

INSTITUTIONAL PERFORMANCE EVALUATION

2018-19

UNIVERSITY PORTFOLIO REPORT

LAHORE COLLEGE FOR WOMEN UNIVERSITY

Section # II

QUALITY ENHANCEMENT CELL

INSTITUTIONAL PERFORMANCE EVALUATION (IPE) REVIEW OF LCWU

Standard 1 (Mission, Statement and Goals)

Sr. No.	Parameters & Questions	Reply (Please attach relevant documents where necessary)
1.	<ul style="list-style-type: none"> When the University did conceive of and wrote the mission? When and who approved it? 	University conceived on 10 th September 2002 University mission was written in 2003 <div style="text-align: right;">See Annex – 1.1</div>
2.	Who was involved in the writing of the mission?	Vice Chancellor with Directors and Registrar.
3.	<ul style="list-style-type: none"> Has the mission been reviewed and renewed since the first writing and approval? If so, when and by whom? When it was last reviewed? 	<ul style="list-style-type: none"> Yes, the mission statement has been reviewed. Reviewed in 2011-2012 By Key Senior Management Committee. This was the last time that it was reviewed. (Vision 2020) <div style="text-align: right;">See Annex – 1.3</div>
4.	<ul style="list-style-type: none"> Where was the problem regarding living up to the mission? What is the university not doing that it should be doing to realize more fully its mission and goals? 	<ul style="list-style-type: none"> The university has no problem regarding living up the mission. For this very purpose LCWU team is working to achieve the goals in time in every aspect: <ol style="list-style-type: none"> Improving quality of higher education through faculty development and internationalization (QEC) Facilitating LCWU graduates to enter the workforce through career counseling, internships and job placement (CCJP) Enabling LCWU graduates to be responsible and peaceful citizens through community outreach programs. (ACP)
5.	How is it used to: a) Guide personnel decisions? b) Determine program/course offerings? c) Guide budget decisions?	Academic reforms Research and development Management plans Budget planning Infrastructure planning and resource development

6.	How well do you believe that the mission clearly defines the purposes of the university? Please explain	It's evident from the core values and from the implementation strategies which are resulting into the tangible outputs for the targets.
7.	How well do you believe the mission and goals delineate what the university intends to accomplish? Please explain	We believe well that it directly and indirectly delineates to accomplish various objectives of the university.

INSTITUTIONAL PERFORMANCE EVALUATION (IPE) REVIEW OF LCWU

Standard 2

(Planning and Evaluation)

Sr. No.	Parameters & Questions	Reply (Please attach relevant documents where necessary)
1.	<ul style="list-style-type: none">Describe your formal systems of planning and evaluation.	<p>Formal system of Planning & Evaluation:</p> <p>A. Need Analysis Universities are established to provide Higher Education to the young generation of the society so that they are able to play active role in the progress of the society and the country. The development projects are prepared to strengthen academic and administrative departments of the university by providing them Academic Buildings, teaching and research facilities including IT infrastructure, Lab equipment, books & journals, teaching software etc. for existing and new departments. Need analysis is carried out at the departmental, faculty and university levels.</p> <p>B. Preparation of the Project: Once the need for any development project arises, then information gathering process is started. In data collection process, the following points are kept in mind:</p> <ol style="list-style-type: none">Adequacy of dataRealistic cost estimatesExact estimation of benefitsCorrect assumption of availability of inputsProper implementation schedule <p>After the collection of data, Project proposal writing process is started. For this purpose, Specific desired objectives are determined. All cost estimates are prepared keeping in view desired outcomes of the project. Every Project has following two major components:</p> <ol style="list-style-type: none">Cost estimationProject description

		<p>a. Cost estimation:</p> <p>To write a good project proposal, cost estimates are determined at the first stage and description part is written at the later stage. Cost Estimates of a project are prepared with a lot of care so that these are not revised again and again and implementation is not delayed due to non-availability of adequate funds and revised sanctions of competent authority. The cost details have to be given according to the requirement of the PC-1. However, the following points are applied generally;</p> <ol style="list-style-type: none"> 1) The local and foreign exchange costs are shown separately. 2) The cost of imported items available in the local market is reflected in the local component and not in the foreign exchange component. 3) A break-down of the total cost has to be given item-wise, e.g: <ol style="list-style-type: none"> a) Land and Development b) Civil Works c) Human Resource Development d) External Linkages & Collaborations e) Machinery and Equipment f) Books & Journals g) Project Staff h) Contingency i) Consultancy, if any 4) Unit cost has to be given separately in the appropriate column of the PC-1. 5) For Civil work component, the provision for future price escalation is added in the cost as per direction of Planning Commission of Pakistan, Islamabad. This provides for 6.5% increase in the second year, 13% in the third year and 20% in the fourth year. 6) The financial phasing of the project is given for each financial year related to the physical work proposed to be undertaken. It is tried to be made as realistic as possible. 7) The scheduling of activities is interlinked with the completion period. Time calculated for the completion of the project is determined on realistic basis. <p>b. Project Description:</p> <p>Project description of the PC-1 provides information pertaining its physical feature and technical aspects. It also includes project objectives and justification. Project</p>
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		<p>description is a synopsis of the entire project and has to be written in a manner that the appraising authority is enabled to appreciate its broad aspects without having to go into minute details.</p> <p>C. Submission of the Project: Once the PC-1 is written and approved by the Vice Chancellor, it is submitted to the funding/donor agency.</p> <p>D. Appraisal of the Project: Appraisal of the Project is made by the Donor Agencies. Appraisal involves a careful checking of the basic data, assumptions and methodology used in project preparation, an in-depth review of the work plan, cost estimates and proposed financing, an assessment of the project's organizational and management aspects and finally the validity of the financial, economic and social benefits expected from the project. During the appraisal time, various meetings are arranged by Higher Education Commission, Islamabad at their Head office in Islamabad to review the project. Necessary amendments are made in the light of directions given by Planning Department, Higher Education Commission, and Islamabad. Afterwards, Project is submitted to Planning Commission of Pakistan, Islamabad by HEC, Islamabad. Technical and Financial appraisal is made by the officials of Planning Commission of Pakistan, if necessary, changes are made accordingly, in line of economic policy of the country. Once the project is found technically sound, financially and economically viable and socially desirable then the project is approved.</p> <p>E. Approval of the project When the project is approved by the competent forum then administrative approval of the project is issued mentioning all cost estimates including foreign exchange component and total time period for complete execution of the project.</p> <p>F. Submission of Cash Plan, Work and Activity Plan After the approval of the Project, Cash Plan and Activity plan is submitted to the funding agency keeping in view PSDP allocation of the project for that particular financial year. Similarly, Project profiles, Cash Plans and Activity Plans of all other on-going projects, duly signed by the Principal Accounting Officer, are submitted to Higher Education</p>
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	<p>Commission, Islamabad in accordance with the PSDP allocations of the projects in the beginning of every financial year. After vetting them, HEC submits further these documents to Planning Commission of Pakistan, Islamabad for final approval.</p> <p>G. Surveys and Feasibility Study (PC-II) PC-II is required for conducting surveys and feasibility studies, in respect of larger projects, intended to get full justification for undertaking the project before large resources are tied up with them. These feasibility studies are conducted in case of establishment of new campuses and at the time of launching of very unique courses.</p> <p>H. Monthly and Quarterly Reports (PC-III) Monthly and quarterly reports, consisting of financial and physical progress of all ongoing projects, are submitted to the funding agency i.e. Higher Education Commission, Islamabad and Planning Commission of Pakistan, Islamabad.</p> <p>I. Project Completion Report (PC-IV) The project is considered complete or closed when all the funds are utilized and objectives are achieved. At this stage, project has to be closed formally and reports to be prepared on its overall level of success, on a proforma PC-IV. Finally, PC-IV is submitted to Higher Education Commission, Islamabad.</p> <p>J. Annual Operation and Maintenance Report (PC-V) After the closure of the project annual operation and maintenance report are submitted to Higher Education Commission, Islamabad over a period of five years on prescribed proforma of PC-V.</p>
<ul style="list-style-type: none"> What committees are there with what composition? 	<p>List of Committees is as follows:</p> <ul style="list-style-type: none"> a. Sub-Committees to implement the HEC funded project “Essential Infrastructure for Lahore College for Women Lahore (LCWU), Lahore, Jhang Campus” (copy enclosed) b. Sub-Committees to implement the HEC funded project “Strengthening of Faculties of LCWU, Lahore” (copy enclosed)

