**Compliance Report on HEC Institutional Performance Evaluation (IPE)**

**January 1-3, 2020**

**Fatima Jinnah Women University, Rawalpindi**

First Institutional Performance Evaluation (IPE) visit of Fatima Jinnah Women University was held from January 1 to January 3, 2020. University Portfolio Report (UPR) was prepared at campus level on following 11 standards of HEC and shared with HEC prior to the on-site experts’ visit:

1. Mission Statement and Goals
2. Planning & Evaluation
3. Organization and Governance
4. Integrity
5. Faculty Appointments
6. Students
7. Institutional Resources
8. Academic Programs and Curricula
9. Public Disclosure and Transparency
10. Assessment & Quality Assurance
11. Student Support Services

Activities of the University were evaluated on HEC criteria and the report from the IPE team was received by the University on August 13, 2020. The compliance to the recommendations are reported in Table form below

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| **Standards** | **HEC Findings/Recommendations** | **University Response** | **Activity/Action Plan** | **Target Date** |
| **Standard 1 : Vision and Mission** | **Vision, Mission and goals**   1. As per the provision of Act, the approval of mission and vision was not the mandate of the Academic Council, but it was approved by the Academic Council and only reported to the Syndicate. Academic council should work in line of the mandate given by the Act, as approval of vision, mission and goals of the University is ultra-wire of its scope. 2. No evidence found regarding the involvement of all stakeholders in the process of designing the vision and mission of the University. In future, when mission, vision and goals will be setting, all stakeholders i.e. Faculty, Students, experts, industry, civil society and parents should be involved in this process. 3. Process of reviewing the mission was started in 2013 but referred to Academic Council and Syndicate in 2016. The members of the Committee who initiated the process were not the part of finalizing the mission and vision. Time-line for the task completion should be well defined at the time of committee formulation. This aspect was overlooked in case of mission, vision finalization that took three years. 4. Mission and vision are not well shared with the students, Faculty, Staff and the community in effective manner. Mission, vision and goals should be displayed in the offices of Dean, HODs and senior management, it would remind them that all activities should be aligned with the vision and mission of the University. 5. Goals of the University are not very much aligned with mission and vision. 6. Mission and vision are limiting the boundaries up to Pakistan, while goals of the University are speaking on internationalization. Mission and vision may be revisited and add the scope of internationalization. | 1. The FJWU Vision, Mission and Goals reflect the teaching, research and learning environment which relate to academics. Therefore, they were presented in the Academic Council before getting approval from the Syndicate.  2. In light of the HEC observation, FJWU has initiated the process of revising its vision, mission and goals. In this regard, a committee was constituted on January 14, 2020. The committee presented the revised vision and mission in Open Forum (all faculty and staff) held on January 24, 2020 and input from all stakeholders was taken. ORIC finalized the vision and mission and circulated to all concerned for final review before sending it to the syndicate for approval.  3. The finding is complied with. The committee for formulating/revising vision, mission and goals of FJWU has been reconstituted in January 2020.  4. University’s vision and mission are stated in prospectus and annual report. Both documents are displayed on FJWU website (accessible to all). Moreover, the vision, mission and goals are displayed on departmental notice boards, in the office of HoDs and Senior Management.  Within the premises, the central points are identified and university vision, mission, and goals are displayed on these central points.  5. The revised vision and mission are aligned with the university goals.  6. The current/revised vision and mission reflect a broader scope while addressing internationalization aspect. Moreover, it talks about research collaboration and community engagement to broad the scope of FJWU services. | FJWU revised Vision, Mission and Goals were approved by the Syndicate in its 58th meeting held on October 05, 2020. [**(Annexure I)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20I,%20Approval%20for%20vision%20mision%20goal.docx)  An email was sent to all faculty and staff members to share their comments on the revised Vision, Mission and Goals. **[(Annexure Ia)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex Ia, Dissemination of vision mission & goals with all faculty & satff members for comments.docx)**  A committee was formed to prepare goals and present in the Senior Management Committee meeting[**(Annexure Ib)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Ib,%20Presentation%20of%20Goals%20in%20SMC%20meeting.docx)  Approved vision, mission and goals have been shared with all stakeholders through email. [**(Annexure Ic)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Ic,%20sharing%20of%20vision,mission%20&%20goals%20with%20all%20stakeholders.docx)  Revised vision, mission and goals will be incorporated in the upcoming prospectus and Annual report.  Evidence for displaying of Vision, Mission and Goals is attached [**(Annexure Id)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Id,%20Minutes%20of%20SMC%20meeting%20for%20displaying%20vision,mission%20&%20goals.docx) | Oct 05, 2020  Sep 30, 2020/  September 30, 2020  Oct 29, 2020  June 2021 |
