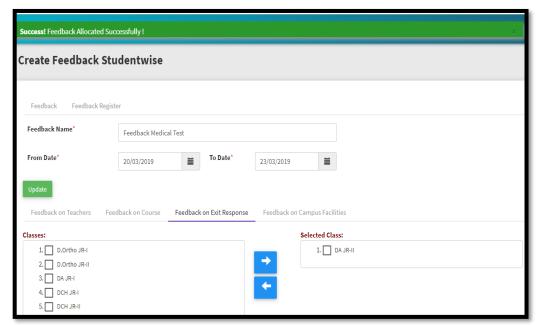
List of subjects which is allocated to that particular student will be displayed after clicking on count button. User can also delete the allocated subject by selecting the checkbox corrsponding to the particular student that the user want to dealllocate.

Click on Delete Button to delete the allocated subjects.

#### Feedback Set (Exit Response)

Click on Feedback on Exit Response tab, you will get the window as in screenshot. User will have to Select Class. After selection of class, click on -> (arrow) button. Students under that class will be able to give feedback on Exit Response.

Note: Exit response feedback is for final year students.



clicking on-> Button .User will get a message 'Feedback Allocated Successfully'. User can also deallocate by clicking on<- button.

#### Feedback Set (Campus Facility)

Click on Feedback on Campus Facility tab, you will get the window as in screenshot. User will have to Select Class. After selection of class, click on -> (arrow) button. Students under that class will be able to give feedback on Campus Facility. User will get a message 'Feedback Allocated Successfully' after clicking on -> (arrow) button.

User can deallocate class by clicking on <- (arrow) button.

#### Give Feedback (Students)

Students needs to log in to the ERP. 'Give Feedback' menu will be shown in their Dashboard.

Students must click on Give Feedback menu to give feedback.

After



Students can see all the feedback that the students should give. Students can see the staff to whom they must give feedback after clicking on <u>Feedback on Faculty</u>.

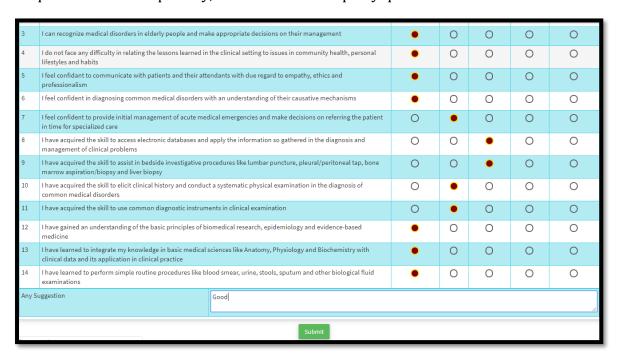
'Record Saved Successfully' message will be displayed on the screen after clicking on <u>Submit</u> button.

Students can give feedback on course by clicking on Feedback on Course menu.

After clicking on Feedback on Course menu, the below page will be displayed

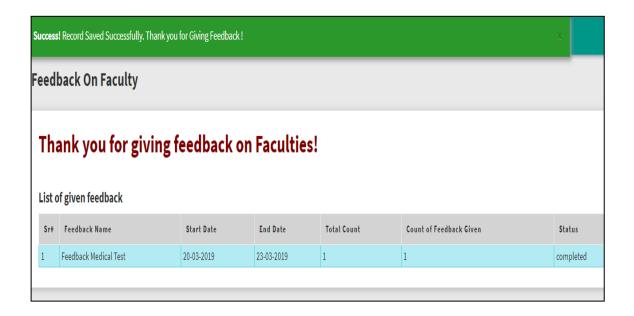
Questions will be displayed on the screen after clicking on that specific course. Students can select any option for question.

All questions are compulsory, student cannot skip any question.