		<p>c. Supervising Committee of HEC funded Projects (Copy enclosed)</p> <p>d. Negotiation Committee for the project Essential Infrastructure for Lahore College for Women Lahore (LCWU), Lahore, Jhang Campus” (copy enclosed)</p> <p>e. To evaluate the documents of Consultant firms for the project “Essential Infrastructure for Lahore College for Women Lahore (LCWU), Lahore, Jhang Campus” (copy enclosed)</p> <p>f. Technical Committee for evaluation of technical proposal quotations of software under HEC funded project “Strengthening of Faculties of LCWU, Lahore” (copy enclosed)</p> <p>g. Technical Committee for purchase of equipment items under HEC funded project “Strengthening of Faculties of LCWU, Lahore” (copy enclosed)</p> <p>h. Consultant Selection Committee for LCWU Projects (copy enclosed)</p> <p>i. University Scholarship Management Committee to monitor & evaluate faculty development programme through HEC funded project (copy enclosed)</p> <p>j. Committee to monitor the development of Jhang Campus including HEC, Govt. of Punjab, University and other funded projects (copy enclosed)</p> <p>In addition to all above, there are Technical Committee, Works Committee and Campus Committee to evaluate and finalize the different aspects of civil work component of the projects.</p> <p style="text-align: right;">See Annex -2.1</p>
	<ul style="list-style-type: none"> How often do they meet? 	<p>The meetings of these sub-committees are called by the chairperson on need basis for smooth execution of the projects whenever any issue arises to make ensure the completion of the projects within stipulated period.</p>
	<ul style="list-style-type: none"> What is the timeline for the plan? 	<p>Time line for the plan is given keeping in view the quantifiable targets of the project. For this purpose, physical and financial plans of the project are also enclosed with the PC-I.</p>

2.	What other planning documents do you have? A development plan for facilities? A financial plan? Please describe for each of these documents the process by which they are generated and reviewed. Please provide copies of last three-year plan.	See Annex -2.2
3.	<ul style="list-style-type: none"> How are the plans incorporated into the budget? 	The plans are incorporated in the proposed budget in line of the approved physical and financial scope of the project for that financial year. However, these plans are restricted to the funds allocated by Planning Commission of Pakistan, Islamabad in the budget of that particular financial year.
	<ul style="list-style-type: none"> Please provide copies of the current draft budget and approved budget of last year. 	The copy of budgetary plan for the next financial year i.e. 2019-20 and approved cash plan of the last year is enclosed herewith. See Annex-2.3
4.	When are the plans evaluated and updated? How	The plans are evaluated and updated on regular basis and when HEC demand for Submission of new project proposals.
5.	<ul style="list-style-type: none"> Is there a campus Master Plan? 	Master plans of LCWU campus are available. See Annex-2.5
	<ul style="list-style-type: none"> How often is it updated? 	After 5 Years
	<ul style="list-style-type: none"> Please provide a copy of the campus master plan. 	Copies of master plan is enclosed See Annex-2.5
6.	Please list PC-I/PC1-IV for prepared, executed and completed in last three years	See Annex-2.6
7.	<ul style="list-style-type: none"> Are there any other plans? If so, please provide copies along with the dates when these plans are updated as well as by whom. Please give the name of the body that gives the final approval. 	List Attached See Annex-2.7
8.	For committees involved in the planning process, please provide the lists of members, the agendas and the minutes of the meetings in last three years.	There are Technical Committee, Works Committee and Campus Committee, the relevant detail will be provided by Project Director Office
9.	Please provide any other documents related to the planning processes.	Refer to Question #1 of standard 2

INSTITUTIONAL PERFORMANCE EVALUATION (IPE) REVIEW OF LCWU

Standard 3 (Organization and Governance)

