



**NEPAL ACADEMY OF TOURISM  
AND HOTEL MANAGEMENT  
(NATHM)**



**[A PIONEER INSTITUTION FOR TOURISM AND HOSPITALITY EDUCATION,  
TRAINING & DEVELOPMENT IN NEPAL ESTABLISHED UNDER MINISTRY  
OF CULTURE, TOURISM & CIVIL AVIATION THROUGH DEVELOPMENT  
COMMITTEE ACT, 2013]**

**NATHM QUALITY ASSURANCE OPERATIONAL  
GUIDELINES, 2021**

**APPROVED BY  
NEPAL TOURISM AND HOTEL MANAGEMENT COMMITTEE**

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## PREFACE

Nepal Academy of Tourism and Hotel Management (NATHM) was established in 1973, by Government of Nepal as Hotel Management and Tourism Training Centre (HMTTC) with support of UNDP and ILO, with the prime objective of producing skilled workforce for the then nascent tourism and hospitality industry of Nepal. After introducing Bachelor of Hotel Management (BHM) program for the first time in Nepal in 1999, erstwhile HMTTC was renamed as NATHM. The academy then launched Bachelor of Travel and Tourism Management (BTTM) program in 2003 and then realizing the demand of higher-level human resources in growing tourism and hospitality industry, the academy launched Master of Hospitality Management in 2011. All the academic programs at NATHM are affiliated to Tribhuvan University. Apart from the academic programs of undergraduate and graduate level, NATHM provides myriads of short-term trainings in tourism and hospitality including Tourist Guide, Trekking Guide, River Guide, Food Production, Food and Beverage Service, Barista etc.

Till date, NATHM has produced 56072 graduates and according to the study conducted by the academy has showed that 95% of graduates are either employed or self-employed. The graduates of NATHM are employed in tourism and hospitality across the globe and Nepalese Tourism and Hospitality industry keep NATHM graduates in first priority.

NATHM has already established itself as premium brand in tourism and hospitality education and it aims to bring students from SAARC and BIMSTEC region. In order to enhance this brand image and to gain the trust as excellent educational institute, there is strong need to get Quality Assurance and Accreditation (QAA) from University Grant Commission (UGC), Nepal.

National Education Policy, 2076 of Nepal has also provisioned Quality Assurance and Accreditation QAA as one of the prerequisites of higher education institutions for imparting quality education whereby quality assurance (QA) system compliance has been recognized as a defining feature of the universal higher education systems today.

More recent policy development on the country has been made it mandatory for all higher education institutions (HEIs) to participate in the mission of QAA with provision of several intrinsic as well as extrinsic reward and benefits to the institutions participating in this process.

Thus, NATHM has documented the ‘Quality Assurance Operational Guidelines 2021’ as an academy-wide guiding document to proceed onto the process of institutional compliance and certification of the delivered quality status of the institution.

It is the main document governing quality assurance initiatives at all strategic as well as functional levels of operation of the institution. The document has been developed in six distinctive sections to provide with holistic vision and functional procedures in transforming the overall institutional system practices in compliance with the defined requirements of quality assurance.

The valued internal members and external stakeholders of the institution will find this document instrumental not only in the process of quality assurance, but also for sustainable institutional management and development.

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## LIST OF ABBREVIATIONS

BHM	Bachelor of Hotel Management
BTTM	Bachelor of Travel and Tourism Management
COE	Center of Excellence
ED	Executive Director
EMIS	Education Management Information System
GESI	Gender Empowerment and Social Inclusion
HAN	Hotel Association of Nepal
HEI	Higher Education Institution
HEQAAC	Higher Education Quality Assurance and Accreditation Council
HOD	Head of Department
ICT	Information Communication Technology
IQA	Internal Quality Assurance
IQAC	Internal Quality Assurance Committee
LoI	Letter of Intent
MEAL	Monitoring, Evaluation, Accountability and Learning
MHM	Master of Hospitality Management
MOCTCA	Ministry of Culture, Tourism and Civil Aviation
NATHM	Nepal Academy of Tourism and Hotel Management
NATTA	Nepal Association of Tour and Travel Agents
NTB	Nepal Tourism Board
PRR	Peer Review Report
PRT	Peer Review Team
QA	Quality Assurance
QAA	Quality Assurance and Accreditation
QAC	Quality Assurance Committee
QAAD	Quality Assurance and Accreditation Division
QASC	Quality Assurance Sub-Committee
QCS	Quality Compliance System
SAT	Self-Assessment Team
SAARC	South Asian Association for Regional Cooperation
SDG	Sustainable Development Goals
SSR	Self-Study Report
TAAN	Trekking Agencies Association of Nepal
TADA	Travel and Daily Allowance
TQM	Total Quality Management
TQMS	Total Quality Management System
UGC	University Grants Commission

## **SECTION I DEFINITIONS**

For simplicity of the understanding among the users of the document, following operational definitions have been established:

- 1.1. 'Institution' or 'Academy' should be referred to as Nepal Academy of Tourism and Hotel Management (NATHM) established under 'Development Committee Act, 2013' of Nepal Government.
- 1.2. 'Board' should be referred to as 'Nepal Tourism and Hotel Management Committee' as provisioned under the 'Development Committee Act, 2013'.
- 1.3. 'University' should be referred to as 'Tribhuvan University'.
- 1.4. 'Instructor/Faculty' should be referred to as the teaching staff working in 'Technical Service' level six through level 10 as defined in 'NATHM Employee Service Regulations, 2061 (2005)'.
- 1.5. 'Officer' should be referred to as the administrative staff working in 'Administrative Service' level six through level 10 as defined in 'NATHM Employee Service Regulations, 2061 (2005)'.
- 1.6. 'Executive Committee (EC)' should be referred to as the core management committee of NATHM under the Chairmanship of the Executive Director and representation of all head of departments and accounts officer.
- 1.7. 'Internal Quality Assurance Committee (IQAC)' should be referred to as the institution level committee formed at NATHM to oversee the accomplishment of quality assurance (QA) related preparatory functions and processes of the 'Academy' as a higher education institution (HEI).
- 1.8. 'Self-Assessment Team (SAT)' should be referred to as the three-member committee formed to undertake the quality assurance related self-assessment research and innovation functions and preparation of self-study report (SSR) of the Academy.
- 1.9. 'Academic Management Committee (AMC)' should be referred to as the institution level standing committee formed at NATHM to oversee overall academic administration and management functions of the Academy.

- 1.10. 'Training, Outreach and Extension Service Management Committee (TOESMC)' should be referred to as a responsible entity of NATHM with functional specializations of managing training, outreach and extension services of the Academy.
- 1.11. 'Procurement Management Committee (PMC)' should be referred to as the functional specialized committee of the Academy looking after effective management and administration of procurement function.
- 1.12. 'Construction and Maintenance Management Committee (CMMC)' should be referred to as the focal working committee of the Academy with functional specialization in facilitating construction and maintenance functions within the Institution.
- 1.13. 'Integrated Marketing Communications Committee (IMCC)' should be referred to as the focal working committee to look after integrated communication and sustainable institutional development and promotion related functions of the Institution.
- 1.14. 'Learning Resource Management Committee (LRMC)' should be referred to as the designated working committee with defined responsibility to look after the effective management of libraries, laboratories, demonstration museums, and any other type of teaching-learning resources of the Academy.
- 1.15. 'Student Counseling and Career Support Committee (SCCSC)' should be referred to as the focal working committee with defined responsibility to coordinate and effectively manage the students counseling and career placement services of the Institution.
- 1.16. 'Extra-curricular and Co-Curricular Activities Management Committee (ECAMC)' should be referred to as the working committee that undertakes the care of effective management of all ECA/CCA related activities of the Institution.
- 1.17. 'Examinations Management Committee (EMC)' should be referred to as the working committee designated with defined responsibility to undertake the overall continuous assessments, examinations, students and trainees' selection examination, and any other test administration and management functions of the Academy.
- 1.18. 'Incubation and Research Management Committee (IRMC)' should be referred to as the focal working committee with defined responsibility to manage the incubation, innovation, and research and development related functions of the Academy.
- 1.19.** 'Education Management Information System Management Committee (EMISMC)' should be referred to as the focal working committee undertaking the responsibility of managing integrated information systems of the Academy.

## **SECTION II INTRODUCTION**

### **2.1. Preamble**

Originally established as Hotel Management and Tourism Training Centre (HMTTC) in 1973 with support of UNDP and ILO, Nepal Academy of Tourism and Hotel Management (NATHM) is an autonomous institution run by the Government of Nepal under Development Committee Act, 2013. The Academy has been affiliated with Tribhuvan University to run four-year Bachelor of Hotel Management (BHM) and Bachelor of Travel and Tourism Management (BTTM), and two-year Master of Hospitality Management (MHM) programs. The Academy was established with the objective of producing trained workforce in hospitality and tourism sector of the country. The Institution has a mission to serve the society with effective delivery of teaching-learning, research, and innovation as well as policy advocacy for tourism and hospitality sector development. As an aspiring institution to be transformed into a Center of Excellence (COE), NATHM intends to provide with technical support to the public, private and development sectors in harmonizing their workforce and institutional capacities under dynamic local, national, and global contexts.

The Central Campus of the Academy has been located at Rabibhawan, Kathmandu, the Capital City of Nepal. With an aim to have its institutional set-up and operational coverage in all seven provinces of the country, currently the Academy has been operating from the three Regional Campuses – NATHM Birtamode, Jhapa; NATHM Bardibas, Mahottari; NATHM Nepalgunj, Banke. NATHM covers its services throughout the country, and its graduates of the academic programs as well as training and professional development events represent all parts of the country and the institutions including public, private and development sectors.

Right from its inception, the Institution has placed highest priority on crafting and implementing policies, programs, infrastructure, resources, and technologies required to develop, continuously transform, and promote itself as a world-class higher education and professional development focused institution with specific focus on tourism and hospitality education, research, training, and development.

During the years of study with a variety of dedicated lecturers and researchers, the Institution aims at supporting students in enhancing their capacity by holistic

development of knowledge, skill competence, and attitude (KSA) and transformation of the overall personality with internalization of their future roles in the process of sustainable development of the respective societies and institutions.

