



K.R. MANGALAM UNIVERSITY
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Ref. No.: KRMU/Admin./O.O./2021-22/ 2329

Date: 04.10.2021

OFFICE ORDER

Subject: University Lifelong Learning Access Policy of K.R. Mangalam University.

In alignment with the vision of K.R. Mangalam University to foster socially responsible lifelong learners and promote continuous personal and professional development, the University has adopted the "Lifelong Learning Access Policy" with immediate effect. The policy establishes a structured framework to promote, facilitate, and provide accessible lifelong learning opportunities for students, alumni, employees, and the wider community. It emphasizes inclusivity, flexibility, relevance, quality, and diversity, ensuring that educational access extends beyond traditional degree programs.

All Schools, Departments, and Administrative Units are directed to align their activities and outreach programs with the provisions of this policy and ensure its effective implementation. The detailed policy document is enclosed herewith as approved in the 44th Board of Management meeting vide agenda items 44.11 held on 25.09.2021. Lifelong Learning Access Policy is notified for information and implementation with immediate effect.

This is issued with the approval of competent authority.

Registrar
K.R. Mangalam University

Copy to:

- Hon'ble Vice Chancellor – for kind information
- Dean- Academic Affairs
- Dean Research
- Dean Students Welfare
- Deans of all Schools
- Controller of Examinations
- Heads of Learning and Development Centre
- HR, Admissions, Alumni Relations, and IT Departments
- Notice Boards
- University Website
- Office Copy



K.R. MANGALAM UNIVERSITY
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K.R. MANGALAM UNIVERSITY

UNIVERSITY LIFELONG LEARNING ACCESS POLICY

K.R. Mangalam University



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K.R. MANGALAM UNIVERSITY LIFELONG LEARNING ACCESS POLICY

INDEX

S. No.	Section Title
1	Title
2	Purpose
3	Scope
4	Objectives
5	Definitions
6	Policy Principles
7	Access and Eligibility
8	Lifelong Learning Offerings
9	Fees and Funding
10	Quality Assurance
11	Monitoring and Review
12	Roles and Responsibilities
13	Policy Review and Amendment
14	Data Protection and Privacy
15	Communication and Dissemination
16	Monitoring and Evaluation Framework



K.R. MANGALAM UNIVERSITY LIFELONG LEARNING ACCESS POLICY

1. Title

Lifelong Learning Access Policy.

2. Purpose

This policy establishes a framework for K.R. Mangalam University (KRMU) to promote, facilitate, and provide accessible lifelong learning opportunities to its students, alumni, employees, and the broader community. It aims to support continuous personal and professional development, skill enhancement, and knowledge acquisition in alignment with the University's vision of preparing "socially responsible life-long learners" and instilling "the notion of lifelong learning"

3. Scope

This policy applies to all KRMU departments, centers, faculty, staff, and programs involved in offering educational and training initiatives beyond traditional degree programs. It covers various modalities of learning, including formal, non-formal, and informal settings, and extends access to current students, alumni, university employees, and external community members without discrimination.

4. Objectives

The objectives of this policy are to:

1. Provide diverse and flexible pathways for individuals to access educational and training opportunities throughout their lives.
2. Support the upskilling, reskilling, and personal enrichment of learners to meet evolving societal and professional demands.
3. Ensure non-discriminatory access to lifelong learning opportunities for all individuals, regardless of ethnicity, religion, disability, immigration status, or gender.
4. Utilize the University's academic and research strengths to deliver high-quality and relevant lifelong learning programs.
5. Build stronger ties with the local and global community by offering valuable educational resources and fostering a culture of continuous learning.
6. Contribute to KRMU's mission of fostering employability, entrepreneurship, and innovation through stimulating research and outcomes-based education.

5. Definitions

- **Lifelong Learning:** Refers to the comprehensive range of learning activities pursued throughout an individual's lifetime, with the objective of enhancing knowledge, skills, and competencies in various domains, including personal, civic, social, and employment-related aspects.