Sr. No.	Parameters & Questions	Reply (Please attach relevant documents where necessary)
1.	<ul style="list-style-type: none"> Provide a report with the names of offices responsible and the systems used for meetings of the senate; the syndicate; the Board of Governors. For each, please describe how, to whom and when the minutes are circulated. What are the SOPs of compliance for the minutes of each of the bodies and what is the name of the responsible office for each of body? 	<ul style="list-style-type: none"> Registrar office is responsible for the meetings of the senate; the syndicate; or Board of Governors. During the meeting the registrar office write down the proceedings of the concerned meeting with agendas discussed and action taken. After that registrar office liaison with the vice chancellor and finalizes the meetings' minutes and subsequently circulates the same to all members of that body for consideration and final approval or for any amendments within seven days. Registrar office is mainly responsible for all bodies this is the practice LCWU is following. There are no such approved SOP for compilation of the minutes of the meetings.
2.	If you are private not-for-profit or proprietary university, please describe in detail your governance system-the various committees, councils, etc. and provide TORs of each.	Confidential will be provided on demand. <div style="text-align: right;">See Annex-REG</div>
3.	Please provide details of emergency powers used by head of institution/vice chancellor in last three years. Please list the cases in which the emergency powers were used. Provide the letter/notifications regarding the use of emergency powers & the SOPs for the use of the powers <ul style="list-style-type: none"> Any other documents which recorded the use of the emergency powers and the names of the committees/bodies regarding which emergency power was exercised in three years. 	The Vice Chancellor, under section 13 (3) of the Lahore College for women University Ordinance 2002(Amendment Act 2012) and in anticipation of the approval by the Syndicate, may use emergency Powers. <i>The detail of cases will be provided by the Registrar office on day of visit to the review panel.</i> <div style="text-align: right;">See Annex-REG</div>
4.	<ul style="list-style-type: none"> Who reports directly to the Vice Chancellor? 	Key Senior Management Committee, Deans, Directors, Controller of Examination & Treasurer. (Organizational Chart) <div style="text-align: right;">See Annex -3.4</div>
	<ul style="list-style-type: none"> How often do they meet as a group? 	Once a month
	<ul style="list-style-type: none"> Are there minutes of those meetings? 	Yes

5.	Discuss your process for avoiding conflict of interest at the level of each statutory body.	Yet no process is existing.
6.	In what ways would the functioning of Syndicate and Senate be in line or not in line with the Federal/Provincial University ordinance? Please be specific	LCWU is an autonomous body, the function of Syndicate is in line with Federal/Provincial University ordinance to some extent. See Annex- REG
7.	Please provide the dates of meeting and dates of distribution of minutes of the meetings for the last three years: Board of Governors, Senate, Syndicate, Finance and Planning, Senior Management Team, Selection Committee and other such statutory bodies that might appear in your charter/Act/Ordinance.	The details will be provided by the Registrar office on the day of visit to the review panel. See Annex-REG

INSTITUTIONAL PERFORMANCE EVALUATION (IPE) REVIEW OF LCWU

Standard 4 (Integrity)

Sr. No.	Parameters & Questions	Reply (Please attach relevant documents where necessary)
1.	<ul style="list-style-type: none"> Is there a grievance committee for faculty/ Students/ administrative staff? Please provide copies of each along with the approvals. 	Faculty Grievance Committee Notification <div style="text-align: right;">See Annex-4.1</div>
2.	Describe your system for monitoring ethical standards in research/scholarly work.	The worthy Vice Chancellor has constituted the Ethical Committee & Publication Ethics to take care of Ethical issues regarding research of University. <div style="text-align: right;">See Annex – 4.2 Governance Book LCWU pg-115-117</div>
3.	Please provide the details for implementation of HEC’s Plagiarism Policy. Discuss what you are doing to combat / eliminate plagiarism.	Notification of Plagiarism Standing Committee SOPs Turnitin <div style="text-align: right;">See Annex4.3 Governance Book LCWU pg-152-160</div>
4.	What is your policy regarding intellectual rights?	Policy regarding intellectual right is attached (Yet to be approved) <div style="text-align: right;">See Annex4.4</div>
5.	<ul style="list-style-type: none"> Do you have a written policy concerning conflict of interest? If so, who or what statutory bodies are covered by the policy? Please describe the mechanisms to safeguard against conflict of interest? 	No written policy concerning conflict of interest, whereas to have less conflict of interest, pre-meetings are done before the actual meetings of the statutory bodies.
6.	Please write a statement describing how you insure fairness for all individuals in your policies and procedures. What mechanisms do you use? Give specific examples.	To ensure fairness for all individuals in policies and procedures, the University management make sure to adopt all the SOPs mentioned in University Statutes and adopt all guidelines of HEC. To address any grievances related to policies and procedure University has made grievances committees for students and faculty.

INSTITUTIONAL PERFORMANCE EVALUATION (IPE) REVIEW OF LCWU

Standard 5 (Faculty)

Sr. No.	Parameters & Questions	Reply (Please attach relevant documents where necessary)
	Faculty Appointments:	
1.	<ul style="list-style-type: none"> Describe how you have implemented the appointment criteria of HEC? If not, what were the obstacles to do so? 	<p>The minimum qualification and experience for appointment of Faculty is as per laid down in criteria devised by HEC whereas for non-teaching appointments is as laid down in the Service Statutes of LCWU which is approved by the Chancellor.</p> <p>See: <u>HEC/Eligibility Condition for Appointment of Faculty of HEIs</u></p> <p style="text-align: right;">See Annex- 5.1</p>
2.	Please describe the faculty selection process.	<p>Procedure of appointments. –(1) The competent authority may appoint a person on a post of the University by initial recruitment, contract, promotion, transfer or deputation, with or without deputation allowance, from the Government or any other body or authority.</p> <p>(2) If a post is required to be filled through initial recruitment, the Vice Chancellor shall cause publication of an advertisement in at least two national dailies and on the website of the University stating the name of post, number of vacancies, scale of pay, minimum qualifications and the last date for the receipt of an application for the post.</p> <p>(3) The Selection Board or the Selection Committee shall consider the application of an eligible candidate and may recommend to the appointing authority the name of a suitable candidate for appointment to a post.</p> <p>(4) The Selection Board or the Selection Committee may conduct interview or written test and interview in order to determine suitability of a candidate for appointment to a post.</p> <p style="text-align: right;">See Annex- 5.2</p>
3.	A copy of the criteria that the University follows for faculty appointments along with notification of approval from concerned statutory body.	<p>HEC guidelines are being implemented for appointment of the faculty.</p> <p>See: <u>HEC/Eligibility Condition for Appointment of Faculty of HEIs</u></p>