As the Institution is dedicated to becoming the “Centre of Excellence (COE)” in teaching-learning, research and innovation, professional development, and policy advocacy with respect to tourism and hospitality, its goal is to promote a culture of inquiry-based learning, research, and innovation system practices. For this, the Institution aims to build and promote a dynamic community of change makers.

NATHM firmly understands and values the significance of development and promotion of relevant organizational culture and functional system practices on quality assurance as an ongoing institutional process to achieve and retain national and international recognition and accreditation of institutional inputs with certified quality outcomes.

The working philosophy of the Academy is always guided by a shared culture of caring for social justice, sense of innovation and entrepreneurial thrusts with inclusive, equitable, sustainable, and responsible touch for everything the institution serves. Ethical compliance, accountability and institutional responsiveness are the guiding principles of the Institution.

## **2.2. Vision**

It is relevant to recall the vision of Tribhuvan University (TU) as NATHM being an affiliated institution of the University. The vision of TU is as follows:

As a credible central university ranking high at a global level, Tribhuvan University will be recognized for quality education reinforced by research, innovation, knowledge creation, transformative teaching-learning at an affordable cost, and for ensuring access and entertaining diversity through effective and efficient utilization of human and physical resources.

Aligned with the vision of TU, NATHM aims to promote itself as a responsible Academy that confirms the access and affordability of the inputs of quality higher education, training, research and innovation in the specialized areas of tourism and hospitality covering Nepal and SAARC region.

The aim of QA system at NATHM is to harmonize quality with universal relevance of its service delivery.

### **2.3. Mission**

NATHM as the pioneer national institution stewarded by the Ministry of Culture, Tourism and Civil Aviation, NATHM, in affiliation with Tribhuvan University, is dedicated to human resource development for tourism and hospitality sector in Nepal, will facilitate and prepare quality human resources by improving and expanding educational, training and research opportunities. It will thus be a 'Center of Excellence' for national and international student.

### **2.4. Goal**

Only the goal of NATHM is to provide with ethical, accountable, and responsible institution-building, policy development, and actions in tourism and hospitality with impacting delivery of accessible quality higher education, training, research and innovation.

### **2.5. Objectives**

NATHM has been dedicated to --

- a. develop and prosper as an ethical, accountable, and responsible public institution with sustainable development and growth of tourism and hospitality sector,
- b. provide with accessible, affordable and high-quality training, education, and research and innovation in tourism and hospitality to meet the ever changing requirements of professional workforce,
- c. help the industry, academia, and governments to foster a culture of inquiry and evidence-based decision-making by means of effective research and innovation in the specialized area of tourism and hospitality,
- d. support with technical facilitation and policy advocacy in the national mission to achieve sustainable development goals (SDGs) of Nepal,
- e. explore, design, strengthen and promote authentic and indigenous tourism and hospitality products and system practices from all over Nepal to the rest of the world, and
- f. confirm the universal relevance of delivered quality of services by means of enactment of internal and external quality assurance systems of all services the institution delivers.

### **2.6. Core Values**

The core values of NATHM are:

- a. Freedom of thought and expression
- b. Free from discrimination of any kind
- c. Widest possible students' access to the Academy
- d. Adoption and promotion of national languages, cultures, literature, arts, and lifestyles.
- e. Compliance with social responsibility and accountability
- f. Community outreach and global engagement
- g. Transparency in governance and operation

## **2.7. Institutional Priorities**

In tune with the guidelines of University Grants Commission (UGC) Nepal on quality assurance and accreditation, NATHM prioritizes on harmonizing following eight generic benchmark-wise criteria for effective policy and process transformation as an aspiring institution with quality assurance:

- i. QAA intensive policy, procedures, and good governance in place,
- ii. Transformation and continuous improvement of curricular aspects,
- iii. Quality teaching-learning and evaluation system,
- iv. Continuous happening of research, innovation and community and industry extension activities,
- v. Development and transformation of university-wide infrastructure and teaching-learning resourcefulness,
- vi. Student-centered support, guidance, development, and promotion activities,
- vii. Robust university-wide information system in place, and
- viii. Having provision of effective information system.

## **2.8. Working Policies on Quality Assurance**

The overall quality assurance-driven initiatives of NATHM shall be governed by the under mentioned broad policy premises:

- 2.8.1. Each functional committee and work team shall be provided with shared responsibility, relationship, and resources with functional freedom for achieving and retaining process and procedural excellence.

- 2.8.2. With respect to QA interventions, international standardization and continuous improvement in quality assessment benchmarks shall be adapted as prescribed by Higher Education Quality Assurance and Accreditation Council (HEQAAC), University Grants Commission (UGC) from time to time.
- 2.8.3. The IQAC shall maintain a roster of experts to be engaged as external experts during different phases of quality assessment and accreditation.
- 2.8.4. Maintaining cost effectiveness of the entire process of quality assurance and accreditation shall be considered as an important policy of the Institution.
- 2.8.5. Management of gender empowerment and social inclusion (GESI) shall be considered as an ongoing policy in each QA intervention.
- 2.8.6. Confirmed accomplishment of universal compliance to ethics, accountability and responsiveness towards all stakeholders.
- 2.8.7. The Institution shall consider young professional development and promotion at each stage of initiation for QA intervention.
- 2.8.8. The Institution shall consider compliance of diversity as part of its international policy on QA initiatives.
- 2.8.9. The Institution shall consider effective knowledge management across the training, outreach and extension programs as well as academic endeavors.
- 2.8.10. Beneficiary focus, total participation, system standardization and measurements, shared commitment, continuous improvement, and universal compliance with environmental responses at micro as well as macro level are the guiding principles of working mechanism at NATHM as a universally responsible Institution in the field of tourism and hospitality education, training, research and innovation, and policy advocacy.

## **SECTION III**

### **QUALITY COMPLIANCE & ASSURANCE SYSTEM (QCAS)**

#### **3.1. Institutional Arrangements for Internal Quality Assurance (IQA)**

The organizational structural design of Nepal Academy of Tourism and Hotel Management (NATHM) comprises of –

- a) Nepal Tourism and Hotel Management Committee (Board of Directors)
- b) Office of the Executive Director
- c) Executive Committee
- d) Internal Quality Assurance Committee (IQAC)
- e) Self-Assessment Team (SAT)
- f) Eleven Functional/Operational Committees with respect to Quality Assurance Function
- g) Hotel and Curriculum Department – Accommodation Section; Food Production and Control Section; Food and Beverage Services Section
- h) Travel and Research Department
- i) General Administration, Planning, Training and Academic Management Department – Administration Section; Planning, Training and Academic Management Section; Accounts Section; Store Section; Resource Center
- j) One Central Academy (Kathmandu) and Three Regional Centers (Birtamod – Jhapa, Bardibas – Mahottari, Nepalgunj – Banke)

##### **3.1.1. Nepal Tourism and Hotel Management Committee**

As the apex body governing overall institutional policy development, implementation, and control, the NATHM Board of Directors comprises of following membership:

1. Secretary, Ministry of Culture, Tourism and Civil Aviation - Chairperson
2. Director General, Department of Labor and Occupational Safety - Member
3. Joint Secretary, National Planning Commission - Member
4. Joint Secretary, Ministry of Finance - Member
5. President, Trekking Agencies Association of Nepal - Member
6. President, Nepal Association of Tour and Travel Agents - Member
7. President, Hotel Association of Nepal - Member
8. Chief Executive Officer, Nepal Tourism Board - Member
9. Executive Director, NATHM - Member Secretary

**Notes:**

1. *The Government of Nepal holds the right to make necessary changes in the membership composition of the Board as and when deemed necessary by publishing a notice in the Nepal Gazette.*
2. *As per the needs, the national and international experts may be invited as advisors in the board meeting.*

The following are the duties and responsibilities of the Board of Directors:

1. Enact the policies, plans, procedures, and programs prepared by the IQAC and recommended by Executive Committee for the approval.
2. Delegate authority to the Executive Director for taking specific actions as deemed necessary from time to time.
3. Liaison with focal ministry, various units of Government of Nepal, development agencies, universities, and national and international associations on behalf of NATHM.
4. Undertake the effective supervision, monitoring evaluation and control of the strategic as well as operational functioning of NATHM.
5. Provide with stewardship for sustainable development and growth of NATHM.
6. Provide with policy facilitation for the national and international recruitment and selection of teacher-staff and students of NATHM as a truly global hospitality institution.
7. Provide with policy support and effective direction to the Executive Director of the Academy.
8. Perform performance appraisal of the Executive Director of NATHM.
9. Accomplish the duties, roles and functions as indicated in ‘Nepal Tourism and Hotel Management Committee Formation Order, 2029 (1973)’.
10. Provide with stewardship support to the Executive Committee of NATHM for its effective operation and management.
11. Support Executive Committee for promoting Academia Industry linkage on its mission to achieve the universal relevancy of education, training, and research programs of NATHM.
12. Empower the Academy to develop and implement training, academic programs, extension and outreach activities, and research and innovation related programs and activities to promote effective tourism and hospitality development.

13. Approve and implement the short-term and long-term plans, policies and budgets of the Academy.
14. Acquire, develop and maintain the various physical infrastructures, technologies, equipments and machinery, and systems required for effective operation of the Academy.
15. Develop and present the Annual Report of the Academy to the Government of Nepal through line ministry.
16. Execute any other duties deemed necessary from time to time.

### **3.1.2. Office of the Executive Director**

In line with the mandated organizational structure and design of the institution, NATHM shall establish and capacitate the Office of the Executive Director to undertake quality assurance related matters in a meaningful manner. The Office of the Executive Director shall be staffed with following positions:

1. Private Secretary (Officer, Administration) – 1
2. ICT Assistant -1
3. Office Assistant - 1

The following are the duties and responsibilities of the Office of the Executive Director:

- a. Establish and implement various policies, strategies, action programs, and budgeting pertaining to quality assurance and accreditation of the Institution, its departments, and programs after endorsement from the Board of Directors.
- b. Certify with the necessary verifications of the different works accomplished and decisions made at different levels of operation.
- c. Facilitate the functioning of different quality compliance and assurance committees and sub-committees at different departments and programs.
- d. Initiate effective monitoring, evaluation, accountability, and learning (MEAL) function pertaining to quality assurance of the Institution.
- e. Manage day-to-day functional operations of the Academy; maintain official records; manage physical infrastructure and other resources required; support various committees making them resourceful; establish a roster of experts to be engaged in various functions of the Institution.