| There is no follow up or tracking system of the graduated students regarding their contribution in the society, as it is laid down in the mission of the University. There should be a system of tracking up the contribution of University alumni in the society, as it is significant component of the mission and vision of the University. | The academic departments continuously trace their alumni to pursue their contribution to society. FJWU students are contributing in national and international organizations to strengthen the women role in the society. | Contribution of students to society is attached **[(Annexure Ie)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex Ie, Details of Student's contribution in soceity.docx)** |  |
| **Standard 2: Planning and Evaluation** | In this part the infrastructure is being given emphasis but there is no provision of academic, administrative or financial evaluation of the past and likewise further planning also  do not find mentioned answered qua the relevant questions. | The systems are in place addressing all three dimensions.  Academic evaluation is conducted by following HEC’s prescribed formats and procedures For instance, course and teacher evaluations, Self-Assessment Reports and Assessment Visits of relevant degree programs are conducted. Annual Confidential Reports are also submitted to assess annual performance of faculty and staff.  Administrative evaluations are conducted through faculty satisfaction surveys, graduating student satisfaction survey and Annual Confidential Reports.  The finance and planning committee of the university is in place and its functions are clearly defined.  Financial Evaluations are regularly conducted through annual audits. Procurements are made through prescribed rules and regulations of Government of the Punjab (PPRA and PHEC). | Annual Confidential Reports (ACRs), Comprehensive Evaluation Reports (CERs), and Audit Proforma are used for the purpose.  ORIC is responsible for formulating strategic planning after consultation with the relevant stakeholders. In this regard a workshop on strategic planning was held From January 11-January 13, 2021.  **[(Annexure II)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex II, ACRs, CERs,Audit performa &evidence of future startegic planning.pdf)** |  |
|  | So far as the budget and further plans are concerned the worthy registrar apprised about the generation and increase of indigenous resources but this part also doesn’t reflect the same appropriately and clearly. | This point has been noted for future IPE visits.  Fund raising activities are carried out regularly. In this regard, Entrepreneurship Fair is organized every year which helps students and faculty to develop their entrepreneurial capacities.  Job fair and Alumni Day are also organized through fund generation activities. | To increase budget, research projects have been launched.  **[(Annexure IIa)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex IIa, Detials of research projects.docx)**  Policies for short courses and fund raising have been devised by ORIC. **(**[**Annexure IIb)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20IIb,%20ORIC%20Policy%20for%20short%20courses.docx)  Number of programs is increasing along with the number of students. [**(Annexure IIc)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20IId,%20No.%20of%20degree%20program%20&%20students%20over%20time.docx) |  |
| **Standard 3: Organization and rnance** | It reveals that the statutory committees /bodies used to meet as per the schedule but even the emergent matters are to be dealt with awaiting resolution in the scheduled meetings. | FJWU convenes Statutory Committees’ meetings as per schedule as well as on urgent requirement or whenever needed to take actions about specific agenda items. | Minutes of meetings to deal with urgent matters are attached as reference [**(Annexure III)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20III,%20Minutes%20of%20urgent%20meetings.docx) | Sep 24, 2020 |
| In the similar fashion neither any policy remained in vogue in the past have been evaluated nor laid the policy in currency and too is the case in respect of the future policy regarding academics, administrative or financial issues. There should be specific and clear notifications regarding the scope and TORs of different committees. | In the year 2020, FJWU reviewed TORs and scope of all committees. All the stakeholders were included in finalizing the TORs and the committees were duly notified.  The Constitution of Committees was presented in the 14th Academic Council held on Jan 8, 2020 under agenda item 10 (i). The Academic Council approved the constitution of committees as per need/ requirement and delegated the power to the Vice Chancellor to approve the TORs of these committees. | All policies have been revised and evaluated in consultation with faculty and staff (January 15-24, 2020). All policies have been approved by the Academic Council and Syndicate. [**(Annexure IIIa)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20IIIa,%20Exam,%20ORIC,%20COI%20&%20MS,%20Mphil%20and%20Phd%20policy.docx)  The Constitution of Committees along with approval has been attached. **[(Annexure IIIb)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex IIIb, Details of Commitees.docx)** |  |