4	Provide copies of the advertisements for faculty positions published in last three years for both print and electronic media	See Annex-5.4
	Faculty Evaluation and Development:	
5.	Teaching – Evaluation and Improvement:	Teacher evaluation is conducted according to the prescribed criteria of HEC. See Annex – 5.5
	• What are the criteria used for evaluating teaching?	
	• Where are they written?	In self- assessment manual of HEC standard 5.3 & 5.4.
	• How often are they revised?	Evaluation forms are publicly available and are revised as per the requirements. (quarterly, biannually, annually)
	• Who does the evaluation?	QEC in coordination with respective Deans/ Directors and CODs.
6.	• Are there classroom observations?	Yes, classroom observations are conducted by Institute of Education, LCWU. For this purpose, classroom observation form is used. The observation reports of classroom are documented and then used for betterment of the concerned faculty. See Annex – 5.6
	• If so, please provide several written reports from several departments concerning the observations?	
	• How many departments use classroom observation for evaluation and teacher improvement?	
7.	• Do students evaluate each course?	• Student Course Evaluation proforma is used to evaluate each course. See Annex – 5.7
	• How are the evaluations written?	• Student Course Evaluation proforma is available as prescribed by the HEC and reviewed and updated time to time.
	• Who collects them?	• Quality Enhancement Cell
	• Who meets with the faculty member to review them?	• CODs meets the faculty members.
	• Are they used to evaluate the faculty member and used in promotion, tenure and merit pay?	• Evaluation of faculty members is used for future improvement. This is not used for promotions; tenure track & merit pay.
	• Do you use the QEC form?	• Yes
	• What other means does the University use to evaluate and improve teaching?	• No other parameters
8.	• Is the faculty given training in writing a syllabus?	• In some departments See Annex –5.8
	• Does the administration require a syllabus for each course?	See Annex -5.8
	• Where are the syllabi kept?	See Annex -5.8
	• How often are they reviewed and updated?	See Annex -5.8

20.	<ul style="list-style-type: none"> How are faculty salaries and benefits set? <ol style="list-style-type: none"> Who sets them? Who approves them? Provide any data you have that shows comparable salaries and benefits at other institutions that you believe compete with you. Does the University give merit pay? If so, please describe the process. 	<p>Faculty salaries and benefits are set according to the rules of the Government of the Punjab & the final approving authority is the University Syndicate.</p> <p style="text-align: right;">See Annex- Treasurer Governance Book LCWU pg #40</p>
	Personnel Files:	
21.	<ul style="list-style-type: none"> Who keeps the faculty personnel files? Who has access to them? What is contained in the files? 	<ul style="list-style-type: none"> Registrar office is the custodian of the personal files and these files contain complete employment records along with the copies of the academic records. Professor files are kept in VC office Only the concerned dealing employees can access these files only at the time of need as per requirement. <p style="text-align: right;">See Annex-REG</p>
	<ul style="list-style-type: none"> Please provide the personal files of all faculty members 	<ul style="list-style-type: none"> <i>Confidential</i>- will be provided on demand during visit.
	Faculty Satisfaction:	
22.	<ul style="list-style-type: none"> What is the system you use to assess faculty satisfaction? Please provide copies of the most recent surveys that have been summarized? What office(s) hold the responsibility for assessing faculty satisfaction? Do you use the QEC forms? 	<ul style="list-style-type: none"> Faculty satisfaction survey by QEC and face to face meetings with HODs, Deans and Vice Chancellor Online Survey form/Report attached QEC with the approval of the worthy Vice Chancellor <p style="text-align: right;">See Annex-5.22</p>
	Any related documents and role of QEC:	
23.	Please provide anything you feel would advance your understanding and the Review Panel understands related to faculty. In particular, please address and provide evidence for any other ways QEC is of help.	<p>QEC wishes to mention that LCWU as a university is a lot different from other universities. Its key features are:</p> <ul style="list-style-type: none"> It is a women university in fact the largest as a women university in Pakistan. Majority of its employees are women and hence a difference of traditions and culture should be expected. Moreover, majority of our faculty members are permanent employees of the university and they completed their doctorates during their service. Naturally they joined LCWU after the completion of their doctoral degrees. This leads to a situation where we find majority of our faculty members graduates of the

		<p>same university, which is naturally a bit queer, but the grounds of this fact are unavoidable.</p> <ul style="list-style-type: none">• The university just started its function as a university in 2002 so it has got very little time for establishing its structures consequently some policies and structures are under process of final approval.

INSTITUTIONAL PERFORMANCE EVALUATION (IPE) REVIEW OF LCWU

Standard 6 (Students)

Sr. No.	Parameters & Questions	Reply (Please attach relevant documents where necessary)
1.	Who developed the admissions policies?	Admission policies are i. Developed by Registrar ii. Recommended by Academic Council as per University requirements iii. Finally approved by the Syndicate. http://lcwu.edu.pk/attachments/article/1499/Final%20Admission%20Policy%202017.pdf See-Annex-6.1
2.	<ul style="list-style-type: none"> How often are admissions policies reviewed /revised? By whom? 	<ul style="list-style-type: none"> The admission policy is reviewed and revised annually; however, it can be revised as per requirements or as per advised by Govt. of Punjab. The policies are reviewed and revised by Academic Council and then finally approved by the Syndicate.
3.	Is there a Student Guideline prepared by the university?	Yes, student guidelines are prepared by the Controller Examination The guidelines are available in university prospectus and available on university website. <ul style="list-style-type: none"> Student Handbook Prospectus http://lcwu.edu.pk/attachments/article/1499/Final%20Admission%20Policy%202017.pdf Student Handbook See-Annex- CE
4.	How often the students Guidelines are reviewed/updated?	Student Guidelines are reviewed / updated annually.
5.	How and where are admissions policies published and for whom?	The admission policies are published in prospectus each year during admissions and updated on university website accordingly. This information is easily and widely available for students and for all other stake holders. http://lcwu.edu.pk/attachments/article/1499/Final%20Admission%20Policy%202017.pdf