- f. Coordinate with Board of Directors, IQAC, SAT, other task committees, and HEQAAC at UGC to facilitate all the matters pertaining to quality assurance function of the Institution.
- g. Establish and update various documents, reports and archives of QA initiatives of the Institution.
- h. Accomplish other duties as deemed necessary from time to time.

### **3.1.3. Executive Committee (EC)**

The Executive Committee is formed as a standing committee of the Academy with a purpose of facilitating the overall governance and functioning of all the Operating Centers, Departments and Committees and Sub-Committees of NATHM. The committee consists of following membership:

1.	Executive Director (ED)	Coordinator (1)
2.	Head of Department (Hotel and Curriculum)	Member (1)
3.	Head of Department (Travel and Research)	Member (1)
4.	Head of Department (General Administration, Planning, Training and Academic Management)	Member (1)
5.	Senior most Staff of Accounts Section	Member (1)

Following are the duties and responsibilities of the Executive Committee:

1. Provide with effective facilitation and resource support required for the successful operation and functioning of the different committees and sub-committees formed within the structural system of NATHM.
2. Establish various strategic and functional plan of action with resource allocation and operating mechanism, and from the short-term as well as long-term policies and plans of the institution and recommend them to the Board for approval.
3. Perform effective supervision, monitoring, evaluation, and control of overall strategic as well as functional operations of NATHM.
4. Facilitate in accomplishing the performance appraisal of all teacher-staff working in different Centers and Departments of NATHM.
5. Represent NATHM in different national and international avenues to promote the institution, its people, processes, and services.

6. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.
7. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.
8. Liaison between the Board and different work teams formalized within the structural organogram of the Academy.
9. Perform other duties as deemed necessary from time to time.

#### **3.1.4. Internal Quality Assurance Committee (IQAC)**

The Internal Quality Assurance Committee (IQAC) is a standing team headed by the Academic Department Head. The Executive Director shall serve as the Patron to the IQAC team which consists of following membership:

- |     |   |                      |
|-----|---|----------------------|
| 1.  | Head of Department, Hotel and Curriculum  | Member (1)           |
| 2.  | Head of Department, Travel and Research   | Member (1)           |
| 3.  | Head of Department, General Administration,<br>Planning, Training and Academic Management | Member (1)           |
| 4.  | Program Coordinator – MHM   | Member (1)           |
| 5.  | Program Coordinator – BTTM  | Member (1)           |
| 6.  | Program Coordinator – BHM   | Member (1)           |
| 7.  | Coordinator – Training, Outreach and Extension<br>Service Management Committee (TOESMC)   | Member (1)           |
| 8.  | Faculty/Instructor, NATHM   | Member (1)           |
| 9.  | Representative, Tribhuvan University, Faculty of<br>Management                            | Member (1)           |
| 10. | Representative, Ministry of Culture, Tourism and<br>Civil Aviation                        | Member (1)           |
| 11. | Representative, TAAN  | Member (1)           |
| 12. | Representative, NATTA   | Member (1)           |
| 13. | Representative, HAN   | Member (1)           |
| 14. | Renowned Policy Expert and Educationist   | Member (1)           |
| 15. | Representative, Students  | Member (1)           |
| 16. | Representative, NATHM Alumni Association  | Member (1)           |
| 17. | Coordinator, Self-Assessment Team (SAT)   | Member Secretary (1) |

*Note: The Executive Director shall appoint any of the academic head of department as the IQAC Coordinator for tenure of four years.*

Following are the duties and responsibilities of the IQAC:

- a. Maintain quality standards in the Institution to meet the defined objectives; develop needful instruments required to assess the department and program level delivered quality.
- b. Coordinate with existing functional departments to rationalize the overall planning, supervision, monitoring and evaluation and control function of NATHM as an HEI.
- c. Provide needful facilitation for the development of human resources (HR) and institutional system capacity leading quality management within the Institution.
- d. Guide and hold control over the various work teams and committees pertaining to quality conformance and assurance.
- e. Play active role in maintaining resources, technologies, and processes to transform delivered quality within the Institution.
- f. Develop Self-Study Report (SSR) schedules, plan of action and budget for SRR preparation by the respective committees.
- g. Coordinate with the HEQAAC at UGC and with other agencies to facilitate institution-wide development and implementation of quality enhancement and certification activities.
- h. Initiate internal and external quality assurance and conformance research within the Institution.
- i. Represent the Institutions in different missions, events and programs pertaining to quality management.
- j. Facilitate the Executive Committee to induce a culture of quality institutional development and administration.
- k. Organize different conferences, workshops, study visits and other research, innovation, and publication related events to promote a culture of universal quality.
- l. Explore national and international opportunities for quality and system standardization certification, accreditation, or any forms of membership of NATHM representing the Academy as responsible institution in the universal arena of tourism and hospitality education, training, research and innovation, and policy advocacy.

- m. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.
- n. Under the stewardship of the Executive Director and mandated dignitaries, serve with the spirit of professionalism showing shared compliance on ethics, accountability, and responsiveness at individual, group, and institutional level.
- o. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.
- p. Maintain official records of different matters pertaining to quality assurance function within the Institution.
- q. Coordinate in forming needful work teams, committees or sub-committees within the Institution.
- r. Report to the Executive Committee.
- s. Accomplish any other duties as deemed necessary from time to time.

The Coordinator of IQAC is responsible for the under-mentioned duties and responsibilities:

- a. Provide with effective coordination to promote functional liaison between IQAC, SAT, HEQAAC, and any other agencies as per need.
- b. Provide with leadership and direction to IQAC to establish and implement its plan of action and budgeting of the QA functions.
- c. Represent the NATHM in different events, networks, and missions within and beyond the country.
- d. Provide with effective leadership to empower respective SAT and other sub-committees for their effective functioning.
- e. Maintain institutional resourcefulness, documentation and professional as well as system capacity to transform delivered quality of the Institution.
- f. Provide with effective coordination to form needs-based sub-committees at campus or autonomous institution level.
- g. Execute other duties related to QA as deemed necessary from time to time.

### 3.1.5. Self-Assessment Team (SAT)

At NATHM, the Self-Assessment Team (SAT) shall be formed comprising of three members with a working tenure of four years. The Executive Director appoints the members of SAT and the membership shall comprise of following composition:

1. Instructor/Faculty (with sound knowledge of QAA and research) Coordinator (1)
2. Instructor/Faculty (with specialization in documentation and data processing) Member (1)
3. Instructor/Faculty or Officer (with specialization in report writing, presentation and communication) Member (1)

*Note: Upon approval from Executive Director, SAT Coordinator may include up to two additional invitee members in the work team of SAT on need basis.*

The expected duties and responsibilities of the SAT are as follows:

- a. Coordinate for the collection and analysis of data relating to the various aspects of the institution and its functions with reference to QAA criteria and indicators and organize facts and results into a logical and cohesive manner to draft a self-study report (SSR).
- b. Prepare institution level SSR and make presentations to concerned authorities and stakeholders.
- c. Maintain official documentation of different matters pertaining to quality assurance at SAT level.
- d. Liaison between various external agencies and departments with the matters pertaining to quality assurance and accreditation.
- e. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.
- f. Under the stewardship of the Executive Director and mandated dignitaries, serve with the spirit of professionalism showing shared compliance on ethics, accountability, and responsiveness at individual, group, and institutional level.
- g. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.

- h. Facilitate in organizing various seminars, workshops, presentations, and events with respect to promotion of culture of inquiry and quality assurance and accreditation at Institution level.
- i. Explore national and international opportunities for quality and system standardization certification, accreditation, or any forms of membership of NATHM representing the Academy as responsible institution in the universal arena of tourism and hospitality education, training, research and innovation, and policy advocacy.
- j. Perform as an institutional facilitator during the on-site visit of the review team from the QAAC.
- k. Report to the IQAC and Office of the Executive Director.
- l. Accomplish any other duties as deemed necessary from time to time.

**3.1.6. Academic Management Committee (AMC)**

The Academic Management Committee (AMC) is a standing team. AMC shall be formed comprising of following seven members:

1.	Head of Department (Hotel and Curriculum)	Member (1)
2.	Head of Department (Travel and Research)	Member (1)
3.	Head of Department (General Administration, Planning, Training and Academic Management)	Member (1)
4.	Program Coordinator – MHM	Member (1)
5.	Program Coordinator – BTTM	Member (1)
6.	Program Coordinator – BHM	Member (1)
7.	Senior Staff of Accounts Section	Member (1)

*Note:*

- 1. *The AMC Coordinator shall be appointed among any of the academic head of departments (any other beside IQAC Coordinator) for tenure of four years by the Executive Director.*
- 2. *Upon approval from Executive Director, AMC Coordinator shall include two additional invitee members (Renowned Educationist and Expert in QAA) in the team with lead roles to perform Academic Audit of the institution.*

The expected duties and responsibilities of the AMC are as follows:

- a. Formulate the required rules and regulations, system standards, benchmarks, procedures, and working protocols for effective academic system management and control within the Academy.
- b. Develop and update the academic calendar of the institution in reflection with the academic calendar of the University.
- c. Provide with departmental as well as program level facilitation support to design and implement Academic Model of the institution.
- d. Facilitate the respective academic program management teams and Examination Management Committee (EMC) to design and implement effective system of course detailing, session planning, teaching-learning approaches, assessment and examinations.
- e. Facilitate in the process of design and implementation of relevant codes of academic ethics addressing expected to students and teaching-staff behavioral conducts.
- f. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.
- g. Under the stewardship of the Executive Director and mandated dignitaries, serve with the spirit of professionalism showing shared compliance on ethics, accountability, and responsiveness at individual, group, and institutional level.
- h. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.
- i. Submit the recruitment details of new part-time (semester contract based and hour based) Faculties.
- j. Perform performance appraisal of the contract/part-time Faculties at NATHM.
- k. Conduct training need assessment (TNA) of teacher-staff and recommend the outcomes to Executive Committee.
- l. Design and implement relevant tools, techniques and procedures of performing academic audit of the institution.
- m. Produce the report of the academic audit and based on key findings and lessons learnt.
- n. Report to the IQAC and Executive Committee.
- o. Accomplish any other duties as deemed necessary from time to time.

