ESTABLISHMENT OF QUALITY ENHANCEMENT CELLS AT PUBLIC SECTOR UNIVERSITIES (HEC)- Phase II

Project Cost: Rs. 37,194
FEC: Nil
Duration: 12 months

Higher Education Commission
H-9, Islamabad

(January 2009)
1 Name of the Project
Establishment of Quality Enhancement Cells at Public Sector Universities. (HEC) –Phase II

2 Location: All Pakistan

3 Authority responsible for:

i. Sponsoring Higher Education Commission Islamabad

ii. Execution Higher Education Commission Islamabad

iii. Operation and maintenance Concerned University/Institution and Higher Education Commission

iv. Concerned Federal Ministry Higher Education Commission

4 Plan Provision
The core strategic aim of the Medium Term Development Framework (MTDF) of HEC is quality improvement of the higher education subsector through quality assessment and accreditation. Project falls under the head “Infrastructure Development” in the five year plan for higher education.

The project will be included in the PSDP (2009-10).

5 Project objectives and its relationship with Sectoral objectives

Sector Issues:

- Obsolete methodologies at public sector universities for internal evaluation of standards and procedures for teaching and research.

- Inadequate manpower to strengthen the activities of quality enhancement for achieving uniform standards in teaching and research that are compatible with international standards.

Sector Strategy:

- Infrastructure development at public sector universities would be undertaken to enhance quality of teaching/research.

- Enhancement of quality assurance processes at institutional and program level in the public sector universities.

- Safeguard public interest by enforcing good practices and encouraging continuous improvement in the management of quality in higher education.

Overall objectives of the Project:

The project will cater for the financial requirements for the establishment of Quality Enhancement Cells (QEC) at 15 public sector universities (list available at Annex. 5) and also
for Quality Assurance Agency (QAA) established at HEC. QAA is responsible for designing and monitoring of quality assurance program of institutions of higher learning across the country. The general purpose of the project is to build the capacity of higher education institutions to meet the rising global challenges in quality assurance and improved levels of international compatibility and competitiveness of our graduates through a systematic training program for implementation of quality criteria. The project will help develop resource persons in the universities in addition to a cadre of Master Trainers for Quality Assurance in higher education institutions through foreign training of professionals. The specific objective of the project is:

Quantifiable Objectives of the project:

- Establishment of 15 Quality Enhancement Cells at public sector universities throughout the country to implement the quality assurance program.
- One year operational cost of Rs.23.10 to 15 QECs @ Rs.1.54 million per QEC
- Appointment of 15 Directors, 15 Deputy Directors, 15 Data Analyst, 15 Personal Assistants, 15 Naib Qasid at 15 Quality Enhancement Cells
- Rs. 4.65 Million to 15 QECs for purchase of 30 Computers, 15 Photocopiers, 15 Fax machines, 15 Laser Printers, 15 Telephones.
- Purchase of 02 printers for QAA
- Appointment of one additional Research Officer in QAA
- 15 awareness workshops/seminars for university faculty (one per QEC)
- At least 02 orientation workshops on latest QA techniques by local/foreign experts.
- Quarterly meetings of QECs
- Monitoring and evaluation of all the 15 QECs through regular visits
- Capacity building of professional staff of QAA and QECs staff through local/international trainings/seminars/conferences.
- Provision of information material on Quality Enhancement and Assurance

6 Description, justification and technical parameters

General Description:
Introduction of new higher degree programs with less emphasis on the quality components need immediate attention. The issue of quality has been identified as the major issue confronting the higher education sector in the Medium Term Development Framework (MTDF). Therefore, immediate steps are needed to enhance the quality of output and efficiency of the higher education learning systems. The mechanism developed by the Quality Assurance Agency is helping to improve the standards of quality of higher education in a systematic way with uniformity across country. QAA is also involved in development of (a) higher degree programs criteria (b) capacity building and (c) monitoring and evaluation. It is also contributing significantly in strengthening internal standards of universities.
Background of the QAA & QACs