6.	How does the general public find out about admission policies?	The admissions at all undergraduate and post graduate level is advertised in all leading national newspapers twice or thrice. The students can also get information about our admissions from our official website and from our official face book page. The banners and flexes are also displayed within and outside university premises to create awareness about our admissions. Electronic media is also used for this. http://lcwu.edu.pk/
7.	What percentage of courses listed in the university prospectus/catalogue are offered each year?	All are offered as per Scheme of Study dually approved by the relevant BOS, Academic Council and the Syndicate. See Annex- REG
8.	Where can one find information regarding recognition of the university and accreditation status of the individual programs?	It can be checked from <ul style="list-style-type: none"> • Websites of HEC • At Accreditation Council website • QEC Weblink http://lcwu.edu.pk/index.php/accreditation.html
9.	<ul style="list-style-type: none"> • What is the credit transfer policy of the university? • How many students are transferred to this institution and how many are transferred from this university in last three years? 	Governance Book LCWU PG 199 See Annex -6.9
10.	Please provide report of dropout of the student's program wise, department wise and semester wise.	Not available
11.	What problem students encounter in registering of course that they need for graduation.	LCWU register students for a degree programme, the students don't need to register themselves for each course. See Annex -CE
12.	<ul style="list-style-type: none"> • For each department/program: within what time frame are marked assignments/examination papers shared with students? What percentages of marked assignments are given back to the students? 	The assignments and the test are marked within week. Yes, the marked assignments are shown to the students. answer scripts are marked from four days to a week's time depending upon the number of scripts. See Annex -CE
13.	Please provide a list of examination result for the last two years.	See Annex -CE See Annex – 6.13
14.	What is the policy for awarding the scholarship/financial aid to the students	<ul style="list-style-type: none"> • Financial Aid Scholarship Policy See Annex-6.14
15.	Total amount of scholarship/financial aid given from Institutional funds; % of expense budget.	<ul style="list-style-type: none"> • 1.29%

INSTITUTIONAL PERFORMANCE EVALUATION (IPE) REVIEW OF LCWU

Standard 7 (Institutional Resources)

Sr. No.	Parameters & Questions	Reply (Please attach relevant documents where necessary)
	Resource Allocation:	
1.	<ul style="list-style-type: none"> Describe the budgeting process. How is faculty involved? How are departments involved? Deans/Directors/ CODs? 	<ul style="list-style-type: none"> In the month of February, budget making process is started. The departmental demands for the next financial year are requested from each Dean, Director, Heads of Departments (both administrative and academic). The departmental needs are evaluated in a committee headed by the Vice Chancellor. The budget is finalized. See Annex- Treasurer Governance Book LCWU pg-99
2.	<ul style="list-style-type: none"> How are priorities set? Who is involved in setting priorities and what criteria are used? Please annex the copy of approval of Criteria. 	<p>According to the need assessment of each department.</p> <p>The key senior management, including Vice Chancellor, Deans, Directors, HODs, Registrar, Controller of Examinations, Treasurer are involved in setting priorities of the university. The priorities are set as per the strategic requirements of the university in the light of LCWU's Strategic Vision 2020.</p>
3.	<ul style="list-style-type: none"> Provide SOPs for resource need allocation along with approval of SOPs. 	The budget is centralized and is not allocated to departments, however, the proposal for departmental budget is under consideration.
4.	<ul style="list-style-type: none"> How is transparency assured and fraud discovered 	<p>The transparency is assured as under:</p> <ul style="list-style-type: none"> Assurance of internal Control at different levels. Approval from the competent authority Procurement as per approved procedure. Physical verification of procured item through other persons not involved in procurement. Proper stock entry Preparation of Bill with all supporting documents. Necessary financial approvals

		<ul style="list-style-type: none"> • Internal audit • Payment through cross cheque in favor of parties concerned. • Reconciliation of cash books with banks. • Preparation of inventory registers. • Monthly/ quarterly reports of receipts and expenditures to the Vice Chancellor • Submission of Annual Accounts Statements to the HEC post Audit of transactions by the auditors General of Pakistan. <p style="text-align: right;">See Annex- Treasurer</p>
	PURCHASING SYSTEM	
5.	<ul style="list-style-type: none"> • What is the system for purchasing educational items and equipment? 	<p><u>Purchase Process</u></p> <ul style="list-style-type: none"> • The end user i.e. different departments submit their requirements to the competent authority to obtain administrative approvals. • Administrative approval is accorded by the relevant authority. • Approval regarding availability of funds under relevant head of account is obtained from the treasurer. • According to the value of supply, tender/quotation is called for keeping in view the provisions of the PPRA rules. • On the due date, tender/quotations are opened by the purchase committee. • Afterwards, the comparative statement is prepared, and purchase committee approves the rates quoted by the lower bidder. However, in certain cases, if the committee thinks appropriate, it may approve the rates other than the rates quoted by the lower bidder giving the reasons to do so. • Purchase order is issued to the concerned suppliers / firm giving him appropriate tie for supply of articles. • Items are received in the university and inspection committee examines the items to ascertain that the items received are in good quality and according to the specifications. • After the inspection the stock entries of the items are made in the relevant stock registers. • Then the items are handed over to the end user.

	<ul style="list-style-type: none"> • If there is a committee, how are the members selected and for what terms? 	See Annex – 7.5-a
	<ul style="list-style-type: none"> • What are the SOPs for purchase/procurement? Please provide a copy. 	See Annex-7.5-b
	HUMAN RESOURCES	
6.	Provide the list of administrative vacant positions (Designation-wise/department wise)	Administrative position that are vacant (list attached) See Annex -7.6
7.	Describe the process for hiring, evaluating and terminating employees (excluding faculty).	<p>Procedure of appointments: (1) The competent authority may appoint a person on a post of the University by initial recruitment, contract, promotion, transfer or deputation, with or without deputation allowance, from the Government or any other body or authority.</p> <p>(2) If a post is required to be filled through initial recruitment, the Vice Chancellor shall cause publication of an advertisement in at least two national dailies and on the website of the University stating the name of post, number of vacancies, scale of pay, minimum qualifications and the last date for the receipt of an application for the post.</p> <p>(3) The Selection Board or the Selection Committee shall consider the application of an eligible candidate and may recommend to the appointing authority the name of a suitable candidate for appointment to a post.</p> <p>(4) The Selection Board or the Selection Committee may conduct interview or written test and interview in order to determine suitability of a candidate for appointment to a post.</p> <p style="text-align: right;">Governance Book LCWU PG-45-66</p> <p>Termination of service. –If the services of an employee, who is on probation or on contract, are no longer required, for reasons other than a penalty, the competent authority may terminate the services of such employee by giving one month's notice or one month's pay in lieu thereof in case of probation and three months' notice in case of regular/confirm.</p> <p style="text-align: right;">Governance Book LCWU PG-45-66 See Annex-7.7</p>