|  | The worthy registrar has been interviewed although some plans as disclosed by him are surfacing with in the university administration but this portion and dossiers doesn’t reflect those. | Noted for future compliance. | In future, the dossier will reflect all plans in detail. |  |
|  | It is observed that Director, AS & RB has no active role in the meetings and processes of AS & RB. | Vice Chancellor is the Chair of ASRB and has the power to suggest/ recommend/amend and refer back the agenda items. Minutes of relevant AS&RB meetings are attached | Minutes where role of Chair is reflected are attached. **[(Annexure IIIc)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex IIIc, Minutes for role of chair.docx)** |  |
|  | There was no authority /person to design organogram of the university. There should be a proper mechanism for preparation and approval of university organogram at appropriate forum. | University Organogram was prepared by the Registrar’s Office and was approved by the Competent Authority on October 31, 2017. The organogram is aligned with the university act | Approval of University Organogram is attached [**(Annexure IIId)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20IIId,%20Approval%20of%20university%20organogram.docx) |  |
|  | It is found that Registrar is Secretary of all Statutory Bodies of University and could not find his power to vote but only to record minutes. | As per standard practice in all universities, the Registrar convenes the meetings and prepares agenda with minutes of meetings in accordance with rules and regulations. |  |  |
|  | Advertisement for the post of Resident Medical Officer on contract in newspaper was not found. Proper advertisement for vacant posts should appear in at least 2 to 3 National Newspapers and at University Website | Advertisement for the post of Resident Medical Officer was given in newspapers (Roznana Nawa e Waqt) on October 11, 2018 with last date of application submission on November 02, 2018 and (K2) on October 10, 2018 with same last date of application submission. | Advertisement for the post of Resident Medical Officer is attached. [**(Annexure IIIe)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20IIIe,%20Advertisement%20for%20the%20post%20of%20resident%20medical%20officer.docx) |  |
|  | Proper record regarding action taken under subsection (3) to be submitted to Pro Chancellor and member of Syndicate is not found in case of Anum Tahir appointed on October 21, 2016 and was reported to Pro-Chancellor on 5th October, 2016 i. e., 15 days earlier/prior to use of Emergency Power. Actions taken under sub section (3) should be communicated to members of syndicate along with Pro-Chancellor | The case of Ms Anum Tahir was dealt with as follows as per emergency powers:  The date of joining of Ms Anum Tahir was September 29, 2016.  Subsequently, a letter was submitted to the Pro-Chancellor on Oct 05, 2015.  Notification of Ms. Anum Tahir was delivered on October 21, 2016.  The complete record of above mentioned documents is maintained in the Registrar’s office. | Details of the case are attached. [**(Annexure IIIf)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20IIIf,%20joining%20reports%20&%20other%20documents.docx) |  |
|  | Proper record of correspondence is not available regarding conflict of interest. Proper record should be maintained regarding conflict of interest and their solutions. | To date, no case of conflict of interest has been reported.  FJWU has a Conflict of Interest (COI) policy duly approved by the Academic Council and Syndicate. | The university has a Conflict of Interest policy approved by the Syndicate.  [**(Annexure IIIg)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20IIIg,%20Old%20conflict%20of%20interest%20policy.docx)The revised and updated COI policy was also approved in the 16th Academic Council meeting held on January 18, 2021. [**(Annexure IIIh)**](file:///D:\IPE\Annexure_X%20(Add%20for%20Resident%20Medical%20Officer).PNG) | Jan 2021 |
| **Standards 6: Students** | There is no facility for online admissions in the university. University should start on-line admissions to facilitate students. | Online admission module of Campus Management System has been completed and has been tested by the admission office. For the upcoming admissions the said module will be utilized for online admissions. | Admissions, Fall 2021 will be conducted online | Fall 2021 |
| **Standard 7: Institutional Resources** | Mechanism for best and quick utilization of allocated budget and resources was not found. | The University ensures quick and transparent utilization of all budgetary allocations by following the prescribed rules and procedures. Budgetary allocations recommended by the Finance & Planning Committee and approved by the Syndicate are strictly monitored throughout the year. All expenditures incurred under different budget heads remain within the approved allocations. If any budget head exceeds the allocated budget, the expenditures are re-appropriated as prescribed in the financial rules. To ensure transparency, each and every payment is pre-audited by the Resident Auditor of the University as per the statutory requirement.  The University strives hard to achieve the targeted income through different indigenous resources so that the expenditure projected for the financial year can be met. In case the university generates less income than projected or the Government releases fewer grants, resources are re-allocated by prioritizing the most essential and urgent expenditures. The University also takes austerity measures as and when required. | Proper utilization of allocated budget and communication of budget to relevant offices is being practiced. |  |