- **Flexible Learning Pathways (FLPs):** Educational approaches that allow learners to choose entry and exit points, learning activities, assessment modalities, and learning resources, often free from constraints of time, place, and pace.
- **Non-formal Learning:** Organized educational activity outside the established formal system.
- **Informal Learning:** Learning that results from daily life activities related to work, family, or leisure.
- **Accreditation of Prior Experiential Learning (APEL):** A process through which learning gained outside formal education systems is formally recognized.

6. Policy Principles

K.R. Mangalam University's Lifelong Learning Access Policy is founded upon a core set of principles that underpin all its initiatives and guide decision-making regarding the design, delivery, and accessibility of learning opportunities. These principles reflect the University's commitment to educational excellence, societal responsibility, and continuous individual development:

- **Openness and Inclusivity:**
 - Description: KRMU is deeply committed to creating and sustaining an educational ecosystem where learning opportunities are genuinely accessible to the widest possible range of eligible individuals. This principle dictates a proactive approach to identifying and dismantling potential barriers to participation, whether they are geographical, financial, technological, or systemic.
 - Implementation: The University will strive to reach out to diverse communities, including those who may not have traditionally engaged with higher education. This involves clear communication about program offerings, simple application processes, and the development of programs that cater to varying levels of prior education and experience, thereby fostering an environment where curiosity and the desire to learn are paramount.
- **Flexibility:**
 - Description: Recognizing that lifelong learners often balance educational pursuits with professional and personal commitments, this policy emphasizes the design and delivery of programs that offer maximum flexibility. The goal is to adapt learning opportunities to the learner's life, rather than demanding learners adapt rigidly to institutional structures.
 - Implementation: Flexibility will be manifested through multiple dimensions, including:
 - Modes of Delivery: Offering a mix of online, blended, hybrid, and face-to-face formats.



- Pacing and Scheduling: Providing self-paced modules, evening and weekend classes, intensive bootcamps, and short-duration programs.
- Entry and Exit Points: Allowing modular learning pathways with clear credentials for each completed segment, facilitating easy entry and exit without commitment to a full degree.
- Customization: Exploring options for personalized learning paths where feasible, acknowledging diverse learning styles and prior knowledge.

- **Relevance:**

- Description: Lifelong learning at KRMU must be purposeful and directly contribute to the personal enrichment and professional advancement of its participants. This principle ensures that offerings are not only academically sound but also highly practical, current, and aligned with the evolving needs of the job market, society, and individual aspirations.
- Implementation: KRMU will continuously engage with industry leaders, professional bodies, alumni, and community stakeholders to conduct regular needs assessments and market analyses. This ensures that curricula are up-to-date, incorporate emerging trends and technologies, and equip learners with skills that are immediately applicable and valuable in their personal and professional lives. Programs will focus on developing competencies critical for future success, including critical thinking, problem-solving, digital literacy, and adaptability.

- **Quality:**

- Description: KRMU is unwavering in its commitment to upholding the highest academic standards across all its lifelong learning provisions. Every program, irrespective of its duration or format, will reflect the University's reputation for academic rigor, effective pedagogy, and scholarly integrity.
- Implementation: This principle is assured through robust quality assurance mechanisms (as detailed in Section 10), which encompass rigorous curriculum development, selection of highly qualified instructors, use of appropriate and fair assessment methods, and continuous evaluation informed by learner feedback and program outcomes. The quality of learning resources, support services, and technological infrastructure will also be maintained to facilitate an optimal learning experience.

- **Diversity, Equity, and Inclusion (DEI):**

- Description: KRMU actively promotes an environment where diversity is celebrated, equity is systematically pursued, and inclusion is a lived experience for all participants. This means acknowledging and valuing the unique backgrounds, perspectives, and needs of every learner.