	<u>LIBRARY</u>	
8.	<ul style="list-style-type: none">• Please attached the last six months’ utilization report of HEC Digital Library	See Annex-7.8
9.	<ul style="list-style-type: none">• List of Books in Library/s containing the Title of book, date of purchase and year of publishing.	See Annex-7.9

INSTITUTIONAL PERFORMANCE EVALUATION (IPE) REVIEW OF LCWU

Standard 8 (Academic Programs and Curricula)

Sr. No.	Parameters & Questions	Reply (Please attach relevant documents where necessary)
	DEVELOPMENT, APPROVAL AND REVIEW OF ACADEMIC PROGRAMS:	
1.	<ul style="list-style-type: none"> How are academic courses and programs designed and approved? Please describe the process as completely as possible. 	<ul style="list-style-type: none"> Courses are approved by NCRC, HEC and are implemented at BS & MS level after approval from BOS & ASARB, LCWU. Ph.D level courses are designed by subject specialist of the department, approved by BOS & ASARB, LCWU before implementation.
2.	<ul style="list-style-type: none"> Are the academic programs/curricula approved by HEC? Provide copy of minutes of meetings for last three years for each of the committees involved in approving both courses and programs 	<ul style="list-style-type: none"> YES, all the academic programs/curricula are approved by HEC. <p style="text-align: right;">See Annex – 5.8</p>
3.	<ul style="list-style-type: none"> Please provide a copy of the curriculum for each academic degree program. 	See Annex – 5.8
4.	<ul style="list-style-type: none"> Please provide syllabi for a course at each level for each major. 	See Annex – 5.8
5.	<ul style="list-style-type: none"> How often are academic programs/majors reviewed? What is the process? 	See Annex – 5.8
6.	<ul style="list-style-type: none"> Do you use the alumni survey form from QEC? How are alumni surveys used in reviewing programs? Please provide a copy of the results of the most recent survey How are these used to review the curricula? 	<ul style="list-style-type: none"> Yes The results of the Alumni surveys facilitate in curriculum review, faculty development, student professional development as well as classroom and campus up gradation Report Report will be shared with concerned quarters and agendas will be placed in relevant statutory bodies to be discussed and approved.

7.	<ul style="list-style-type: none"> • Do you use the Employer Survey? • Please provide the most recent summary of the employer surveys. • How are these used to review the curricula? 	<ul style="list-style-type: none"> • Yes. Employer survey have been carried out with the employers who either contacted or hired LCWU graduates. <p>The summary of survey is as follows:</p> <ul style="list-style-type: none"> • Cinnova Technologies Cinnova rated our graduate(s) as “GOOD” in terms of knowledge, communication, interpersonal and work skills. No additional comments were given. • Indus Pak Advisors On average graduate(s) were rated “FAIR” in terms of knowledge, communication, interpersonal and work skills. More work needs to be done in terms of personal grooming, confidence and time management. • Nestle Nestle rated our graduate(s) as “VERY GOOD” in terms of knowledge, communication, interpersonal and work skills. No additional comments were given. • Superior Group of Colleges On average graduate(s) were rated “VERY GOOD” in terms of knowledge, communication, interpersonal and work skills. No additional comments were given. • World Wildlife Fund for Nature (WWF) WWF rated our graduate(s) as “EXCELLENT” in terms of knowledge, communication, interpersonal and work skills. No additional comments were given. <p>Based on the feedback given by the employers, the Career Counseling and Job Placement office organizes and conducts skill development workshops to train students on the employability skills.</p>
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	LEARNING OUTCOMES, ASSESSMENT AND TEACHING METHODOLOGY	
8.	<ul style="list-style-type: none"> Are faculty encouraged to vary their methods of lecture delivery – i.e., less lecture, more classroom discussion, hands-on activities, etc.? If so, please provide evidence for this. 	See Annex – 5.8
9.	<ul style="list-style-type: none"> How are “programme outcomes” and “student learning” being assessed in relationship to the objectives of the academic programmes? How are these findings used? 	See Annex – 5.8
10.	<ul style="list-style-type: none"> How would do you assure that the faculty member teaching a series of courses is qualified to teach those courses? 	See Annex – 5.8
11.	<ul style="list-style-type: none"> How does the university insure that the courses are taught at the appropriate level – i.e., graduate courses are truly graduate level and not just undergraduate level? Please discuss the process for oversight and provide evidence of same 	See Annex – 5.8
12.	<ul style="list-style-type: none"> Do you use the Research Student Progress Review Form (QEC)? Please provide samples that have been submitted by students. How is this used? 	<p>Research Student Progress Review Form is used to assess the implementation of Research SOPs on guidelines of HEC. The recent survey was conducted for PhD Visual Arts students. Forms are attached.</p> <p>See Annex – 8.12</p>
13.	<ul style="list-style-type: none"> Please provide the most recently completed Survey of Department Offerings for PhD programs (if applicable) 	<ul style="list-style-type: none"> Yes, Survey Forms are attached. <p>See Annex- 8.13</p>
14.	<ul style="list-style-type: none"> Who handles internships/field work? 	<p>The CCJP office has its own internship program under which top students enrolled in their final semesters are being offered internships in the university. Under the on-campus internship program 152 students were offered internships in the university in last three years. Notification for the on-campus internship program is attached.</p> <p>However, Internships are also being handled by the academic departments of LCWU as there are some majors which requires internship experience as part of their curriculum. The majors where internship/field work is required are Biotechnology, Environmental Sciences, Geography, Zoology, Architecture, City and Regional Planning, Electrical Engineering, Computer Sciences, Management Sciences, Economics, Psychology, Home Economics, Gender & Development Studies, Mass Communication, International Relations, Political Science, Pak Studies, Statistics, Graphic Design, Textile Design and Professional Studies.</p> <p>See Annex- 8.14</p>

	INFRASTRUCTURE:	
15.	<ul style="list-style-type: none"> Do you have the necessary laboratories and equipment to carry out the goals of each of your programmes? Please discuss the deficiencies. 	See Annex – 5.8
16.	<ul style="list-style-type: none"> If courses are advertised in the catalogue / prospectus, are they offered each year? Can students get the courses they need to graduate in a timely manner? 	See Annex – 5.8
17.	<ul style="list-style-type: none"> Discuss the library stock and digital library facility. Give figures and evidence for use of the library as well as for the number of books, journals, etc. 	See Annex-7.7& 7.8 See Annex- Library
	INTEGRITY	
18.	<ul style="list-style-type: none"> How are grades examined to guard against grade inflation? Give evidence. 	Absolute grading system is used to reduce the grade inflation. Classes of marks percentages are being created and then assign letter grade to each class See Annex- CE See Annex- 8.18
19.	<ul style="list-style-type: none"> How is the integrity of the university maintained to guard against cheating and plagiarism? Please provide documentation for this. 	Plagiarism policy
20.	<ul style="list-style-type: none"> Please provide copy of examination rules along with its approval 	Governance Book LCWU- pg# 185-205 See Annex -CE See Annex- Exam Rules