| **Standard 8: Academic Programs and Curricula** | There is no evaluation of performance of teachers and the planning for the Training of the Teacher (TOT) however the respected registrar disclosed a budget but the same doesn’t commensurate the need of the university for the in-house or the out-house or the international training of the teachers; same is the case with the administrative and other staff of the university.  The curriculum has also not been revised since long. To meet the challenges of this day the approach of the administration of the university should have been very dynamic and the evaluation in respect of different braches should reach to the desk of VC on fortnightly or at the maximum on monthly basis. This will raise a need to summon even emergent meetings of different committees of the university. | Evaluation of performance of teacher is a regular feature of FJWU through Quality Enhancement Cell. The course and teacher evaluations are conducted biannually with students. A comprehensive evaluation report is prepared and shared with relevant quarters (Vice Chancellor, Registrar, Deans/Faculty Advisors, Head of Departments and faculty members) to ensure the improvement in teaching.  Annual Confidential Report is also a regular feature to check the performance of teachers and staff annually.  Training of teachers is carried out regularly through various national/international workshops, trainings, conferences, and seminars. FJWU has established a Center of Excellence (COE) under the flagship of ORIC. COE organized a training need analysis workshop in order to assess the types and needs to training required for different departments and faculties.  It is important to mention here that all faculty and staff members get equal opportunities as per subject and expertise for availing these opportunities through proper channel.  Newly inducted faculty members attended faculty orientation training Phase I from October 12-16, 2020 organized by Punjab Higher Education commission (PHEC).  Nominations of faculty members have also been sent for 2nd phase of trainings of conducted by PHEC  FJWU administrative staff members attended the online training organized by PHEC from December 28-29, 2020. | As required by Quality Assurance Agency, HEC the evaluation of teachers and courses are conducted regularly at the prescribed proforma of HEC. Comprehensive Evaluation Reports (CER) of teachers’ performance along with ACRs for faculty are attached. [**(Annexure IV)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20IV,CERs%20of%20teachers.docx)  List of workshops arranged for faculty and staff by the Center for Excellence is attached**. [(Annexure IVa)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex IVa, list of workshops & conferences planned foe faculty and staff.docx)**  Departments plan training of teachers regularly. List of planned trainings is attached. [**(Annexure IVb)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20IVb,%20Planned%20trainings.pdf)    BoS meetings are conducted regularly to review and improve curricula. List of Frequency of BoS meetings is attached. [**(Annexure IVc**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20IVc,%20Frequency%20of%20BOS%20meeting.docx)**)**  Nomination of faculty and staff along with the strategic planning workshop details are attached. [**(Annexure IVd)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20IVd,%20Email%20to%20PHEC%20&%20AWB%20startegic%20planning.docx) | CER, Spring 2020  Nov 2020-Feb 2021  Dec 2020-June 2021 |
|  | Apart from academics the university is lagging behind in commencing short courses, summer camps and cultural activities which the women of this part of the country necessary need to update themselves and for those activities no planning has been set at motion. It is observed that the culture of introduction of sports and book reading has not been part of any planning which is ancillary and akin to the mental and physical health of the women. The planning should be such to encompass the academic, mental and physical growth of the students. Remainder part of this standard is found near to book however it is expected that the approach of the university should be dynamic in putting the women of this country alongside the international standard of education and sports with technical and technological awareness. | The university has a system of organizing and conducting co-curricular and extra-curricular activities and participation is mandatory for all departments and societies actively. Proper documentation of such activities will be ensured. | Multiple activities are conducted by the cultural society of FJWU. List of activities is attached [**(Annexure V)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20V,%20Cultural%20activities.docx)  FJWU has been conducting sports related activities since 1998. Faculty, staff and students avail the facilities of indoor sports and outdoor sports. Students have also participated in National and International level contests. List of sports facilities, competitions and achievements is attached **[(Annexure Va)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex Va, Sports Facilities.docx)**  Library activities like book reading, mobile library, book fairs are regularly held. [**(Annexure Vb)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Vb,%20Library%20activities.pdf)  Book review during the semester has been initiated to nurture the book reading culture. Evidence of book reading culture is attached. [**(Annexure Vc)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Vc,%20Evidence%20of%20book%20reading%20culture.docx) |  |