- **Implementation:** The University will make deliberate efforts to ensure equitable access, support, and opportunities for all individuals, explicitly removing barriers faced by underrepresented groups. This includes providing reasonable accommodations for persons with disabilities, fostering a respectful and culturally sensitive learning environment, using inclusive language, and encouraging diverse representation among faculty and program participants. Financial aid options and flexible payment structures may also be considered to enhance equitable access.

7. Access and Eligibility

K.R. Mangalam University is committed to fostering an inclusive learning environment by making lifelong learning opportunities widely accessible. This section outlines the broad categories of individuals who can access these programs and the criteria governing their eligibility.

7.1 General Access:

KRMU shall proactively offer and promote diverse avenues for lifelong learning, ensuring broad accessibility to various stakeholder groups. These opportunities are specifically designed to cater to the continuous educational needs of:

- **Current KRMU Students:** Enrolled students will have access to supplemental lifelong learning programs that complement their degree studies, facilitate interdisciplinary learning, offer skill enhancement beyond their core curriculum, or provide preparatory modules for advanced studies or specific career pathways. This may include workshops, certification courses, or auditing higher-level courses.
- **KRMU Alumni:** A dedicated focus will be placed on engaging KRMU graduates by providing them with opportunities for continuous professional development, reskilling, upskilling, and personal enrichment. This includes discounted access to programs, exclusive alumni-only workshops, and specialized executive education designed to support their career trajectories and maintain their connection with the University.
- **KRMU Faculty and Staff:** University employees will be encouraged to participate in lifelong learning initiatives to enhance their professional competencies, acquire new skills, foster inter-departmental understanding, and support their personal growth. This includes pedagogical training, leadership development, technical skill upgrades, and wellness programs.
- **Members of the Local and Global Community:** KRMU recognizes its role as a socially responsible institution and will extend learning opportunities to individuals from the broader local, regional, national, and international communities. This includes school leavers, working professionals, homemakers, senior citizens, and anyone seeking to acquire new knowledge, skills, or certifications for personal, career, or civic development. Particular attention will be given to reaching underserved populations and promoting digital inclusion.



7.2 Eligibility Criteria:

While committed to broad access, KRMU will ensure that specific eligibility criteria for each lifelong learning program are clearly defined, published, and consistently applied. These criteria will be tailored to ensure that participants possess the necessary foundational knowledge or experience to succeed in the program, thereby maintaining the quality and effectiveness of the learning experience. The criteria may vary significantly based on:

- **Nature of the Program:** Whether it's a foundational skill course, an advanced professional certification, or a personal enrichment workshop.
- **Level of the Program:** Entry-level, intermediate, or advanced.
- **Learning Outcomes:** The specific knowledge, skills, or competencies the program aims to develop.
- **Prerequisite Knowledge/Skills:** Any prior academic qualifications, professional experience, or foundational skills required for effective participation.

To further elaborate on eligibility, KRMU adheres to the following principles:

- **Non-discriminatory Access:** Admission to all lifelong learning programs will be based solely on individual merit, the fulfillment of program-specific requirements, and the applicant's demonstrated capacity to benefit from the learning experience. KRMU unequivocally commits to non-discriminatory access, ensuring that no individual is disadvantaged or denied opportunity based on their ethnicity, religion, disability, immigration status, socio-economic background, gender identity, sexual orientation, or any other protected characteristic. Reasonable accommodations will be provided for individuals with disabilities to facilitate their participation.
- **Prior Learning Recognition (APEL-Accreditation of Prior Experiential Learning):** KRMU may implement and consider robust mechanisms for the Accreditation of Prior Experiential Learning (APEL) for suitable lifelong learning programs. This process will allow individuals to formally demonstrate and gain recognition for learning acquired through non-formal educational settings, work experience, volunteer activities, or self-study. Such recognition can facilitate access by potentially waiving certain prerequisite requirements or providing credit towards specific program components, thereby acknowledging diverse learning pathways and reducing barriers for experienced learners. The APEL process will be transparent, fair, and rigorously evaluated against established learning outcomes and competency frameworks.
- **Demonstration of Readiness:** For certain programs, applicants may be required to demonstrate their readiness through interviews, aptitude tests, submission of portfolios, or



letters of recommendation, especially where formal academic qualifications are not the sole determinant of success.