INSTITUTIONAL PERFORMANCE EVALUATION (IPE) REVIEW OF LCWU

Standard 9 (Public Disclosure and Transparency)

Sr. No.	Parameters & Questions	Reply (Please attach relevant documents where necessary)
1.	Do you have a website that makes documents and policies accessible to the public? If so, what is the address and what do you have listed on the website?	Yes, LCWU has an official website the makes all the policies and documents accessible to the general public. www.lcwu.edu.pk Lahore College for Women University, Lahore under the policy of Punjab Government “Punjab Governance Reforms Service Delivery Program (PGRSD)” and “Active Disclosure of Information on the official website” under "The Right to Information Act 2010" are as follows: - a. Institutional & Organizational Information b. Services c. Operations d. Budget
2.	With what office does the public deal with?	Registrar office deals with all the teaching & non-teaching officers and officials. PRO Office. See Annex- REG
3.	Do you get much feedback from the public? When you do, what do you do with it? Please give three or four examples?	Facebook, Proforma, website, Alumni feedback
4.	When and where did you publish merit lists for students’ admissions	At the time of admissions merit list for student’s admissions are displayed on the University notice board as well as on the university website. See Annex- REG
5.	Describe your communication strategy/processes for disseminating regulations, rules and policies. Please provide any documents relating to communication Strategy; any SOPs.	<ul style="list-style-type: none"> • Notices • Office Orders • Email/ SMS • Website • Handbooks

		<ul style="list-style-type: none"> • Admission Policy • Registration Policy • Fact Book • Catalog • Faculty and Student Handbooks • Research Policy Handbook • Newspaper • Facebook • Smart messaging system <p style="text-align: right;">See Annex- REG</p>
6.	Where and when have you displayed the examination results?	<p>Examination branch sends hard copies of the result to the departments and then the departments displays results on their notice boards & website.</p> <p>Department of examination coordinator get signature on the gazette from the students individually.</p> <p style="text-align: right;">See Annex- CE</p>
7	Please provide academic calendars of last three years.	<p>Academic Calendar</p> <p style="text-align: right;">See Annex- 9.7</p>

INSTITUTIONAL PERFORMANCE EVALUATION (IPE) REVIEW OF LCWU

Standard 10 (Assessment and Quality Assurance)

Sr. No.	Parameters & Questions	Reply (Please attach relevant documents where necessary)
1.	What is the process of self-assessment at the program level? At the institutional level? Describe in detail.	<ol style="list-style-type: none"> Self-assessment at program level is carried out through the process prescribed by HEC in the Self-Assessment manual page # 8. Institutional level evaluation is conducted through Institutional Performance Evaluation Manual on guidelines of HEC. This visit was conducted by the HEC in 2013, where as in 2017-18 this will be conducted by the University itself as guided by the HEC. <p style="text-align: right;">See Annex -10.1</p>
2.	Provide the notification for the establishment of the QEC. Show where it is in the syndicate minutes.	See Annex -10.2
3.	<ul style="list-style-type: none"> What is the total number of departments? 	45 (Lahore Campus) 09 (Jhang Campus) 36 (Affiliated Colleges) <p style="text-align: right;">See Annex -10.3-a</p>
	<ul style="list-style-type: none"> SARs, AT Reports and Rubric Report of how many departments are completed and submitted for necessary actions? 	<ol style="list-style-type: none"> SARs, AT reports & Rubric reports of 35 departments including 70 programs are completed and submitted in Phase IV & V out of which some AT reports & Rubric reports are in process. 11 SARs of Jhang Campus has been received out of which AT reports & Rubric reports of 04 departments are completed and rest are in process. All SARs of affiliated colleges has been received out of which AT reports & Rubric reports of 28 programs of 28 departments are completed. <p style="text-align: right;">See Annex -10.3-b</p>
4.	SARs of how many departments are completed? (Provide all SARs) (Last Three Years).	<ol style="list-style-type: none"> SARs of 35 departments including 75 programs are completed and submitted in Phase IV & V SARs of 40 departments including 40 programs of Affiliated Colleges are completed.

		<p><u>Jhang Campus</u></p> <ul style="list-style-type: none"> 11 departments including 14 programs out of which 11 programs have completed SAR reports. <p>See Annex -10.4</p>
5.	Executive Summaries of how many departments are completed and submitted.	<p>Executive Summaries of 24 departments including 47 programs are completed and submitted in Phase IV & V</p> <p>See Annex -10.5</p>
6.	<ul style="list-style-type: none"> How are the SARs used- discuss for each department/program as well as for the university as a whole? 	<p>SARs are analyzed by QEC and Assessment Team members to identify the grey areas of the departments. Executive visit of Vice Chancellor and Deans and Exit meeting is conducted to verify the needs of the departments. Corrective action plan and implementation plan is prepared to rectify the gray areas.</p>
	<ul style="list-style-type: none"> Please provide the name(s) of the respective officers responsible for integrating the results of the SARs. 	<p>Respective CODs & QEC officials</p>
7	<ul style="list-style-type: none"> What is the compliance mechanism for SARs? 	<p>Mechanism prescribed by HEC in Self-Assessment Manual.</p>
	<ul style="list-style-type: none"> Please provide any action taken (list/notifications). 	<p>Implementation plans.</p> <p>See Annex -10.7</p>
8	How many councils visit the university in last three years?	<ul style="list-style-type: none"> Pakistan Engineering Council (PEC) Pakistan Council for Architecture & Town Planning (PCATP) Pharmacy Council of Pakistan (PCP) National Accreditation Council for Teacher Education (NACTE) National Business Accreditation Council (NBEAC) National Computing Education Accreditation Council (NCEAC)
9	List the departments/programs that are accredited by councils.	<p>See Annex-10.9</p>
10	Describe the process for carrying out student satisfaction surveys.	<p>Student satisfaction survey for courses and teachers is carried out through evaluation proformas of HEC. Statistical analysis is performed, and reports are prepared to share with concerned authorities.</p> <p>See Annex-10.10</p>
11	Describe the process for carrying out graduate assessment Surveys	<p>Graduate Assessment Surveys are usually carried out through alumni survey which is conducted during the convocation of LCWU. The recent survey was conducted in 12th convocation of LCWU.</p> <p>See Annex-10.11</p>