The key issue of Quality Assurance in the higher degree programs of the universities is being undertaken by the QAA under the aegis of an advisory body – Quality Assurance Committee that was established by the Higher Education Commission in 2003. This committee focuses on the policy work for continuous improvement in the academic quality considering the global advancements and challenges. The Committee comprises of Vice-Chancellors of various public and private sector universities and representatives of HEC. The list of committee members is given below:

1. Dr. Abdul Raouf, University of Management and Technology, Lahore (in chair)
2. Dr. Pirzada Qasim Raza Siddiqui, Vice Chancellor, Karachi University, Karachi
3. Dr. Azmat Hayat Khan, Vice Chancellor Peshawar University, Peshawar
4. Dr. A. Q. K. Rajput, Vice Chancellor, Mehran University of Engineering & Technology, Jamshoro
5. Dr. Iqra Ahmad Khan, Vice Chancellor, University of Agriculture, Faisalabad
6. Dr. Saeeda Asadullah Khan, Vice Chancellor, Fatima Jinnah Women University, Rawalpindi
7. Prof Dr. Masoom Khan Yasinzai, Vice Chancellor, Balochistan University, Quetta
8. Dr. Zahoor Hassan, Ex-Vice Chancellor, LUMS, Lahore
9. Dr. S. Sohail H. Naqvi, Executive Director, HEC, Islamabad
10. Dr. Riaz Hussain Qureshi, Advisor, Quality Assurance & Learning Innovation, HEC, Islamabad
11. Dr. Azam Ali Khwaja, Managing Director QAA

The Quality Assurance Committee is holding regular meetings for providing guidelines to QAA. The Committee strongly recommended developing Quality Enhancement Cells (QEC’s) at all universities with a special focus on Quality of higher education in the country. The whole program of Quality Assurance will be executed by the respective Quality Enhancement Cell of the university. All these Quality Enhancement Cells will be facilitated by the Quality Assurance Agency at HEC.

Justification:
Higher Education Commission’s vision for a knowledge based economy can only be achieved through attainment of excellence in teaching and research. The present status of higher education institutions, in general, is not compatible with the international standards. In order to enhance the standard of our higher learning institutions, a mechanism is needed for the assessment of current situation and to recommend/introduce measures for improvement of higher education. Keeping in view the importance of the cause and recognizing the need, DDWP in a meeting held on the 18-01-2005 approved the establishment of Quality Assurance Agency at HEC and QECs in 10 Public Sector universities. DDWP further approved the establishment of QECs in 20 more public sector universities during its subsequent meeting on 24th August 2006.

In fact, the proposal put forward here is in compliance of the DDWP decision to extend this project into next phase. Ultimately all remaining Public Sector institutions will be covered. The recommendation for establishment of QEC’s in the remaining universities was also made in the 3rd Vice-Chancellors Conference of both public and private sector universities in Nov. 07. Since the project execution involves extensive QEC monitoring visits, regular QEC meetings and frequent orientation workshops, therefore, a manageable size of 15 universities (universities listed in Annex: 5) have been selected with proper representation from all provinces. Previously
too this procedure has been adopted. The private sector universities/ higher education institutions will also be involved in this process at an appropriate time.

The Quality Assurance Agency will facilitate the functioning and funding of these QECs. The Quality Assurance Agency will strengthen the existing policies and standards of quality in higher education sector and it will further enhance the quality of sector as a whole with greater international compatibility. The Quality Assurance Agency will design and regulate the policies for strengthening the existing systems of higher education and will also be responsible for developing guidelines/procedures to increase the connectivity of Quality Assurance with all other relevant programs such as faculty development, examination systems and curriculum development at National level. The enhanced levels of Quality in higher learning will also provide support to developing human resources as an output of high quality systems of higher learning and research.