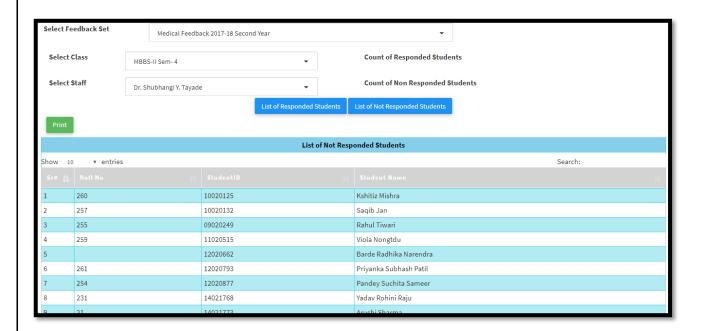


Student can give any suggestion. Suggestion is not mandatory.

In the same way, students can give feedback for Exit Response and Campus Facility You can take print out by clicking on Print button.



List of non-responded students will be displayed on the screen after clicking on List of Not-Responded Students button.



Date:

Registrar

DPU

Vice Chancellor

DPU

### List Of Annexure

#### Dr. D. Y. Patil Medical College, Hospital & Research Centre, Sant Tukaram Nagar, Pimpri, Pune 411018 Maharashtra, India.

Mechanism is in place for obtaining structured feedback from various stakeholders Structured feedback received from:

Annexure-I	1 Students		
Annexure-II	2 Teachers		
Annexure-	3 Employers		
III			
Annexure-	4 Alumni		
IV			
Annexure-V	5 Professionals		
Annexure-I	1 Students		
	a-Feedback on Teachers		
	b-Feedback on Curriculum		
	c-Feedback on Exit Response		
	d-Feedback on Campus facility		
	Feedback on Teachers		
Sr.No.	Question Description		
1	The teacher is punctual in the class		
2	Comes well prepared with clear lesson plans		
3	Explains the learning objectives at the beginning of each session		
4	Has good proficiency in the subject		
5 The teacher has good communication skill and explains the topics in simple,			
	understandable language		
6	Ensures that students have understood important points in the lesson		
7	Encourages clearance of doubts by the students		
8	Shows high degree of professionalism, exemplary and ethical behavior towards		
	colleagues, students and patients		
9	Pays attention to identify learning difficulties in students and help them		
10	Takes efforts to integrate the lessons by highlighting their relevance in clinical practice		
11	Incorporates up-to-date information in teaching beyond what is described in text books		
12	The teacher is proficient in using modern teaching aids like LCD projectors, web sources,		
	smart boards etc		
13	The teacher strives to give individual attention to the students during practical/clinical		
	sessions		
14	Encourages innovative ideas, creativity and the spirit of enquiry		
15	The teacher summarizes and provides take-home message at the end of each session		
16	Welcomes challenging academic discussions and debates		
17	Any Suggestion		
	Feedback on Curriculum		
1	Syllabus is suitable to the course		

2	Curricula developed and implemented have relevance to the local, national, regional and
	global health care need
3	Programme outcome of the syllabus is well defined and clear
ļ	Course outcome of the syllabus is well defined and clear
,	The course has good balance between theory and practical
)	Curriculum has learning value in terms of recent advances of the course
7	Curriculum content has relevance of the course to real life situation
}	Curriculum has learning values in terms of knowledge, concepts
)	Curriculum has learning values in terms of analytical abilities and broadening perspectives
.0	Curriculum focus on competency/ employability/entrepreneurship/skill-development
	Feedback on Exit Response
	I have acquired competence in the diagnosis and management of common health problems
2	I have developed the skills to elicit clinical history, conduct physical examination, elicit clinical signs and decide on the relevant investigations
3	I have understood the concepts of preventive, promotive, curative and rehabilitative medicine
1	The principles of administration of "essential drugs" and their common side effects are familiar to me
5	The education and training has enabled me to appreciate the social, psychological, cultural, economic and environmental factors affecting health and disease
	I have gained an understanding of the importance of a humane approach towards patien and their families
6	I have learned to seek additional professional opinion and advice from colleagues, and experts wherever indicated
7	The training has enabled me to pursue continued self-learning and to be a life-long learner
3	I have acquired the skills to access electronic learning resources and apply them to the clinical problem at hand
)	The learning atmosphere in the Institution has created an interest to practice evidence-based medicine and pursue research in biomedical science
10	I have understood the importance of maintaining accurate medical records and feel confident in documenting relevant details in the medical record
11	The training program has familiarized me with the importance of implementing National health programs such as Family Welfare & Maternal and Child Health, Sanitation and water supply, prevention and control of communicable and non-communicable diseases immunization and Health Education
12	Any Suggestion
	Feedback on Campus facility  Internet services around campus
<u>.                                    </u>	Security measures in the hostels
}	Ambience and cleanliness in the hostel
<u>,                                    </u>	Anti-ragging measures in the Hostel/ Campus
<u>r</u> )	Hostel rooms in terms of space, furniture, electric fitting etc
<u>.</u> 6	Street lighting arrangement in Hostel/ Campus