12	<ul style="list-style-type: none"> Describe the system for bringing into the awareness of the students, faculty and staff the importance of and means of implementing quality assurance. How many and when were there conferences/workshops/seminars/meetings on QA? Who and how many attended? 	<ul style="list-style-type: none"> Meetings are conducted for bringing awareness on QA. 06 Faculty
13	Describe the initiatives of the Vice Chancellor and other university officials (Other than QEC) concerning quality assurance.	All other departments make this sure that they are working as per approved TORs and SOPs.
14	What percentage of the budget is allocated to QEC? What percentage is actually spent?	See Annex- 10.14
15	How do you assure that the QA criteria and standard Guidelines of HEC like Plagiarism policy, Faculty Appointment Criteria, MS/M.Phil and Ph.D criteria, Tenure Track System, Semester Guidelines are implemented? Please provide evidence of implementation / notification/ circular/ minutes.	<p>Faculty appointment criteria and Plagiarism Policy is used as per HEC guidelines. The TTS, Semester guidelines are implemented in LCWU, Lahore. The Syndicate has granted the approval of adoption of the revised version 2.0 of modeled tenure track process Statues issued by the HEC, Islamabad along with its annexures and TTS appointment process.</p> <p>Governance Book LCWU- pg# 122-151</p>
16	How are you integrating SOPs for QA reports into future planning?	Through implementation plans and corrective action plans identified through Self-Assessment Procedure.

INSTITUTIONAL PERFORMANCE EVALUATION (IPE) REVIEW OF LCWU

Standard 11 (Student Support Services)

Sr. No.	Parameters & Questions	Reply (Please attach relevant documents where necessary)
	Career Counseling and Placement	
1.	<ul style="list-style-type: none"> Do you have a career counseling center? <p>If so, give the qualifications of each of the staff members.</p> <ul style="list-style-type: none"> Please give the TOR for the office. 	<ul style="list-style-type: none"> Yes. <p><u>Administrative Staff</u></p> <p>There is only 1 staff member in the office. Qualification of which is as follows:</p> <ul style="list-style-type: none"> Ms. Rida Sohail Manager – Career Counseling and Job Placement International Visitor Leader Program Alumna, US department of States M. Phil Health Psychology, Gold Medalist <p><u>The TORs for the office are as under:</u></p> <p><i>Terms of reference</i></p> <ul style="list-style-type: none"> Provide individual counseling to students to assist them in their career exploration. Coach students through resume/curriculum vitae preparation reviews, on interviewing techniques, and on job search techniques. Establish and foster relationships with potential employers including alumni, local, government, and industry. Develop networking opportunities for students to benefit from these relationships. Organization of career events and seminars Assess student needs, provide advisement, develop viable plans and alternatives, and make appropriate on- and off-campus referrals. Assist students in identifying career interests, goals, and opportunities. To organize and/or conduct training in writing resumes, completing applications, and interviewing.

		<ul style="list-style-type: none"> To organize and/or coordinate logistical and administrative details for job fairs, graduate fairs, on-campus interview schedules, job listing service and special career events. <p style="text-align: right;">See Annex 11.1</p>
2.	What was the budget allocated for last three years? What was the amount actually allocated and spent?	No departmental budget has been allocated in the last three years. All departmental needs are met from University budget.
3.	How are students informed about the career counseling center? The placement office? Please provide copies of circulars/notifications/ web displays/ student surveys related to these.	Students are informed about this facility by visiting their departments, meeting up with them and a detailed orientation about the Centre is given by the CCJP personnel about the services available for students. A circular for such meet up is attached herewith See Annex 11.3
4.	How are student needs ascertained for the career counseling center? The placement office? How many used each of these services in last three years?	Need assessment of students is carried by gathering information on those who visit the office. Based on that assistance is provided to the candidates in writing resume, job search skills and in succeeding an interview. Students are being constantly updated on various job opportunities that best suit their interest through email, phone calls and social media. In addition to that, skill development workshops are organized, recruitment drives are carried out and speakers from the corporate sector are invited to talk to students on how to lead a successful career. In past three years, almost 3700 students have benefited from the services provided.
	FINANCIAL AID	
5.	<ul style="list-style-type: none"> Describe your financial aid office. What are the qualifications of the person heading the office? 	<ul style="list-style-type: none"> Financial aid office is a hub to provide financial assistance and also to facilitate the needy and financially constrained students in award of scholarship, studying in intermediate, BS and MS level, as per eligibility criteria prescribed for each scholarship on completion of prescribed procedure. Scholarship is awarded at the start of academic session and continues till the end of academic session unless it is terminated on poor academic performance. At present more than 1800 needy students in all disciplines are being provided financial assistance/ scholarships are limited. Needy/ financially constrained students of intermediate, BS and MS level are invited to apply for scholarship/ financial assistance as per schedule notified in respect of each scholarship. The qualification of head of office is MBA finance and Chartered Accountant (Intermediate)

6.	Please provide the approved SOPs/Rules for Financial Aid to student.	Rules for Financial Aid to student. See Annex – 11.6
7.	Please list the financial aid/scholarship programs offered.	Financial aid/ Scholarship programs offered in the last three years are as under: <ul style="list-style-type: none"> i. HEC need based Scholarship ii. Pak-USAID merit and need based scholarship program iii. HEC- French need Based Scholarship iv. Prime minister National ICT scholarship v. LCWU Merit and Need Based Scholarship vi. PEF Scholarships (Inter, BS & MS level) vii. PEEF Scholarships (Special Category) viii. Prime Minister Fee Reimbursement Scheme ix. Shamshad Majeed Scholarship x. Pakistan Engineering Congress (PEC) xi. Lahore Board Scholarship (Intermediate) xii. Pakistan Bait-ul- Mal Scholarship xiii. Mora Scholarship xiv. Hijri Scholarship xv. Fahad Usmani Scholarship http://lcwu.edu.pk/attachments/article/657/Financial%20Aid%20Office.pdf See Annex – 11.7