### **3.1.7. Training, Outreach and Extension Service Management Committee (TOESMC)**

The Training, Outreach and Extension Service Management Committee (TOESMC) is a functional team headed by the permanent faculty undertaking leadership on trainings. TOESMC shall be formed comprising of following seven members for a period of four years as working tenure:

- |    |  |                 |
|----|--|-----------------|
| 1. | Instructor /Faculty (related to trainings)         | Coordinator (1) |
| 2. | Instructor /Faculty, Travel and Research           | Member (1)      |
| 3. | Instructor /Faculty, Accommodation                 | Member (1)      |
| 4. | Instructor /Faculty, Food and Beverage             | Member (1)      |
| 5. | Instructor /Faculty, Food Production and Control   | Member (1)      |
| 6. | Officer, Planning Training and Academic Management | Member (2)      |

The expected duties and responsibilities of the TOESMC are as follows:

- a. Design, develop and implement various in-house, outreach and extension training and other services of the institution.
- b. Perform periodic review of different training, outreach and extension services of the institution and make necessary changes in existing programs with inclusion of needs-based new programs.
- c. Coordinate with all the functional units and departments to organize relevant training, outreach and extension programs.
- d. Explore and build national and international partnerships and associations of the Institution to promote its training, outreach and extension services.
- e. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.
- f. Under the stewardship of the Executive Director and mandated dignitaries, serve with the spirit of professionalism showing shared compliance on ethics, accountability, and responsiveness at individual, group, and institutional level.
- g. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.
- h. Perform impact assessment of the training, outreach and extension services and report it to the IQAC and Executive Committee.
- i. Accomplish any other duties as deemed necessary from time to time.

### 3.1.8. Procurement Management Committee (PMC)

The Procurement Management Committee (PMC) is a functional team headed by the Chief of Administration Section. PMC shall be formed comprising of following seven members for a period of four years:

- |    |  |                 |
|----|--|-----------------|
| 1. | Chief of Administration Section                        | Coordinator (1) |
| 2. | Officer, IT or Instructor/Faculty, Travel and Research | Member (1)      |
| 3. | Instructor/Faculty, Accommodation                      | Member (1)      |
| 4. | Instructor/Faculty, Food and Beverage                  | Member (1)      |
| 5. | Instructor/Faculty, Food Production and Control        | Member (1)      |
| 6. | Officer, Administration / Store                        | Member (1)      |
| 7. | Officer, Resource Center                               | Member (1)      |

The expected duties and responsibilities of the PMC are as follows:

- a. Establish an annual plan of action for procurement of goods, services consultancy support, technology, and any other properties.
- b. Determine various norms and processes of annual as well as contingent procurement following the Public Procurement Act, 2063 (2007); Public Procurement Regulation, 2063 (2007); NATHM Financial Administration Regulation, 2063 (2007); Internal Management Working Procedure, 2077 (2020).
- c. Preparing the specifications and cost-estimate of the required goods, and tender documents (if required).
- d. Facilitate Executive Committee in accomplishing overall procurement function of the Institution.
- e. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.
- f. Under the stewardship of the Executive Director and mandated dignitaries, serve with the spirit of professionalism showing shared compliance on ethics, accountability, and responsiveness at individual, group, and institutional level.
- g. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.
- h. Accomplish any other duties as deemed necessary from time to time.

### **3.1.9. Construction and Maintenance Management Committee (CMMC)**

The Construction and Maintenance Management Committee (CMMC) is a functional team headed by the Chief of Maintenance Section. CMMC shall be formed comprising of following seven members for a period of four years:

- |    |  |                 |
|----|--|-----------------|
| 1. | Chief of Maintenance                                   | Coordinator (1) |
| 2. | Officer, IT or Instructor/Faculty, Travel and Research | Member (1)      |
| 3. | Officer, Planning, Training and Academic Management    | Member (1)      |
| 4. | Instructor/Faculty, Hotel and Curriculum               | Members (2)     |
| 5. | Officer, Store / Administration                        | Member (2)      |

The expected duties and responsibilities of the CMMC are as follows:

- a. Establish a strategic plan of the Institution with regard to construction and maintenance of different physical infrastructure, furniture and fixtures, plant and machinery, equipments and other physical set-ups of Institution.
- b. Develop an annual plan of action to execute the strategic plan of the institution with regards to construction and maintenance function.
- c. Determine various norms and processes of annual as well as contingent construction and maintenance work following the Public Procurement Act, 2063 (2007); Public Procurement Regulation, 2063 (2007); NATHM Financial Administration Regulation, 2063 (2007); Internal Management Working Procedure, 2077 (2020).
- d. Maintain and update the roaster of eligible providers of construction and maintenance services and works.
- e. Accomplish periodically the facility supervision, monitoring and status reporting with regards to quality status of physical properties and any breakage or damage happened thereon.
- f. Maintenance logbook should be maintained for proper record-keeping.
- g. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.
- h. Under the stewardship of the Executive Director and mandated dignitaries, serve with the spirit of professionalism showing shared compliance on ethics, accountability, and responsiveness at individual, group, and institutional level.

- i. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.
- j. Accomplish any other duties as deemed necessary from time to time.

**3.1.10. Integrated Marketing Communications Committee (IMCC)**

The Integrated Marketing Communications Committee (IMCC) is a functional team which shall be formed comprising of following five members for a period of four years:

- |    |                    |                 |
|----|--------------------|-----------------|
| 1. | Instructor/Faculty | Coordinator (1) |
| 2. | Instructor/Faculty | Member (3)      |
| 3. | Officer            | Member (1)      |

The expected duties and responsibilities of the IMCC are as follows:

- a. Facilitate in design and execution of advertising and publicity function of the Institution.
- b. Promote the public relation related activities of the institution.
- c. Accomplish the program and event level sales promotion of the institution.
- d. Facilitate in the process of building and promoting national and international relations, networking, institutional partnerships, exchange initiatives, establishing MOU, study visits, placement partnerships, and internship opportunity exploring and monitoring visits.
- e. Provide with team leadership role to transform the physical structural visibility and beautification.
- f. Facilitate in digital, virtual, and online marketing of the institution and its programs and services.
- g. Accomplish various publications of the collateral materials, academic and training resources, magazines, journals, brochure, updates, prospectus, souvenir and any other publication of the institution.
- h. Undertake the responsibility of design and implementation of the various instruments, programs and events aimed at behavioral change communication interventions targeted to the teacher-staff and students of NATHM.
- i. Serve as a responsible entity of the institution for effective branding and promotion of its people, process, systems and services.
- j. Serve as the focal unit of the institution to deal with public information related affairs of the institution.

- k. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.
- l. Under the stewardship of the Executive Director and mandated dignitaries, serve with the spirit of professionalism showing shared compliance on ethics, accountability, and responsiveness at individual, group, and institutional level.
- m. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.
- n. Accomplish any other duties as deemed necessary from time to time.

**3.1.11. Learning Resource Management Committee (LRMC)**

The Learning Resource Management Committee (LRMC) is a functional team headed by the Chief of Resource Center. LRMC shall be formed comprising of following five members for a period of four years:

- |    |   |                 |
|----|---|-----------------|
| 1. | Chief of Resource Center                                | Coordinator (1) |
| 2. | Officer, IT or Instructor/Faculty, Hotel and Curriculum | Member (1)      |
| 3. | Instructor/Faculty, Hotel and Curriculum                | Member (2)      |
| 4. | Instructor/Faculty, Travel and Tourism                  | Member (1)      |

The expected duties and responsibilities of the LRMC are as follows:

- a. Perform leaning resource requirement and prevailing status audit of the learning resources in different laboratories and libraries maintained within the Academy.
- b. Establish relevant policies, priorities, procedures and plan of action for the sustainable development of various learning resources within the Academy.
- c. Provide the effective procurement, maintenance, and safety function of learning resources.
- d. Establish institutional learning resources replacement strategy and plan of action in coordination with procurement and construction and maintenance committee.
- e. Facilitate in effective utilization and safer handling of learning resources across different operating centers of the institution.
- f. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.

- g. Under the stewardship of the Executive Director and mandated dignitaries, serve with the spirit of professionalism showing shared compliance on ethics, accountability, and responsiveness at individual, group, and institutional level.
- h. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.
- i. Accomplish any other duties as deemed necessary from time to time.

**3.1.12. Student Counseling and Career Support Committee (SCCSC)**

The Student Counseling and Career Support Committee (SCCSC) is a functional team headed by the Instructor/Faculty. SCCSC shall be formed comprising of following seven members for a period of four years:

- |    |  |                 |
|----|--|-----------------|
| 1. | Instructor /Faculty                      | Coordinator (1) |
| 2. | Any Academic Program Coordinator         | Member (1)      |
| 3. | Instructor/Faculty (Male-3 and Female-1) | Members (4)     |
| 4. | Officer, Administration                  | Member (1)      |

The expected duties and responsibilities of the SCCSC are as follows:

- a. Formulate an annual mechanism of working with respect to student counseling and career support services to be delivered to the students and trainees of different programs.
- b. Establish different tools and techniques for providing counseling service.
- c. Develop and update a roaster of resource persons who could be hired for short-term assignments to offer pre-admission, concurrent, and post-graduation counseling and career placement as well as grooming services.
- d. Develop a roaster of potential employers for the graduates of the different training and academic programs. Establish the tentative schedule of various organizations’ timeline of new recruitment and selection.
- e. Design various collateral materials to be used in the process of offering counseling and career support services.
- f. Coordinate with various institutions and organizations to discover the potential job opportunities for the graduates.
- g. Organize different events with offering of individual and group counseling leading personality development and effective placement.
- h. Establish an appealing and effective workstation for the delivery of counseling and placement services.