- **Language Proficiency:** For programs delivered in English or any other specific language, appropriate language proficiency may be required to ensure effective engagement and comprehension.

8. Lifelong Learning Offerings

KRMU is committed to providing a diverse and comprehensive suite of lifelong learning initiatives designed to cater to a wide array of learning needs, interests, and professional goals. These offerings leverage the University's academic strengths, infrastructure, and faculty expertise, and may include, but are not limited to, the following categories:

8.1 Professional Development and Certification Programs:

- **Short-term Certification Courses:** Focused, intensive courses leading to industry-recognized certifications in high-demand areas such as Digital Marketing, Data Analytics, Cybersecurity, Project Management, Artificial Intelligence, Sustainable Technologies, Financial Technologies (FinTech), and Healthcare Management. These can be offered in various formats (e.g., weekend classes, evening programs, intensive bootcamps).
- **Executive Education Programs:** Tailored programs for working professionals and senior management seeking to enhance leadership skills, strategic thinking, innovation management, or specialized functional expertise. These could include mini-MBAs, leadership academies, or custom programs for corporate clients.
- **Skill Enhancement Workshops:** Practical, hands-on workshops designed to develop specific vocational or soft skills, such as advanced software proficiency, public speaking, negotiation, critical thinking, emotional intelligence, or entrepreneurship.

8.2 Online and Blended Learning Opportunities:

- **Massive Open Online Courses (MOOCs):** Free or low-cost online courses accessible to a global audience, often introducing fundamental concepts or trending topics, potentially with an option for verified certificates.
- **Small Private Online Courses (SPOCs):** More interactive and faculty-led online courses with smaller cohorts, offering deeper engagement and personalized feedback, often leading to a micro-credential or certificate.
- **Blended Learning Programs:** Combinations of online and in-person instruction, providing the flexibility of digital learning with the benefits of face-to-face interaction, lab work, or collaborative projects. This could include hybrid diploma or advanced diploma programs.



- **Webinars and Online Seminars:** Live or recorded online sessions featuring expert speakers on current topics, industry trends, and emerging research, accessible to a broad audience.

8.3 Personal Enrichment and Community Engagement Programs:

- **Auditing Courses:** Allowing individuals to attend regular undergraduate or postgraduate university courses (lectures, seminars) for personal interest and knowledge acquisition, without formal enrollment for credit or examinations.
- **Language and Cultural Programs:** Courses in foreign languages, Indian regional languages, creative writing, arts appreciation, local history, or cultural studies, fostering broader personal development.
- **Community Outreach Initiatives:** Educational programs designed to address specific needs of the local community, such as digital literacy for seniors, environmental awareness workshops, health and wellness seminars, or basic financial literacy training.
- **Hobby and Skill-Based Learning:** Workshops or short courses on topics like photography, gardening, culinary arts, coding for beginners, or mindfulness.

8.4 Alumni-Specific and Employee Development Programs:

- **Alumni Continuous Learning Modules:** Exclusive or discounted access to select courses, workshops, and webinars for KRMU alumni to support their ongoing career progression and intellectual engagement with the University.
- **Faculty and Staff Development Programs:** Internal training programs focused on pedagogical innovation, research methodology, administrative efficiency, leadership development, digital tools proficiency, and well-being initiatives for KRMU employees.

8.5 Micro-credentials and Stackable Qualifications:

- **Micro-credentials:** Short, competency-based certifications that validate specific skills or knowledge, allowing learners to build credentials over time. These can often be "stacked" towards larger qualifications.
- **Bridge Programs/Preparatory Courses:** Courses designed to help individuals acquire prerequisite knowledge or skills necessary for entry into higher education programs or specialized professional fields.