|  | BOF is not existing, while it is the statutory requirement by Act. Programs and courses are designed without fulfilling the provision of the act by missing the BOF. BOF should be created at the earliest and all curricula should be presented to BOF. | The Board of Faculties (BoF) have been formulated for following all faculties at FJWU.   * Faculty of Science & Technology * Faculty of Law, Commerce, Management & Administrative Sciences * Faculties of Arts and Social Sciences, Education, Islamic & Oriental Learning | The Board of Faculties (BoF) have been constituted and approved by Academic Council in its 15th meeting held on June 17, 2020 and by the Syndicate in its 56th meeting held on June 26, 2020. [**(Annexure Vd)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Vd,%20Approval%20of%20BOF.docx)  The minutes of first meeting of BOF have been attached for reference  [**(Annexure Ve)**](file:///D:\IPE\BOF.docx) |  |
|  | In the curricula, ILO (Intended learning outcome) and ALO (Actual learning outcome) are not mentioned. ILOs Vs. ALOs, should be clearly defined. | Training on Outcome Based Learning was conducted in September, 2020 to equip faculty members with the skills to identify and align the ILOs and ALOs in their course outlines and conduct classes accordingly. | Updated course outlines with ILO and ALO are attached. [**(Annexure Vf)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Vf,%20Course%20outline%20of%20ILO%20and%20ALO.docx) |  |
|  | Levels of learning outcome on Bloom’s Taxonomy are not defined in the curricula. Curricula should be developed on Bloom’s Taxonomy. | The curriculum of the Departments of Computer Science, Software Engineering and Electronic Engineering, is developed on Bloom’s Taxonomy. The remaining departments have been instructed Course Learning Outcomes (CLOs) are defined for all the courses with appropriate Learning-Levels and their mapping is done with the relevant Program Learning Outcomes. | Scheme of Studies of Departments practicing Bloom’s Taxonomy are attached. Levels of learning outcome on Bloom’s Taxonomy will be incorporated in the curricula for remaining departments.  [**(Annexure Vg)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Vg,%20Practicing%20of%20Bloom's%20Taxonomy.docx) |  |
|  | Teaching methodologies are not stated in the curricula. There should be variety of teaching methodologies and it should be the component of the curricula. | This is already complied as revised outlines include teaching methodologies. | Teaching methodologies are incorporated in outlines.  **[(Annexure Vh)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex Vh, Outlines of teaching & assessment methodologies.docx)** |  |
|  | Assessment methods are not well defined, as formative assessment is the sole of semester system. Assessment methods should be defined clearly and curricula should reflect the capitulatory, recaptulatory questions and sample questions should be stated in the course file | This finding is complied with by reviewing and revising the course outlines.  The revised course outlines contain module wise formative assessment methods and learning outcomes.  Course files are maintained at departmental level and include sample question papers. | Assessment methods are clearly defined in course outlines.  **[(Annexure Vh)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex Vh, Outlines of teaching & assessment methodologies.docx)** |  |
|  | Alumni survey are not conducted with reference to the curricula review. Alumni survey should be used for review /revision of curricula. | Focus group discussions are organized by the Placement Office to get feedback about the curriculum. The feedback from alumni is also taken by QEC at the annual alumni dinner and Comprehensive Evaluation Report (CER) is also prepared in this regard.  In future, feedback from Alumni will be shared with the academic departments to take necessary actions where appropriate.  Some departments have alumni as co-opted members in their BOS which ensures contribution/feedback of Alumni in the Curricula. | Detail of Focus Group Discussions and thematic analysis along with CER of Alumni survey are attached [**(Annexure Vi)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Vi,%20Focus%20Group%20Discussion%20&%20CER%20Alumni%20survey.docx)  BOS constitution of B. Administration **[(Annexure Vii)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex Vii,BOS constitution of B. Administration.docx)** |  |
|  | Employer’s survey are not used for the purpose of review of curricula. Curricula advancement and review should also incorporate the feedback obtained through employers’ survey. | Noted for future compliance. |  |  |