- i. Organize various programs to bridge gap between graduates and employers to create better opportunities.
- j. Conduct special career support trainings for the graduates.
- k. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.
- l. Under the stewardship of the Executive Director and mandated dignitaries, serve with the spirit of professionalism showing shared compliance on ethics, accountability, and responsiveness at individual, group, and institutional level.
- m. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.
- n. Accomplish any other duties as deemed necessary from time to time.

**3.1.13. Extra-curricular and Co-Curricular Activities Management Committee (ECAMC)**

The Extra-curricular and Co-Curricular Activities Management Committee (ECAMC) is a functional team which shall be formed comprising of following seven members for a period of four years:

1.	Instructor/Faculty	Coordinator (1)
2.	Officer, Resource Center	Member (2)
3.	Officer, Store	Member (1)
4.	Officer, Administration	Member (1)
5.	Instructor/Faculty	Member (2)

The expected duties and responsibilities of the ECAMC are as follows:

- a. Develop and implement annual plan of action on ECA/CCA of the Academy.
- b. Establish and maintain an effective and appealing workstation and museum of the ECA/CCA awards and achievements with other required resources.
- c. Design and implement suitable codes of ethics and procedures with regard to implementing ECA/CCA services more effectively.
- d. Organize different competitive and non-competitive ECA/CCA events with effective resourcing and marketing communications.
- e. Establish a roster of various experts who could be hired for short-term and long-term ECA/CCA training and coaching services.

- f. Establish the ECA/CCA activity-wise roster of students and teacher-staff who are more competent in selected traits of sportsmanship and other intellectual expertise.
- g. Help different academic and training departments to link ECA/CCA with regular teaching-learning and training activities.
- h. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.
- i. Under the stewardship of the Executive Director and mandated dignitaries, serve with the spirit of professionalism showing shared compliance on ethics, accountability, and responsiveness at individual, group, and institutional level.
- j. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.
- k. Accomplish any other duties as deemed necessary from time to time.

#### **3.1.14. Examinations Management Committee (EMC)**

The Examinations Management Committee (EMC) is a functional team headed by the Officer of Planning, Training and Academic Management Section. EMC shall be formed comprising of following 7 members:

1.	Officer of Planning, Training and Academic Management	Coordinator (1)
2.	Program Coordinator – MHM	Member (1)
3.	Program Coordinator – BTTM	Member (1)
4.	Program Coordinator – BHM	Member (1)
5.	Instructor/Faculty	Member (2)
6.	Officer, Administration	Member (1)

The expected duties and responsibilities of the EMC are as follows:

- a. Develop an annual plan of action on examinations management function and procedures of the Institution covering both academic and training programs.
- b. Establish the process and benchmarks to be used in administrating different examinations during the program enrolment, continuous internal assessments and semester or program-end assessments as per the University practices and NATHM's policy.
- c. Provide with functional coordination for accomplishing financial and administrative aspects related to the examinations management function of the Academy.

- d. Coordinate with the Academic Management Committee and EMIS Committee to help the institution in building and maintaining updates of the performance achievement records of the participants of different training and academic programs.
- e. Undertake the administration of the entire examinations and assessments of the Academy.
- f. Facilitate the institution to accomplish the tasks related to certification of the candidates on completion of the training or academic programs registered.
- g. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.
- h. Under the stewardship of the Executive Director and mandated dignitaries, serve with the spirit of professionalism showing shared compliance on ethics, accountability, and responsiveness at individual, group, and institutional level.
- i. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.
- j. Accomplish any other duties as deemed necessary from time to time.

### **3.1.15. Incubation and Research Management Committee (IRMC)**

The Incubation and Research Management Committee (IRMC) is a functional team headed by Program Coordinator – MHM or Faculty/Instructor (Travel and Research Department). IRMC shall be formed comprising of following seven members for a period of four years:

- |    |  |                 |
|----|--|-----------------|
| 1. | Program Coordinator – MHM or Faculty/Instructor<br>(Travel and Research) | Coordinator (1) |
| 2. | Faculty/Instructor (Hotel and Curriculum Department)                     | Member (4)      |
| 3. | Faculty/Instructor (Travel and Research Department)                      | Member (1)      |
| 4. | Officer, Planning, Training and Academic Management                      | Member (1)      |

The expected duties and responsibilities of the IRMC are as follows:

- a. Establish an Institution-wide strategy and plan of action to develop and promote a functional culture of incubation and research among the teacher-staff, students and trainees of NATHM.
- b. Establish an effective and appealing workstation for incubation and research, and set-up different working labs for incubation, research and promotion of Nepalese culture and tradition in tourism and hospitality.
- c. Organize a series of incubation and research competitions among the teaching-learning community within and beyond NATHM.

- d. Explore the potential philanthropic contributors and development partners to contribute in the mission of promoting more suitable system practices and actions on incubation and research at NATHM.
- e. Work in collaboration with other departments and work-teams to transform quality culture of operations at NATHM.
- f. Support the rest of departments and work-teams at NATHM to induce a culture of incubation and research in its core services.
- g. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.
- h. Under the stewardship of the Executive Director and mandated dignitaries, serve with the spirit of professionalism showing shared compliance on ethics, accountability, and responsiveness at individual, group, and institutional level.
- i. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.
- j. Accomplish any other duties as deemed necessary from time to time.

**3.1.16. Educational Management Information System Management Committee (EMISMC)**

The Educational Management Information System Management Committee (EMISMC) is a functional team headed by the IT Officer. EMISMC shall be formed comprising of following five members for a period of four years:

- |  |                 |
|--|-----------------|
| 1. Officer, IT or Instructor/Faculty                   | Coordinator (1) |
| 2. Officer, Resource Center                            | Member (1)      |
| 3. Officer, Planning, Training and Academic Management | Member (1)      |
| 4. Instructor/Faculty                                  | Member (2)      |

The expected duties and responsibilities of the EMISMC are as follows:

- a. Facilitate Executive Committee to identify legitimate providers for EMIS system design and successful commencement of a fully ICT- enabled EMIS system of the institution.
- b. Confirm successful operation of a robust, dynamic, and timely updated EMIS system of the institution.

- c. Develop relevant policies and plan of action on EMIS system design and implementation and recommend them to the Executive Committee for needful action on approval from the Board.
- d. Ensure timely and secured information processing, storage, retrieval, and dissemination.
- e. Organize different programs for professional capacity development of the teacher-staff undertaking the functional responsibilities in EMIS.
- f. Perform timely and effective supervision, monitoring, evaluation, and control of each unit and individuals working in the functional domain of EMIS.
- g. Provide with information retrieval support to all institutional centers, operating departments, committee, sub-committees, and individuals.
- h. Facilitate Executive Committee and other functional teams for truthful publication and dissemination of official information of NATHM supported with truthful facts and figures.
- i. Liaison between Executive Committee and different working committees for their effective operation with respect to information system management.
- j. Produce different reports and information outputs as required by different functional departments and individuals.
- k. Facilitate Public Information Cell to generate customized information for public dissemination.
- l. Work in collaboration with different departments, working committees, and sub-committees at NATHM to accomplish the shared vision and goals of the Institution.
- m. Under the stewardship of the Executive Director and mandated dignitaries, serve with the spirit of professionalism showing shared compliance on ethics, accountability, and responsiveness at individual, group, and institutional level.
- n. Provide with strategic, tactical, and functional support as per the requirement of the situation leading internal as well as external quality assurance.
- o. Accomplish any other duties as deemed necessary from time to time.

### **3.2. Arrangements for the Conduction of Meetings**

The following arrangements have been provisioned for the conduction of the various committee meetings on prior consent of the Executive Director:

EC: At least 2 meetings per month

IQAC: At least 6 and not exceeding 12 meetings per fiscal year

SAT: At-least 2 meetings per month, not more than 4 meetings.

Committee/Sub-Committee or Work Teams: At least 2 meetings per month

### **3.3. Membership Policy**

The following arrangements have been provisioned as the policy for the membership in different committees and sub-committees:

- a. If any committee member is absent in three consecutive meetings without prior approval, his/her membership will be terminated, and another member shall be appointed by the Executive Director only for the remaining tenure.
- b. Only one additional term of reappointment shall be considered for any committee member in the same committee.
- c. If any committee member resigns from the team or terminated from the position due to any reason, the next member shall be appointed by the Executive Director in his/her position for the remaining tenure only.
- d. The membership of the 'Representative' position shall be changed according to the change in source position bearer in the respective departments or organization.

### **3.4. Gaining Institutional Identity via Quality Assurance**

NATHM passionately believes quality assurance system compliance as a driving instrument for achieving universal recognition of its institutional status as well as the global acceptance of the academic degrees.

More specifically, QA system compliance and successful accreditation will result in following outcomes:

- a. Improvement of Institution-wide culture, process climate and performance.
- b. Global recognition of the Institution and its programs on offer.
- c. Increased level of stakeholder participation with shared ownership of the institutional system governance and operating processes.
- d. Increased level of graduate employability across the world.
- e. Higher rates of staff, student, and teaching faculty retention.
- f. Increased level of stakeholder loyalty towards the Institution.
- g. Improved level of industry recognition and acceptance of the Institution, its departments and programs on offer.

### **3.5. Measurement Benchmarks of Delivered Quality**

For assessing the delivered quality, NATHM uses the 8 benchmark-wise criteria and 120 policy and functional level indicators as recommended by the HEQAAC, UGC Nepal. For the purpose of internal quality enhancement, the IQAC shall further define more criteria, benchmarks and indicators as well.