8.6 Research and Innovation Forums:

- **Public Lectures and Conferences:** Open events featuring leading academics, industry experts, and thought leaders discussing cutting-edge research, societal challenges, and future trends.



- **Innovation Challenges and Hackathons:** Events designed to foster creative problem-solving and collaboration on real-world issues, open to students, alumni, and community members.

The University will regularly assess market demand, industry trends, and community needs to ensure its lifelong learning portfolio remains relevant, innovative, and impactful. Promotion of these offerings will be done through various channels including the University website, social media, alumni networks, community partnerships, and industry collaborations.

9. Fees and Funding

9.1 Fee Structure: A transparent fee structure will be established for each lifelong learning offering, considering program costs, market rates, and accessibility goals.

9.2 Financial Aid/Scholarships: KRMU may offer limited financial aid, scholarships, or subsidized rates for specific programs, particularly for disadvantaged groups, alumni, or university employees, subject to availability of funds.

9.3 External Funding: The University will explore partnerships and grants to secure external funding for lifelong learning initiatives.

10. Quality Assurance

K.R. Mangalam University is committed to upholding the highest standards of quality across all its lifelong learning provisions. A robust quality assurance framework will be implemented to ensure that every program delivered is effective, relevant, and provides significant value to learners. This framework includes, but is not limited to, the following key areas:

10.1 Curriculum Development and Design:

- **Relevance and Alignment:** All curricula will be developed in consultation with academic experts, industry professionals, and potential employers to ensure their contemporary relevance, alignment with current market needs, and adherence to KRMU's academic standards. Learning outcomes will be clearly defined, measurable, and communicated to learners at the outset of each program.
- **Instructional Design Principles:** Programs will incorporate sound instructional design principles, promoting active learning, critical thinking, and practical application. This includes considerations for diverse learning styles, accessibility for all learners, and effective use of technology in both online and blended formats.
- **Content Validity and Currency:** Program content will be regularly reviewed and updated to reflect the latest advancements, research, and best practices in the respective



fields. External benchmarks and accreditation standards, where applicable, will be considered during curriculum design.

- **Program Structure and Pacing:** The structure and pacing of courses will be designed to optimize learning, considering the time commitments of lifelong learners. Adequate time for self-study, assignments, and interaction will be factored in.

10.2 Faculty and Expert Qualification:

- **Subject Matter Expertise:** Programs will be delivered exclusively by highly qualified KRMU faculty members or approved external experts who possess demonstrable subject matter expertise, relevant industry experience, and proven teaching effectiveness.
- **Pedagogical Training:** Instructors, whether internal or external, will undergo specific training in adult learning principles, modern pedagogical techniques, and effective use of learning technologies. This ensures they are equipped to facilitate learning for a diverse audience of lifelong learners.
- **Professional Development:** KRMU will support ongoing professional development for its faculty and external experts involved in lifelong learning, encouraging them to stay abreast of their fields and enhance their teaching skills.

10.3 Assessment of Learning Outcomes:

- **Alignment with Objectives:** Assessment methods will be directly aligned with the stated learning outcomes of each program, ensuring that they accurately measure the acquisition of knowledge, skills, and competencies.
- **Diverse Assessment Strategies:** A variety of appropriate assessment methods will be utilized, including but not limited to, quizzes, assignments, projects, presentations, case studies, practical demonstrations, and examinations, tailored to the nature of the content and the target learner group.
- **Fairness and Transparency:** Assessment criteria will be clear, transparent, and communicated to learners in advance. Processes for providing constructive feedback, grading, and addressing academic grievances will be established and adhered to.
- **Recognition of Achievement:** Upon successful completion of a program and assessment, learners will receive appropriate recognition, such as certificates, badges, or other credentials, clearly outlining the skills and knowledge acquired.