7	Indoor Outdoor sports facilities. Access to sports againment. Cym facility		
8	Indoor Outdoor sports facilities, Access to sports equipment, Gym facility		
9	Implementation of rules and regulations in the hostels		
10	Infrastructure and clinical resources for research are sufficient		
Annexure-II	Any other suggestion 2 Teachers		
Aimexure-ii	Feedback Given by Teachers (Same for All Institutes)		
Sr.No.	Question Description		
1	The Principal/HOD facilitates the work and expansion of my departmental academic		
1	programs and administrative job		
2	I am kept well informed about academic matters important to faculty		
3	I am given Opportunity to do Multiple assignments		
4	I can freely express my opinion with DPU administration		
5	I can freely express my opinion and it is valued By Superiors		
6	I am given Opportunity to Participate in various academic and administrative committees		
O	and its responsibilities		
7	I am given opportunity to visit as external examiner in other institutes		
8	I am given the opportunity to participate in the decisions that might affects me		
9	No discrimination based on grounds of religion, race, caste, sex or place of birth		
10	No discrimination based on Gender		
11	Seating arrangements		
12	Cleanliness		
13	Ventilation and Lighting		
14	Free internet facilities		
15	Parking for vehicles		
16	Drinking Water		
17	Sanitary facilities		
18	Green Čampus		
19	Safety measures		
20	Day care facilities		
21	Accessibility for Curriculum modification/Curriculum development		
22	Time availability to prepare classes is sufficient		
23	Accessibility of textbooks and Journals, e-journals in the Library		
24	To visit as Resource persons to other institutions		
25	sanctioned leave to attend faculty development programes		
26	Availability of ICT-enabled tools for effective learning process		
27	Availability of e-resources in teaching - learning process		
28	Administration of Students Section		
29	Activities of Student council		
30	Mentorship is effective		
31	Functioning of Anti-ragging committee		
32	Grievance redressal Methods		
33	Students participation in PBL conducted by me		
34	Student response to Integrated teaching		
35	Students are well prepared for my course in terms of pre-requisite subject knowledge		
36	Students understand English well enough to follow my lectures and to write examination		
	papers		
37	Student attendance is good		

38	Good evaluation system to assess the performance of the student		
39	Student conduct in Examination		
40	Accessibility Sports/recreation		
41	Encouragement towards research		
42	The process for obtaining research funding is transparent		
43	Time availability to conduct research is sufficient		
44	Infrastructure and clinical resources for research are sufficient		
45	Scrutiny procedure by Institutional / scientific committee		
46	Institutional Funding support is sufficient		
47	Accessibility to attend Conferences/Seminars/Workshops		
48	Encouragement towards publications in Indexed journals		
49	Institute organizes research methodology workshop/seminars/guest lecturers/CME for		
	promotion of research		
50	Institutional research Awards facility		
51	I understand the measures used to evaluate my performance		
52	My superior communicates with me frequently about my performance		
53	My superior encourages open and frank dialogue with respect to performance related		
	issues		
54	My supervisor provides counselling after the appraisal feedback		
55	I am provided with required training such that I am in a position to complete tasks		
	effectively		
56	My Principal/HOD deals with all faculty fairly		
57	The annual review process is transparent		
58	The promotion process is fair and transparent		
59	Opportunities for advancement are adequate		
60	With colleagues		
61	With superiors		
62	With administrative staff		
63	With other departments		
64	With constituent colleges		
65	With non-teaching staff		
66	Casual leave		
67	Medical leave		
68	Maternity leave		
69	Paternity leave		
70	Earned leave		
71	Special leave		
72	On-duty leave		
73	Study leave		
74	Sabbatical leave		
75	leave Vacation if applicable		
76	Training programme organized for faculty		
77	Safety provisions		
78	Grievance redressal Methods		
79	Entry Time		
80	Exit Time		
81	Break		