### **3.6. Transforming Institutional Preparedness for QA Interventions**

The first and foremost task for the preparation of the Institution for the assessment and accreditation of delivered quality, the institutional preparation must cover following aspects:

- a. Development and enactment of QA intensive policy regulations required to govern the overall Institutional system, program-wise offerings, autonomous institutions, committees, and work teams.
- b. Institution-wide structural design and departmentalization of governance systems, general administration, academia, research and innovation, graduate assistance systems and other services.
- c. Development and implementation of plan of action, budgeting, monitoring, evaluation, and control mechanism at each endeavor.
- d. Institution-wide shared vision on QA supported by adequate research, innovation and publications.
- e. Adequate physical infrastructure, technologies, human resources, and financing arrangements.
- f. Development of a roster of experts and other service suppliers specializing in quality assurance.
- g. Formation of all required structural mechanism including –
  - i. Executive Committee
  - ii. Internal Quality Assurance Committee (IQAC)
  - iii. Self-Assessment Team (SAT)
  - iv. Event or project-based work teams, Committees, and sub-committees
  - v. Roster of Peer Reviewers/Facilitators

The first and foremost task for the preparation of the Institution for quality assessment, the institutional preparation must cover following aspects:

- a. Development and enactment of the Institution's policy regulations required to govern overall institutional system, its governance and management of programs, services, and work teams.
- b. Institution-wide structural functional design, departmentalization, general administration, classification of academia and other services.
- c. Development and implementation of plan of action, budgeting, monitoring, evaluation, and control mechanism for each endeavor.
- d. Institution-wide shared vision on QA supported by adequate research, innovation and publications governing QA in place.
- e. Adequate physical infrastructure, technologies, human resources, and financing arrangements are in place.

### **3.7. Decision-Making Process**

1. The independent department, working committee, and sub-committee shall work along other corresponding entities to produce effective decision alternatives and forward them to the Executive Committee to determine whether taking such decision is necessary, and if it is within the mandated capacity of the team or Institution. Otherwise, if felt important, such a decision shall be recommended to the Board for approval.
2. In matters of day-to-day general operating affairs that have no long-term and financial as well as procedural implications, the concerned department or work-team shall take timely decision in their own.
3. In matters related to having shared concern of other departments or working committees, collective decisions shall be taken in consultation with the respective departments and committees who may have common interest or concern on such decisions.
4. In the event of having confusion or lack of clarity with regard to the process or point of decision-making, Executive Committee and IQAC shall provide with relevant direction to the concerned department or team.
5. The respective departments, working committees or sub-committees should bring it to the notice of the Executive Director and obtain consent (verbal/written) before making any important decision within their mandated capacity.
6. The committee decisions shall be made in democratic manner respecting the voice of majority. However, the resolutions of the meeting of executive committee shall be made unanimously.

## SECTION IV

### STRATEGIC PRIORITIES FOR QUALITY ENHANCEMENT

#### **4.1. Introduction**

Realizing the need of quality enhancement of the academy, the priority has been set to empower the existing human resource with the wider opportunities of professional development. Similarly, the transformation of the existing management and academic structure adopting management flexibility, timely updated and revised curricula, academic calendar, community outreach initiatives, adoption of information technology and research and innovation, adoption of proactive teaching-learning and assessments and designing students code of conduct are kept in high strategic priorities by the academy.

The areas of priorities for quality enhancement are further explained in following areas.

#### **4.2. Human Resource Planning and Professional Development**

The Institution has in place the practice of short-term and long-term human resource planning and development as an integral component of the Institution's strategic move.

As a practitioner of proactive teaching-learning and assessment system in semester basis, the Institution has placed high priority on transforming and enhancing teacher-staff skill competence making them capable of designing and implementing multi-mode approach-based teaching-learning, assessment, and general administrative mechanism. For this, the Institution organizes a series of training and development workshops, seminars, national and international study visits keeping in view the purpose of effective curriculum development, implementation, assessment, examinations, and other matters related to effective functional management of the academia.

The strategic direction and functions of the entire QA function and structural mechanism of the Institution are directed by the philosophy and purpose of professional development of the teacher-staff as an ongoing initiative.

The Academy has a policy to promote the faculty and staff in research and innovation through funding, granting paid leaves, initiation for awarding individual and team-based mini research, publication, MPhil, and PhD fellowship, and supporting them for

participating in various workshops, seminars, and other scholarly and professional publications in the country and abroad.

The Institution has a system of publishing department and program-based journals, newsletters, souvenirs, and research abstracts to promote a culture of inquiry-driven knowledge development and dissemination.

The Institution has a policy to support its teacher-staff to pursuing research studies and projects at community, national and international level in cooperation with different academic institutions, development agencies, community centers, industry, business and enterprises.

The Institution motivates and provides with financial support to its teacher-staff for joining research and professional development networks and participating in various forums, conferences, seminars, workshops and training programs at local, national and international level.

As one of its core areas of functional specialization, the Academy maintains a robust team of experts to undertake various training and development activities in the field of tourism and hospitality management. For this, the institution has a culture of organizing various training and development programs to empower the knowledge and skill competence of the instructors and administrative staff to be able provide with effective training and development solutions to the market as per demand.

#### **4.3. Transformation of Academy-wide Operation and Management System**

The Institution places high priority to design and implement effective management systems at all levels of its functional mechanism. A few of the institutional policies in this respect have been outlined as follows:

*4.3.1 Management flexibility:* The Institution follows a flexible policy pertaining to holiday management for its teacher-staff. The full responsibility of the holiday management has been provided to the respective Office of the Executive Director. While maintaining such flexibility, the socio-ethnic diversity aspect has been provided with due respect.

In most of the cases, the Institution has a policy of giving option for faculty members and general staff to choose their working shift, either in the morning,

afternoon, and evening, if there is shift-based system of working opportunity. They should work for at least 36 hours per week at the Institution.

*4.3.2 Timely updated and revised curricula:* Adapting with the University updated curricula, the Institution has a policy of maintaining timely updates on its all running program-based curricula keeping in view the industry needs, technological advents and evolution in knowledge domain taking place globally. To make the curriculum updated, revised and standard, the Institution has a system of having workshops and seminars at academic program level. The Institution has a policy to have regular course detailing, publishing teaching-learning modules, and collaborating with different institutions for curricular transformation. The University policy in course revision, pattern of examination questions, evaluation pattern and guidelines are issued to the concerned members of the teaching-learning community from time to time.

As per the Institution's operational practice, Office of the Executive Director coordinates with the respective Head of Departments (HODs) for timely adaptation of new curricula as revised by the University from time to time.

*4.3.3 Academic calendar:* The University has defined minimum number of days to be spent in semester-wise teaching-learning and assessments and the same has been reflected in Institutional academic calendar. Generally, the semester-end results are published within 90 days of examinations completion of the respective academic program.

*4.3.4 Functional collaboration:* It has been a culture of NATHM to explore and sign-up functional agreements to work in collaboration with different universities and institutions at home and abroad for teacher-staff and faculty exchange, student exchange, technology transfer, research and innovation, publications, and collaborative program management.

The Institution also works in collaboration with the local, provincial and federal governments for mutual planning and development related matters. For this, Incubation and Research Management Committee (IRMC) of the Institution is functionally responsible.

The Institution has a plan to establish and support effective functioning of Academy-based Alumni Association with an aim to promote extensive

collaboration at different levels globally for harmonizing the financing, student referral and sponsor pooling.

*4.3.5 Community outreach initiatives:* The Institution has a mission to serve the people and institutions of the catchment areas. The Institution has a policy to motivate its teacher-staff and students across different faculties for their proactive involvement in different outreach programs in order to serve with positive impact for social development.

Under this initiative, core areas of outreach programs include gender empowerment and social inclusion (GESI), local good governance (LGG), public planning and development (PLD), natural resource protection and conservation program (NRPCP), climate change adaptive planning and development (CCADP), access to public health and education program (APHE), community farming and agricultural commercialization program (CFACP), community livelihood promotion, and other needs-based program initiatives.

*4.3.6 Infrastructure development:* The Institution firmly recognizes the need for development of quality infrastructure as an important element of effective management of the institution. The NATHM Development Plan of Action and running projects across different departments have been designed keeping in view the need for effective program delivery as an educational service-intensive institution. The overall physical infrastructure including official set up, classrooms, playgrounds, surroundings, furniture and fixture, laboratories, libraries, parking facility, drinking water, cafeteria, recreational areas and structural visibility need be developed and maintained effectively with adequate arrangement of ICT interface.

The Institution has in place a five-year strategic plan on development of physical infrastructure and technology development with provision for ICT enabled operating system development and implementation having a targeted date line of next five years.

The Institution has a strategic plan of action to establish an ICT enabled multi-disciplinary library to be virtually connected with different libraries within and beyond the nation. The library shall be equipped with required basic textbooks, reference materials, collection of contemporary research-based periodicals, test

instruments, and other interactive materials. All libraries are provisioned to be operated as the open sources of public reference and learning.

The Institution also has placed high importance on development and use of physical facilities for extra-curricular and co-curricular activities.

*4.3.7 Education management information system (EMIS):* The Institution has a plan to establish and implement a robust EMIS system as recommended by the UGC. All departments and programs are proposed to relate to an ICT enabled interface for information processing, perseverance and dissemination. The functional structural system of EMIS has been proposed to serve as an integral element of NATHM Planning section. In the long-run, EMIS will also serve as a responsible institution for graduate and staff placement and development, tracer studies and needs assessment for institutional and professional capacity development.

*4.3.8 Recreation and experiential learning:* All departments and programs are directed to manage for recreation and experiential learning facilities and programs for the students and teacher-staff. Students are permitted to use these facilities in the times of leisure, holidays and other special occasions. Similarly, there is a provision of at least one field visit or experiential learning in each semester. The members of the teacher-staff community are motivated to have a local or national domestic tour every year. For this, the respective departments need to make it as an integral component of their annual plan of action and budgeting.

*4.3.9 Research and innovation:* NATHM places high importance on promoting a culture of inquiry at all levels of institutional policy development as well as functional operation. For this, research and innovation has been regarded as one of the dominant inputs. For undertaking the research and innovation initiatives in a continued manner, the Institution has in place a functional Incubation and Research Management Committee (IRMC) at the Campus.

#### **4.4. Proactive Teaching-Learning and Assessments**

On its mission to promote quality education, research and innovation, the Institution has maintained a culture of having a system-defined approach to academic implementation which passes through a sequential stage of course detailing of the curriculum depending upon course credit hours, preparation of plan of action for

curricular implementation, development of teaching-learning resources, design of instruments for assignments, and development of test instruments for term and final examinations.