All the higher education systems of country will ultimately benefit from this program of Quality Assurance and all the stakeholders i.e. students, faculty members, administrators and policy makers of higher education sector will be considered as participants of the program to assure its ownership and success.

**Achievement of the projects:**

QAA is now functional as a policy making and monitoring body. Quality assurance and enhancement procedures have been introduced at 30 public sector universities under two projects. As a result, quality assurance procedures have begun to be implemented in these universities as per the guidelines established by HEC (Annex: 6). This involved extensive capacity building programs (guidelines/training/workshops/seminars/meetings). Progress report of each QEC is attached as Annex: 10. Significant achievements are summarized below:

**Significant achievements:**

- An independent and dedicated system of Quality assessment and enhancement is now owned by 30 Public Sector Universities with separate secretariat established for the Quality Enhancement Cells.
- Self assessment process (including the parameters of Program Mission Objectives and Outcomes, Curriculum Design and Organization, Laboratories and Computing Facilities, Student Support and Guidance, Faculty, Process Control, Institutional Facilities, Institutional Support) is implemented in more than 204 departments of 30 public sector universities.
- 24 universities have now included the QEC expenditures in their recurring budget
- 90 permanent staff appointed in universities to look after the QEC activities.
- All QEC staff trained in self assessment procedures.
- 25 Director QEC is being made non-voting members of university statutory bodies to promote the concept of QA at different levels.
- 7 QECs have become a member of APQN and 2 QEC have become member of INQAAHE
- Regional workshops to promote and propagate the concept of self assessment among all the faculty members carried out by all universities.
- Heads of ten QECs attended seminars/workshops at international level.
- Experience sharing undertaken in eleven meetings of QECs.

According to HEC Ordinance No. LIII of 2002, Para 10, Clause (e), the QAA is also actively
involved in the establishment of Accreditation Councils in new disciplines. In this regard National Computing Education Accreditation Council, National Agriculture Education Accreditation Council, Pakistan Business Education Accreditation Council & Pakistan Teachers Education Accreditation Council have been established. Standard Operating Procedures and criteria (bylaws) for accreditation have been developed for established councils. Action Plan has been drafted for the Councils as per the standard practices to serve as guidelines for setting future targets and assessment of achievements. HEC has granted operational cost for the establishment of the Council Secretariats.

Formal coordination has been developed with Pakistan Council for Architects and Town Planners, Pakistan Engineering Council and Pakistan Veterinary Medical Council. However, formalization of collaboration with Pharmacy Council, Pakistan Medical & Dental Council and Nursing Councils is under process, and the Federal Ministry of Health, their Supervisory body, has given the Council clearance for this purpose. In this regard, frequent interaction and collaboration with professional bodies is an ongoing process. Guidelines regarding the “Good Practices for Quality Assurance in Accredited Councils in Pakistan” have been defined and circulated to all stakeholders for adoption. The project is focusing on development of effective linkages with international stakeholders and legalizing the adoption of international standards through legal bodies of the Councils.

QAA is interacting with the Asia-Pacific Quality Network (APQN) and International Network of Quality Assurance Agencies in Higher Education (INQAAHE) to achieve the objectives.

Three Committees comprising of eminent scholars/educationists have been constituted to review the higher degree programs of Public and Private Sector Universities/Institutions in different regions. These Committees are carrying out their second round of higher degree program assessment in public/private sector institutions.

The above information regarding the QECs has been achieved through two DDWP approved projects. These are “Quality Assurance Agency” approved by the DDWP (HEC) on 18-01-2005 at capital cost of Rs.23.060 million and “Establishment of Quality Enhancement Cells at Public Sector Universities” approved by the DDWP (HEC) on 24-8-06 at a capital cost of Rs. 38.905. Both the projects will end in June 2009. The detail of achievements of the two projects is given at Annex: 8 and Annex: 9.