10.4 Learner Feedback and Engagement:



- **Systematic Collection:** Robust mechanisms for collecting structured feedback from participants will be systematically implemented. This includes end-of-program evaluations, mid-course surveys, focus groups, and direct communication channels.
- **Analysis and Action:** Feedback data will be thoroughly analyzed by the relevant academic and administrative units. Identified areas for improvement will lead to actionable changes in curriculum, delivery methods, instructor performance, or administrative support.
- **Continuous Dialogue:** KRMU will foster an environment of continuous dialogue with learners, encouraging suggestions and providing avenues for addressing concerns promptly and effectively.

10.5 Continuous Improvement and Program Review:

- **Regular Program Reviews:** All lifelong learning programs will undergo periodic comprehensive reviews (e.g., annually or biennially) by the relevant academic department and the designated oversight body. These reviews will evaluate program effectiveness, learner outcomes, market relevance, and alignment with policy objectives.
- **Data-Driven Decision Making:** Review processes will be informed by a range of data, including learner feedback, assessment results, completion rates, industry trends, and comparisons with similar offerings at peer institutions.
- **Adaptive Updates:** Based on these reviews, program content, delivery methods, assessment strategies, and promotional activities will be updated to ensure ongoing excellence and responsiveness to evolving needs.
- **Pilot Programs and Innovation:** The University will encourage the development of pilot programs for innovative learning formats or emerging topics, with a clear evaluation framework for their potential full-scale integration.

10.6 Resource Allocation and Support Services:

- **Adequate Resources:** Ensure that lifelong learning programs are supported by adequate facilities, technology infrastructure, library access (digital and physical), and administrative resources.
- **Learner Support:** Provide appropriate learner support services, which may include academic advising, technical assistance for online platforms, career guidance resources, and access to wellness services as relevant to the program.
- **Transparency and Information:** All information regarding lifelong learning programs, including objectives, content, eligibility, fees, schedule, and assessment, will be clear, accurate, and easily accessible to prospective and enrolled learners.



This comprehensive approach to quality assurance ensures that KRMU's lifelong learning offerings maintain the academic rigor and reputation associated with the University, providing meaningful and impactful educational experiences for all participants.

11. Monitoring and Review

11.1 Oversight: The Environment and Sustainability Committee (ESC), or a designated equivalent body, shall oversee the implementation and effectiveness of this policy in collaboration with relevant academic and administrative units.

11.2 Key Performance Indicators (KPIs): Relevant KPIs will be established to monitor participation rates, learner satisfaction, program impact, and financial sustainability of lifelong learning initiatives.

11.3 Policy Review: This policy shall be reviewed biennially, or earlier if necessary, to ensure its continued relevance, effectiveness, and alignment with institutional goals and national educational policies.

12. Roles and Responsibilities

- **Vice-Chancellor:** Provides overall strategic guidance and ensures alignment with the University's vision.
- **Registrar:** Oversees policy enforcement and approves lifelong learning action plans.
- **Academic Departments/Centers:** Develop, deliver, and manage specific lifelong learning programs.
- **Admissions and Marketing:** Publicize lifelong learning opportunities and manage enrollment processes.
- **Finance Department:** Manages budgeting, fees, and financial aid for lifelong learning programs.
- **HR Department:** Facilitates lifelong learning opportunities for university employees.
- **Alumni Relations Office:** Engages alumni in lifelong learning programs.
- **IT Services:** Provides technological support for online and blended learning formats.
- **Environment and Sustainability Committee (ESC):** Monitors the overall impact and alignment with broader sustainability goals.

13. Policy Review and Amendment

This Lifelong Learning Access Policy is a dynamic document designed to evolve with the needs of learners, the University, and the broader educational landscape.



13.1 Review Cycle: This policy shall undergo a comprehensive review biennially (every two years) by the Registrar's Office, in consultation with the Environment and Sustainability Committee (ESC) or its designated successor, and other relevant stakeholders.