Each faculty member and trainer has been instructed to allocate adequate time and effort for making classroom discourses more effective by using a reasonable mix of conventional lectures, case studies, simulations, thematic presentations, project works, field practice, mini research, independent and group-based review works, take home assignments, and real-time in-class assessments as applicable in different situations and changing contexts.

As part of semester-based teaching-learning system, the Institution has adopted a two-fold assessment system in the academic programs as per defined criteria of the University -- internal or in-semester assessments, and external or semester-end examinations. The Institution has in place defined criteria and weightage for both Internal and External Assessments.

#### **4.5. System Approach to General Compliance**

Right from its inception, the Academy has placed high priority to address the issues pertaining to general compliance in respect with gender empowerment and social inclusion (GESI), social accountability and transparency, good governance, socio-ethical and environmental compliance and local empowerment.

In respect with its policy on inclusiveness, the Institution has been adopting right policies in student or trainee enrolment, scholarship awarding, teacher-staff selection and promotion. The Institution also maintains transparency of matters concerning to public interest of information dissemination.

#### **4.6. Management of New Admission and Students Code of Conduct**

Following the general University rules and code of conduct, NATHM has in place a defined policy for new admissions of the students with defined minimum required academic credentials. A blend of admission testing has been administered. An orientation program is organized at Academy-based program level to induce the newly enrolled students with the program and institution as well as operational modalities pertaining to teaching-learning and assessment systems. During such events, all the students are instructed about general code of conduct, academic and financial rules of the Institution.

## SECTION V FINANCIAL NORMS

### 5.1 Remuneration and Allowances

Adapted as per the existing norms of NATHM, table 5.1 below presents with the Institution-wide approved rates of daily or event-wise allowances and remunerations applicable for QA initiatives of the Institution.

*Table 5.1: Rates of remuneration and allowances*

SN	Particulars	Daily or Event-wise Rates	
		Internal Members	External Members
<b>1. Expert Remuneration</b>			
2.1.	Training session delivery (1:30 Hour Session)	5000	8000
2.2.	Thematic paper writing and presentation (per paper)	7000	10000
2.3.	Presentation commentator (per paper)	3000	5000
2.4.	Expert (per day)	8000	15000
2.5.	Internal and external expert travel expenses (as approved by the Executive Director by following the general norms of the Academy)	As per Financial Administrative Regulation, 2063 (2007) of the Academy	
<i>Note: Each payment requires submission of the hard and soft copy of the documents or reports or notes prepared by the respective expert. Expert team members will be allowed to claim TA&amp;DA for the actual days engaged in service.</i>			
<b>2. Operational and Management expenses on LOI, SSR and other quality related various reports preparation</b>			
2.1.	Stationary, logistics, communication and other expenses for the preparation of LOI (on UGC prescribed format)	50000	
2.2.	SSR Preparation - Seminar, Workshop Consultation expenses (on UGC prescribed format)	60000	
2.3.	SSR first draft submission and acceptance of comments through series of consultations	60000	
2.4.	Logistics, stationaries and other expenses for SSR final report preparation and acceptance by the UGC	70000	
2.5.	Other logistics and miscellaneous expenses for Internal Evaluation and Team Reporting	25000	

*Note: Each payment requires submission of the hard and soft copy of the report, letter of appointment or agreement.*

**3. Logistics Staff Remuneration (per working day)**

4.1.	Officer	1750	3000
4.2.	Non-officer	850	1500
4.3.	Attendant staff	500	800

**5.2 Other Rules**

- 5.2.1 All payments made as meeting allowances, or any other expenses as stated in table 5.1 above are subject to tax deduction at source as per the prevailing rule of the country. In case of phase-wise or partial payments, such deduction shall be made each time of payment.
- 5.2.2 All payments must be made after obtaining approval from the Executive Director.
- 5.2.3 Each event or task requiring financial expenditure must be addressed within the approved plan of action and budgeting of QA system at the respective structural level.
- 5.2.4 In case of teaching engagement in interdepartmental academic courses, the permanent Instructors or Staff shall be remunerated with the equal amount as of semester-course contract faculties.
- 5.2.5 In case of involvement of academic faculties in various other important functions and events, and any other official duties, they shall be remunerated as per extra teaching hour remuneration.
- 5.2.6 The external members or experts to be involved in the QA initiatives of the Institution may be asked to sign a self-declaration pertaining to their status of neutrality and ethical conduct.
- 5.2.7 In the financial norms as stated in table 5.1 above, ‘internal member’ means the regular position bearing member of the IQAC, SAT, or any other officials of the Institution. Similarly, any other independent or institutional member or professional appointed for a specific job task or assignment may be referred to as ‘external member’.
- 5.2.8 For any other expenditure to be incurred but not covered by the norms as stated in this document, such expenditures shall be addressed as per NATHM Financial Administration Regulation, 2063 (2007) and Internal Management Working Procedure, 2077 (2020).

## **SECTION VI CODE OF ETHICS AND DISCLOSURE**

### **6.1. Code of Ethics for Students**

- 6.1.1. All the students are permitted to log-in a technology enabled system or be present in pre-scheduled sessions and events only after the settlement of all bills of payment to the Institution. Such bills must be settled at least three weeks prior to commencement of each semester. Failure to do so, the respective system administrator may prevent the issuance of system log-in code to such student.
- 6.1.2. The students must be present or log-in to the virtual session or event five minutes prior to commencement of the session or event. After initial five minutes, the system administrator shall close the virtual log-in system or physical entry.
- 6.1.3. A student leaving the session prior to 15 minutes of the ongoing session completion time should be recorded absent in the whole session unless there is reported situation of critical incident.
- 6.1.4. In the case of a student's personal unavailability to attend the pre-planned session/s or assessment activities due to unavoidable circumstances, it must be reported to the respective system administrator at least 3 days in advance seeking needful re-allocation and/or time extension. In this respect, the system administrator should take needful decision and inform the outcomes of the decision to both the concerned student and respective academic team involved. Such communication must be accomplished via emailing convention of NATHM.
- 6.1.5. A student requiring a leave for two consecutive weeks or more should be asked to take a semester break and continue it from the next session cycle of the semester. In any circumstances, a student cannot take 4 or more consecutive sessions leave or absentee.
- 6.1.6. In case a student takes a semester or term break or is imposed to a session break situation due to absenteeism or any other unavoidable circumstances from the student's part, he/she will not receive any reimbursement of the fees paid earlier. All fees will be proportionately deducted till the date of last reporting, and balance amount may be forwarded as advance payment for next semester or

term. In such a case, full fee will be charged for next time when the student re-enrolls in the semester or term.

- 6.1.7. The officially participating regional, national and international athlete students may be provided with attendance waiver for upto 50 percent of the sessions at a time in each subject enrolled. For this, the respective student should request for supplementary assessment as decided and designed by the respective course facilitator. Such provision shall be applicable only during the times of official representation and preparatory camps at national and international levels.
- 6.1.8. A student should not be allowed to take more than permitted (3 for undergraduate and 2 for graduate level studies) semester breaks throughout the study period in an academic program.
- 6.1.9. In the event of accidental or any other critical case taking place lately, it should be reported immediately for consideration for extension of deadline. The family members and other care providing members shall accomplish the responsibility to report with request for leave and extension of deadlines of the assessment paper submission.
- 6.1.10. At NATHM, a student undergoing any academic program at any level is mandatorily required to maintain minimum 80 percent of course-wise session attendance to be eligible for participation in all type of assessments and examinations. Failure to maintain the minimum required level of attendance shall result in entire course retake in the next cycle of semester-based course delivery.
- 6.1.11. All students should strictly follow the semester-wise work schedules and assessment plan of action as well as deadlines of different activities.
- 6.1.12. The assessments posted/submitted after crossing the deadlines for upto 12 hours are subject to consideration for grading at only 80 percent of maximum weightage and there should be no consideration for grading of assessments posted or submitted after 12 hours of lead time.
- 6.1.13. All the assessment papers, research reports and presentation documents must be accomplished following the respective Faculty recommended style guidelines and formative requirements as updated and published from time to time. Wise citation of the original sources reviewed is highly recommended in all instances.
- 6.1.14. The students must adhere with the pre-informed dress-code, use of body language and posture, visibility of study area used for virtual academic

discourse participation. All sort of vulgar behavior and bodily posture are strictly prohibited. The respective system program administrator or faculty member shall ask such students to leave the class or session any time during the session, if observed in questionable status.

- 6.1.15. All students are required to use descent language to communicate each other during a session. Use of vulgar words and/or offensive language should be regarded as severely offensive behavior during all formal proceedings.
- 6.1.16. No student can be permitted to post or upload the digital, virtual and alternative teaching-learning proceedings-based information or visuals in their personal or other websites and/or social media accounts without prior permission by the respective system administrator and faculty member.
- 6.1.17. No student can be permitted to bully on anybody using social media thereby affecting personal dignity of a member of the teaching-learning community. If found engaged in such acts, the respective Head of Department may take needful action.
- 6.1.18. While providing peer review feedback on various assessment materials posted by the peer members, all students are expected to use impersonal language and salutation. Use of initial salutation words including 'Dear' 'Mr' 'Ms' and the like, have been prohibited. Instead, initial name of the respective peer member should be used to address the person.
- 6.1.19. A student being in relationship with a faculty member, who is involved in grading of assessment papers of the same student, is considered unethical act. By chance if a student falls in such a relationship, it is equal responsibility of both the members involved to immediately report it to the respective HoD in confidential manner. Immediately upon receiving such information, it is the duty of the HoD to have an alternate faculty replacement thereon.
- 6.1.20. If a student or a faculty member is caught hiding such information, it may be considered for departmental action against such student as well as faculty member.
- 6.1.21. No student, in any circumstance, should be permitted to use the other students' assessment-based works in part or whole to publish any form of academic reports, professional reports, journal articles, newspaper articles, books in physical or electronic forms. If found guilty, departmental action shall be sought. However, the student may use such production for academic reviews in

compliance with permitted guidelines of text citation and referencing with prior consent of the respective student/s.