|  | There is no proper system allocation of courses to the faculty on the basis their interest and specialization. It seems courses are allocated on the sweet will of HOD’s. There should be a mechanism of courses allocation to faculty on the basis their area of specialization and interest. | The University has a mechanism whereby best decisions are undertaken keeping in view the primary aim of students’ best interest. In case there is a gap in in-house faculty, visiting faculty is engaged on semester basis. | Minutes for course allocation meetings held at departmental level are attached. [**(Annexure Vj)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Vj,%20Minutes%20for%20courses%20allocation.pdf) |  |
|  | In the similar manner there is no planning seen around for national and international exchange programs of the students. | There are multiple student exchange programs in which FJWU has actively participated. The details of previous, ongoing, and upcoming student exchange program are attached for reference. | Detail of students’ exchange programs is attached.  [**(Annexure Vk)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Vk,%20Exchange%20programs%20of%20students.docx) |  |
|  | Since the university is anchored for women so the planning should be seeing to upgrade and equip them with technical education as well. | ORIC is proactively engaged in organizing such activities. Following High-Tech courses in collaboration with NAVTTC are being offered at FJWU.   * Artificial Intelligence (Robotics) * Machine Learning/Deep Learning (Robotics) * IoT System Development & Applications * Data Mining   The registration in such courses is open to all students of Pakistan. Many FJWU alumni are also registered in these courses. | List of High-Tech education courses is attached. [**(Annexure VL)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\annex%20VL,%20List%20of%20technical%20education%20courses.docx) |  |
|  | Adoption of HEC curricula is not notified/certified by BOS and academic council in so many cases. Adoption of HEC curricula should be approved by BOF/ BOS and should be referred to the Academic council for approval. | The courses taught at FJWU are fully aligned with HEC curricula. This is not explicitly stated on approved curricula. This has been noted for future compliance and all concerns are notified.  The meetings of Board of Studies held after November 2020, include this as agenda item. | Minutes of BOS meetings are attached.  **[(Annexure Vm)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex Vm,Minutes of BOS meetings.docx)** |  |
|  | Research student’s progress review forms are available but not being followed in true spirit. | Noted for future compliance. In future, follow up and implementation of Research Progress Review Forms will be ensured | Follow up and implementation of Research Progress Review Forms will be ensured |  |
|  | Student complaint regarding non-availability of WI-FI in the hostel area, it effects their research efficiency. As students are paying Rupees 1000 Wi-Fi charges per semester, Wi-Fi facility should be extended to the hostel for the research students. | Full time WI-FI facility is already available/provided to FJWU students in the hostel. | VPN number is available on website and students get registration for Wi-Fi. Wifi is available in common areas to encourage research activities. |  |
|  | Students showed their concern regarding non-availability of multi-media for their power point presentations and where multimedia is available that is out of order, it demotivates students when they are unable to present their projects after having a lot of efforts on making power point presentations. Multi-media maintenance should be ensure on regular basis for addressing the concern of students and faculty. | Multimedia have been installed in most classrooms and are also functional. | Complete status of available and functional multimedia is attached. [**(Annexure Vn)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Vn,%20Status%20of%20functional%20Multimedia.docx) |  |
|  | Usage of the library and the digital books/journals is very much marginal, because reading of books culture is not cultivated. For inculcating and promoting library culture, faculty should take initiative to recommend books to the students and assign them to write review of at least one book/articles in the semester. Similarly, University Management may make mandatory reading of few books in a semester and monthly summary of issuance of books from library may be submitted to Deans/VC. | The university has initiated the process of developing a reading culture by introducing certain practices.  Teachers are asked to conduct sessions/assignments focused on reading books in library.  There are book clubs that the following activities:  A title of the book is given to a group of students for reading and then a student from amongst the group presents her findings of book.  In order to promote book reading, book trolley presentation titled “Reach Them Teach Them” is being practiced regularly. | HEC library access and VPN is provided to students.  Book review in semester for students has been initiated to nurture the book reading culture. Evidence of book reading culture is attached. [**(Annexure Vo)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Vo,%20Details%20of%20book%20reading%20culture%20at%20departmental%20level.pdf)  Book reading culture developed by library is attached. [**(Annexure Vp)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20Vp,%20Book%20reading%20culture%20develop%20by%20Library.docx) |  |
|  | It is observed that no one window operation is available in the University. University should establish and operate one window operation for students and faculty facilitation. | There is a central reception to handle all students’ concerns from where they are routed to concerned departments. |  |  |