82	Overall, I am satisfied with my job		
Sr.No	Curriculum feedback		
-	Syllabus is suitable to the course		
2	Curricula developed and implemented have relevance to the local, national, regional and		
	global health care need		
	Programme outcome of the syllabus is well defined and clear		
•	Course outcome of the syllabus is well defined and clear		
	The courses have good balance between theory and practical		
1	Curriculum Focus on competency/ employability/ entrepreneurship/ skill-developmen		
	Research oriented syllabus		
Annexure-	3 Employers		
III C N			
Sr.No	Feedback on Curriculam		
	Syllabus is suitable to the course		
2	Curricula developed and implemented have relevance to the local, national, regional and global health care need		
}			
	Programme outcome of the syllabus is well defined and clear		
<u> </u>	Course outcome of the syllabus is well defined and clear The courses have good balance between theory and practical		
) )			
7	Curriculum Focus on competency/ employability/ entrepreneurship/ skill-development Research oriented syllabus		
Sr.No	Overall Feedback		
51.110	Adequacy of knowledge and Skills		
<u> </u>	Confidence of work self sufficiently		
3	Ability to work as team		
<u>,                                     </u>	Reliability/honesty towards assigned work		
5	Maintenance of work disciplines		
	, , , , , , , , , , , , , , , , , , ,		
Annexure-	4.41		
IV	4 Alumni		
Sr.No	Feedback On Alumni		
	The educational experience I received has helped me to perform better in my present		
	assignment		
2	I have noticed several advantages in my training compared to my compatriots who		
	received professional education in other institutions		
3	Institution has equally stressed on theoretical knowledge and professional skills in the		
•	curriculum		
Ļ	The high quality of the teaching staff and the excellent manner in which the teaching		
•	learning process was organized is impressive		
5	I was given ample opportunities to learn about professionalism and excellence in		
	academic and technical achievements  The examination system followed is transparent and fair.		
7	The examination system followed is transparent and fair  The student mentarship program and expertunities for grievance redressal made		
	The student mentorship program and opportunities for grievance redressal made progress in my academic and extracurricular activities smooth and easy		
	I was encouraged to pursue higher studies and research during my training		
2	I i was encouraged to pursue inglier studies and research during my danning		
<u>}</u>	I received adequate training to appear in competitive examinations and acquire the skil		