- 6.1.22. If a student working in a team-based academic project comes up with individual authorship-based publication using the outcomes of such a project, it will be considered for initiating departmental action. Instead, such a publication should be made under team authorship of all students involved.
- 6.1.23. No other activities including side talks, listening to music, doing assignments of other subjects, consuming food, etc. are permitted during the formal session.
- 6.1.24. As soon as the session closure has been called by the respective faculty, all students should log-out from the system or physical class setting.
- 6.1.25. All the prevailing national and international laws, rules and regulations in effect pertaining to electronic media-based communication and publication should be followed by each participating student.
- 6.1.26. If a student has been working in any department of the Academy, the same should be timely reported to the respective HoD, who should recommend the concerned departmental head not to depute the particular staffer (student) in jobs related to management of students' assessment and examinations.
- 6.1.27. In several instances, these codes of ethics should also be followed by the respective family members and other associates who may be in touch with the students during the virtual proceedings.
- 6.1.28. No considerations may be made from the side of the Academy on behalf of a student being convicted by law during the ongoing semester of the study.

## **6.2. Code of Ethics for Teachers/Instructors**

- 6.2.1. The respective teacher/instructor must log-in or get into the digital, virtual or any other alternative teaching-learning session prior to 5 minutes of the session commencement. A delayed entry of upto 10 minutes may be considered for maximum three events per semester.
- 6.2.2. A teacher/instructor is not permitted to close the session before 10 minutes of planned time until and unless there is an unavoidable circumstance. Leaving the session before 10 minutes of the defined time for completion should be considered absent in the whole session. Unavoidable situation must be reported prior to the commencement of the session.

- 6.2.3. Each teacher/instructor is required to deliver 100 percent of the number of sessions allocated. In case of taking a leave, alternate session must be arranged immediately after rejoining the service.
- 6.2.4. Each teacher/instructor should strictly follow his/her planned semester-based schedule and assessment plan as well as deadlines of completion of the different activities.
- 6.2.5. The teacher/instructor assigned for providing review feedback and/or grading of the assessment papers submitted by the students must accomplish the assigned tasks within stipulated timelines as specified in semester plan of the respective course. In the event of being unable to accomplish it due to some unavoidable circumstances, it must be reported in time to the designated HoD, who would then workout for an alternative arrangement.
- 6.2.6. All the assessment papers, reports and presentation documents prepared by the teacher/instructor must be accomplished following the recommended rules of language editing, style guidelines on formatting, citation and referencing and other essential requirements as released from time to time. Wise citation of the original sources reviewed is highly recommended in all instances.
- 6.2.7. All the teachers/instructors involved in teaching-learning and training systems should treat rest of members and students with perseverance of each member's personal respect and dignity.
- 6.2.8. All the teachers/instructors must adhere with pre-informed dress-code, use of body language and posture during the formal sessions or events. Any sort of vulgar behavior and bodily posture is strictly prohibited. If found in susceptible status, the respective HoD initiate necessary action.
- 6.2.9. All teachers/instructors are required to use descent language to initiate interpersonal communication during the proceedings and events. Use of vulgar words and offensive language is regarded as severely offensive behavior subject to departmental action thereon.
- 6.2.10. No faculty member is permitted to publish the digital, virtual and alternative teaching-learning proceedings-based information or visuals in his/her personal or others' websites and/or social media accounts without prior permission by the respective HoD.
- 6.2.11. In case of personal unavailability to deliver the pre-planned session/s or assessment activities due to unavoidable circumstances, it must be reported to

the respective administrator at least 3 days in advance seeking alternative replacement. In this respect, in coordination with the respective HoD, the administrator shall provide with alternative resource person and inform the same to both the concerned learners. In the event of any accidental cases of any other critical case happening lately, it should be reported immediately for consideration of session rescheduling or replacement.

6.2.12. No teacher/instructor is permitted to talk about or bully on a faculty, or members of administrative staff, or a student using social media and affecting one's personal dignity. If found engaged in such acts, the respective HoD may take needful action.

6.2.13. While providing review-based feedback on various assessment materials submitted or posted by the students, all faculty members/instructors are expected to use impersonal language to address the students. Use of initial salutation words including 'dear' 'Mr' 'Ms' and the like, have been prohibited.

6.2.14. If a faculty member enters into affairs or relationship with a student, it is generally considered as an unethical deed. By no means, a faculty member/instructor being in relationship with a student should be engaged in accomplishing his/her assessments grading. It is considered a part of ethical reporting from the end of such faculty member/instructor. Upon receiving such reporting, the respective HoD should immediately arrange a replacement faculty/instructor for accomplishing the performance grading of all students of the batch. Attempt to hide such relationship is considered subject to departmental inquiry against the faculty/instructor.

6.2.15. No teacher/instructor, in any circumstances, can be permitted to use the students' assessment-based works in part or whole to publish any form of academic reports, professional reports, journal articles, newspaper articles, books, or any other physical or electronic output. If found guilty, departmental action shall be sought. However, the faculty member or instructor may use such production for academic reviews in compliance with permitted guidelines and the consent of the respective student/s. In addition, a faculty member or instructor guiding a student project may team up as a co-author with the respective student/s to publish the outcomes in any form of academic or professional works but cannot publish it under sole authorship.

- 6.2.16. If a teacher/instructor has enrolled in any of the academic programs of NATHM, it should be reported immediately to the respective HoD where he/she is serving. In such a case, the concerned teacher/instructor should be given release from involving in all type of student assessment and grading activities. Immediately, a replacement teacher/instructor should be arranged by limiting such member's responsibility to only teaching.
- 6.2.17. If a teacher/instructor has his/her spouse or own child enrolled in any of the academic programs of NATHM, such member should not be assigned to any jobs that may have direct influence on grading of his or her spouse or child's performance.
- 6.2.18. No other activities including receiving phone calls, side talks, listening to music, consuming food, etc. can be permitted during the session of event.
- 6.2.19. All the national and international laws, rules and regulations in effect pertaining to electronic media-based communication and publication should be followed by each participating teacher/instructor.
- 6.2.20. Similar code of conduct may be applicable to the rest of family members or guests accompanying with the faculty member at the time of virtual session delivery.
- 6.2.21. No considerations shall be made from the side of NATHM on behalf of a faculty member being convicted by law at any time of ongoing semester of service.

### **6.3. Code of Ethics for Administrative Staff**

- 6.3.1. The respective staff member must be present at the designated working office prior to 5 minutes of commencement of the official working hours. A delayed entry of up to 15 minutes may be considered for maximum three incidents per month.
- 6.3.2. A member of the admin staff is not permitted to close the working office 10 minutes of planned physical or virtual log-out time until and unless there is an unavoidable circumstance. Leaving the workstation before 10 minutes of the official closing time shall be treated 'absent' in the whole working shift or day. Unavoidable situation must be reported in time.

- 6.3.3. A member of the staff is required to deliver 100 percent of the allocated tasks. In case of taking a leave, alternate task must be completed immediately after rejoining the service.
- 6.3.4. Each staff member should strictly follow his/her planned work schedule and plan of action as well as deadlines of completion of the different activities.
- 6.3.5. All the members of staff having access to NATHM's digital, virtual, and alternative teaching-learning systems and operating systems should treat rest of members, students and trainees with respect and dignity while communicating using such technologies and platforms.
- 6.3.6. All staff members must adhere with pre-informed dress-code, use of body language and posture. Any sort of vulgar behavior and bodily posture is strictly prohibited. If found in susceptible position, the respective HoD shall immediately take necessary action.
- 6.3.7. All members of the staff are expected to use descent language to communicate each other during the work hours. Use of vulgar words and offensive language during the virtual proceedings shall be regarded as offensive behavior.
- 6.3.8. No staff member is permitted to publish the digital, virtual and alternative teaching-learning proceedings as well as operating system-based information or visuals in their personal or others' websites and/or social media accounts without prior permission by the respective HoD.
- 6.3.9. In case of personal unavailability for delivering the pre-planned works or scheduled activities due to unavoidable circumstances, it must be reported to the respective HoD at least 3 days in advance seeking alternative replacement. In any other critical cases happening lately, it should be reported immediately for consideration or replacement.
- 6.3.10. No staff member is permitted to talk about or bully on a teacher-staff or students using social media and affecting their personal dignity. If found engaged in such act, the respective HoD may take necessary action.
- 6.3.11. If a member of the staff has enrolled in any of the academic programs of NATHM, the same should be reported immediately to the respective HoD where he/she is serving. In such case, the concerned member should be asked not to engage in any activities related to students' assessment management of the students of the same level.

- 6.3.12. If a staff member has his/her spouse or own child enrolled in any of the academic programs of the Academy, such staff should not be assigned to any jobs that may have direct influence on grading of his own spouse or child.
- 6.3.13. All the national and international laws, rules and regulations in effect pertaining to electronic media-based communication and publication should be followed by each staff.
- 6.3.14. No consideration may be made from the side of the Academy on behalf of a staff member being convicted by law during his/her service tenure at NATHM.

#### **6.4. Disclosure**

- 6.4.1. These policy guidelines shall be applicable immediately after obtaining approval from the Board.
- 6.4.2. Executive Committee shall take ownership and responsibility for needful amendments and adaptation in future after its approval by the Board.
- 6.4.3. If found any terms, rules or processes contradicting to each other, or the guidelines being incomplete in any sense or contradicting to any of the Academy's defined rules and system processes, immediately needful revision shall be made from time to time with prior approval of the Board.
- 6.4.4. The enactment of these policy guidelines shall not fully replace the existing norms and system of the institution as defined in its legal premises.

## **SECTION VII REFERENCES**

- NATIONAL EDUCATION POLICY, 2076
- TRIBHUVAN UNIVERSITY VISION 2030: ACTION, STEPS AND IMPLEMENTATION PLAN, 2019
- DEVELOPMENT COMMITTEE ACT, 2013
- NATHM EMPLOYEE SERVICE REGULATIONS, 2061
- NEPAL TOURISM AND HOTEL MANAGEMENT COMMITTEE FORMATION ORDER, 2029
- PUBLIC PROCUREMENT ACT, 2063
- PUBLIC PROCUREMENT REGULATION, 2063
- NATHM FINANCIAL ADMINISTRATION REGULATION, 2063
- NATHM INTERNAL MANAGEMENT WORKING PROCEDURE, 2077