|  | No proper feedback system and actions taken on feedback were found. There should be proper record of feedback and actions taken system. | The university has a process shared and reproduced below. HODs/in-charges have been informed to incorporate feedback received through the following and to report to QEC every semester:  Students provide their feedback through various Proforma shared by HEC i. e.   * Course Evaluation from * Teacher Evaluation Form * Graduating students’ survey * Research progress review form * Alumni surveys   Similarly faculty members provide their feedback through   * Faculty Satisfaction Survey * Course Review Proforma   Comprehensive reports based upon above mentioned Proforma are being prepared by QEC and shared with all concerned officers for necessary action taken |  |  |
| **Standard 09: Public Disclosure and Transparency** | Academic Calendar has not been found in proper shape and therefore not displayed. Proper academic calendar with all academic activities should be developed and be available on website. | The Academic Calendar has been designed and is displayed on the University website | Academic Calendar is attached  **[(Annexure VI)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex VI, Academic Calendar.docx)** |  |
| **Standard 10: Assessment & Quality Assurance** | SARs are prepared for 56 programs, but rectification plan on findings of SAR are not available. Only few rectification plans are shown, but some of them are even incomplete. The evidences of rectification are not presented. Corrective actions should be taken as per implementation plan and proper evidence be maintained at QEC. | Rectification plans of all degree programs are available and were placed in the Syndicate room during the visit. Proper record of SARs and rectification plans are maintained at QEC. | Rectification plans of all degree programs are attached. [**(Annexure VII)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20VII,%20Rectification%20plans%20for%20all%20degree%20programs.docx) |  |
| Accreditation of programs is part and parcel of the quality assurance system. Software Engineering is accredited for one year, Batch 2015. Similarly, there are other programs like CS & BBA, they should be accredited on priority basis. Accreditation of programs that come under the purview of different councils should be undertaken on priority basis. Only those programs shall be started for which the university has full preparation as for example the department of law and engineering were set in motion without accreditation | The administration is cognizant of this and is strictly following up with all accreditation bodies. | Degree Programs of Computer Science, Electronic Engineering and Software Engineering are accredited. [**(Annexure VIIa)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20VIIa,%20Accreditation%20of%20degree%20programs.docx) |  |
| Graduate assessment survey contains serious observation from the graduates, but no evidence about redressal of these issues was presented. | Noted for future compliance. | QEC will ensure this in upcoming phase of Self-Assessment. |  |
| **Standard 11: Student Support Services** | Could not find separate budget allocation and expenditure for counseling and placement offices. There should be separate budget allocation and expenditure for University Counseling and placement or Career Development Center. | FJWU Placement Office and Career Counseling Center come under ORIC and hence activity budget is taken from ORIC. | Notification of Placement Office as part of ORIC is attached. [**(Annexure VIII)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20VIII,%20Notification%20for%20placement%20office.docx) |  |
| The university is not arranging orientation for new admitted students regarding facilities and infrastructure. There should be orientation session on every new admission. | Proper orientation sessions are being organized at the start of the new semester in which students are provided with information related to facilities and infrastructure at the university. The rules and culture of the institution are introduced to them. | Details of orientation sessions are attached. **[(Annexure VIIIa)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex VIIIa, Details of Orientation Session.docx)** |  |
|  | Students are interested to undertake study tours. No plan/scheme is available regarding this observation. | Study tours are arranged and students participate in different curricular and extra -curricular activities.  This observation is noted to explain fully for next IPE visit.  Despite financial constraints, this observation will be addressed as feasible. | Study tours are in place. Details of different study tours are attached. [**(Annexure IX)**](file:///E:\QEC%20Office\IPEs\2021\IPE%20Compliance%20Plan%20and%20Annexure%20for%20Syndicate\Annex%20IX,%20Details%20of%20study%20tours%20for%20students.docx) |  |
|  | It is observed that 10 degree programs are not entered in the PQR due to certain reasons. The students of those programs cannot get verification of new degree from HEC. | This observation is complied with. All 10 degree programs are entered in PQR. | Status is attached. **[(Annexure X)](E:\\QEC Office\\IPEs\\2021\\IPE Compliance Plan and Annexure for Syndicate\\Annex X, Status of Degree Program for PQR.docx)** |  |