10	The vibrant academic ambience and the open, multicultural atmosphere in campus
	helped me to develop an all-round personality and excel any challenging professional or
	personal situation
11	I will have no hesitation in recommending institution as an ideal for professional training
	in biomedical or allied health sciences or management
12	I consider the many notable achievements institution has made in education, healthcare
	and research in the last several years are remarkable
13	I have been active in the Alumni Association and has contributed to its growth
14	I have no doubt that institution will accomplish many more landmark achievements in the
	coming years and will be recognized as one of the foremost professional educational
	institutions in the country
15	I will be happy to continue my association in future and will wholeheartedly participate in
	its growth and accomplishments in all possible ways
16	Any Suggestion
Annexure-V	5 Professional
Annexure-V Sr.No	Feedback on Curriculam
Sr.No	Feedback on Curriculam  Syllabus is suitable to the course
Sr.No	Feedback on Curriculam  Syllabus is suitable to the course  Curricula developed and implemented have relevance to the local, national, regional and
Sr.No	Feedback on Curriculam  Syllabus is suitable to the course  Curricula developed and implemented have relevance to the local, national, regional and global health care need
Sr.No 1 2 3	Feedback on Curriculam  Syllabus is suitable to the course  Curricula developed and implemented have relevance to the local, national, regional and global health care need  Programme outcome of the syllabus is well defined and clear
Sr.No 1 2 3 4	Feedback on Curriculam  Syllabus is suitable to the course  Curricula developed and implemented have relevance to the local, national, regional and global health care need  Programme outcome of the syllabus is well defined and clear  Course outcome of the syllabus is well defined and clear
Sr.No 1 2 3 4 5	Syllabus is suitable to the course Curricula developed and implemented have relevance to the local, national, regional and global health care need Programme outcome of the syllabus is well defined and clear Course outcome of the syllabus is well defined and clear The courses have good balance between theory and practical
Sr.No 1 2 3 4 5 6	Feedback on Curriculam  Syllabus is suitable to the course  Curricula developed and implemented have relevance to the local, national, regional and global health care need  Programme outcome of the syllabus is well defined and clear  Course outcome of the syllabus is well defined and clear
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Sr.No 1 2 3 4 5 6	Syllabus is suitable to the course Curricula developed and implemented have relevance to the local, national, regional and global health care need Programme outcome of the syllabus is well defined and clear Course outcome of the syllabus is well defined and clear The courses have good balance between theory and practical Curriculum Focus on competency/ employability/ entrepreneurship/ skill-development
Sr.No  1 2 3 4 5 6 7 Sr.No 1	Syllabus is suitable to the course Curricula developed and implemented have relevance to the local, national, regional and global health care need Programme outcome of the syllabus is well defined and clear Course outcome of the syllabus is well defined and clear The courses have good balance between theory and practical Curriculum Focus on competency/ employability/ entrepreneurship/ skill-development Research oriented syllabus  Overall Feedback Adequacy of knowledge and Skills
Sr.No  1 2 3 4 5 6 7 Sr.No 1 2	Syllabus is suitable to the course Curricula developed and implemented have relevance to the local, national, regional and global health care need Programme outcome of the syllabus is well defined and clear Course outcome of the syllabus is well defined and clear The courses have good balance between theory and practical Curriculum Focus on competency/ employability/ entrepreneurship/ skill-development Research oriented syllabus  Overall Feedback
Sr.No  1 2 3 4 5 6 7 Sr.No 1	Syllabus is suitable to the course Curricula developed and implemented have relevance to the local, national, regional and global health care need Programme outcome of the syllabus is well defined and clear Course outcome of the syllabus is well defined and clear The courses have good balance between theory and practical Curriculum Focus on competency/ employability/ entrepreneurship/ skill-development Research oriented syllabus  Overall Feedback Adequacy of knowledge and Skills
Sr.No  1 2 3 4 5 6 7 Sr.No 1 2	Syllabus is suitable to the course Curricula developed and implemented have relevance to the local, national, regional and global health care need Programme outcome of the syllabus is well defined and clear Course outcome of the syllabus is well defined and clear The courses have good balance between theory and practical Curriculum Focus on competency/ employability/ entrepreneurship/ skill-development Research oriented syllabus  Overall Feedback Adequacy of knowledge and Skills Confidence of work self sufficiently
Sr.No  1 2 3 4 5 6 7 Sr.No 1 2 3	Syllabus is suitable to the course Curricula developed and implemented have relevance to the local, national, regional and global health care need Programme outcome of the syllabus is well defined and clear Course outcome of the syllabus is well defined and clear The courses have good balance between theory and practical Curriculum Focus on competency/ employability/ entrepreneurship/ skill-development Research oriented syllabus  Overall Feedback  Adequacy of knowledge and Skills Confidence of work self sufficiently Ability to work as team

Template for the submissi	Annexure VI on of feedback analysis and action taken report
Feedback analysis report forward Name of the Institute:	ded to DPU Vidyapeeth Pune-411018
Time period of feedback collecte	d:
То,	
The Registrar	
DPU Vidyapeeth Pune	
Date:	
<b>Subject</b> : Student feedback analyst session 20—to 20—	sis on curriculum and action taken report of academic
Dear Sir,	
	<del></del>

Head of the Institution

### Action taken report of Year 20—to 20--

Stakeholder Feedback review Question	Recommendation	Action taken	Impact of action taken report

**Head of the Institution**