13.2 Triggers for Earlier Review: The policy may be reviewed and amended more frequently if necessitated by:

- Significant changes in national or international educational policies and regulations.
- Emerging trends in lifelong learning pedagogy or technology.
- Substantial feedback from learners, faculty, staff, or community partners.
- Changes in the University's strategic priorities or mission.
- Outcomes of internal or external audits related to lifelong learning provisions.

13.3 Amendment Process: Proposed amendments will be drafted by the Registrar's Office, reviewed by the designated oversight committee (e.g., ESC or a dedicated Lifelong Learning Committee), and subsequently presented to the Academic Council and the Board of Management for approval. All amendments will be officially documented and communicated to relevant parties.

14. Data Protection and Privacy

KRMU is committed to protecting the personal data and privacy of all individuals participating in its lifelong learning programs.

14.1 Compliance: All collection, processing, storage, and sharing of personal data related to lifelong learners will strictly adhere to national data protection laws, including the Information Technology Act (2000) and its subsequent amendments, and any other applicable privacy regulations.

14.2 Confidentiality: Personal information, academic records, and performance data of lifelong learners will be treated with utmost confidentiality and accessed only by authorized personnel for legitimate educational or administrative purposes.

14.3 Consent: Where required by law, explicit consent will be obtained from learners for the collection and use of their personal data, especially for purposes beyond direct program administration.

14.4 Data Security: Robust technical and organizational measures will be implemented to safeguard learner data against unauthorized access, disclosure, alteration, or destruction.

15. Communication and Dissemination

Effective communication is crucial to ensure awareness and accessibility of lifelong learning opportunities.



15.1 Policy Dissemination: This policy will be published on the official KRMU website and made available to all faculty, staff, students, and external stakeholders. Key principles and provisions will be integrated into relevant administrative and academic guidelines.

15.2 Program Promotion: Information regarding specific lifelong learning courses, workshops, and programs will be widely disseminated through:

- A dedicated section on the KRMU website.
- Social media channels and digital marketing campaigns.
- University newsletters, prospectuses, and outreach materials.
- Partnerships with industry bodies, professional organizations, and community groups.
- Targeted communications to alumni networks and current students.

15.3 Clear Information: All promotional and informational materials will clearly outline program objectives, content, duration, fees, eligibility criteria, assessment methods, and certification details to enable informed decision-making by prospective learners.

16. Monitoring and Evaluation Framework

Building upon the general monitoring in Section 11, a detailed framework ensures continuous assessment of policy and program effectiveness.

16.1 Key Performance Indicators (KPIs): Specific, measurable, achievable, relevant, and time-bound KPIs will be established for the lifelong learning portfolio. These may include:

- **Participation Rates:** Number of enrollments across various program types and learner categories (students, alumni, community).
- **Completion Rates:** Percentage of learners successfully completing programs.
- **Learner Satisfaction:** Scores from post-program surveys on content, instruction, support, and overall experience.
- **Impact on Learners:** Documented evidence of career advancement, skill application, or personal growth (e.g., through follow-up surveys, testimonials).
- **Financial Sustainability:** Revenue generated, cost-recovery ratios, and budget utilization.
- **Diversity of Participation:** Demographics of learners to ensure inclusivity objectives are met.
- **New Program Development:** Number of new programs launched in response to market demand or emerging needs.

16.2 Reporting: Regular reports (e.g., quarterly, annually) summarizing KPI performance, challenges encountered, and recommendations for improvement will be prepared by the designated



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Lifelong Learning office (or Registrar's Office) and submitted to the Registrar, the oversight committee (e.g., ESC), and eventually the Academic Council and Board of Management.

16.3 Continuous Feedback Loop: A system will be in place to ensure that findings from monitoring and evaluation directly inform program design, delivery adjustments, and policy revisions, fostering a cycle of continuous improvement.