**Technical Parameters:**

The Quality Assurance Agency (Q.A.A.) is established with the following mission and objectives.

i. **Mission:** To integrate the concept of quality assurance in higher learning with enhanced levels of international compatibility through capacity building. Secondly to safeguard public interest by enforcing good practices in education and encouraging continuous improvement in the management of quality in higher education.

ii. **Vision Statement:** Developing a viable and sustainable mechanism of quality assurance in higher learning sector to meet the rising challenges of transforming the country into a knowledge economy.

iii. **Goals:** The Quality Assurance Agency has been established at HEC as a policy making and monitoring body and it is a source of capacity building for quality assurance and
enhancement in higher education sector of the country. The policies designed will be implemented through Quality Enhancement Cells which are in the process of establishment at all public sector higher education institutions in a phased manner to achieve the following goals.

- Policy making and development of practical guidelines of quality assurance related to the higher degree programs.
- Developing guidelines for establishing of Quality Enhancement Cells and Monitoring & Evaluation of these QEC’s.
- Capacity building to enhance the standards of quality assurance in higher education at national level

Organizational Setup of Quality Assurance Agency (QAA):

The QAA headed by a Managing Director has been established at HEC headquarter and it will plan, implement and evaluate the whole program of quality assurance and enhancement.

Functions of Quality Assurance Agency:

a) Developing practical guidelines and policies for establishing Quality Enhancement Cells at public sector universities for integration of quality assurance in the higher education system. (Annex: 6)

b) Monitoring & Evaluation of all Quality Enhancement Cells.

c) The Head of Quality Assurance Agency will be responsible for visiting/cause visitation of the Quality Enhancement Cells for monitoring and evaluation of the activities and uniformity of pace and standards across country

d) Capacity building of selected professional staff of Quality Enhancement Cells to serve as Master Trainers after training in Quality Assurance to increase the levels of international compatibility through skill enhancement in the respective field.

e) Hiring the services of foreign experts, having practical exposure and experience of academic quality assurance for conducting training/workshops/seminars for the capacity building of QAA & QEC staff.

f) Professional staff of Quality Assurance Agency will be sent to attend the training programme in the field of quality assurance to technologically advanced countries. After receiving international training in quality assurance of higher education, they will serve as Master Trainers for capacity building training of professional staff of Quality Enhancement Cell in turn.

Organizational Setup of Quality Enhancement Cells (QECs):

The Quality Enhancement Cells will be operated at universities and will be headed by Professionals equivalent to status of a Professor in BPS 21. The guidelines for hiring the services of heads of the QECs have been developed by Quality Assurance Agency/ Quality Assurance Committee to maintain the uniformity of standards across country (Please see Annex: 7 for detail of guidelines). The heads of these Cells are also provided with support staff accordingly. The Universities may hire the QEC staff on contract or regular basis according to need for effective functioning of QEC. In case of regular employees, the salary may be set according to regular BPS.
7 Capital cost estimates

Rs. 37.194 million
(Annex - 1 for details)

The Unit cost of QEC has been increased from 1.24 million to 1.54 million per QEC on the basis of repeated requests from QEC to increase staff salary, travel expenditure, Research & publication grant etc.

8 Annual operating and maintenance cost after completion of the Project

There are two recurring part of the project, one is on the part of the universities and the other at HEC. After the establishment year, the QECs expenditure will be met from the recurring budget of the universities. Till such time that the Quality Assurance Agency becomes autonomous, recurring cost will be met from the project.

9 Demand and supply analysis

In the changing and competitive world, education is the master key for respectable survival and progress. This can only be achieved with diversity and flexibility that recognizes a new priority ie. quality in higher education. The quality education system is very important to ensure an adequate supply of qualified, highly skilled and well-trained graduates. Another need is to meet standards that permit cross border education as per the guidelines provided by the International Network of Quality Assurance Agencies in Higher Education (INQAAHE) guidelines. Further, Pakistani educational institutions are under-resourced and need a pool of high quality human capital capable of innovation, forward thinking and professional quality management

10 Financial Plan and mode of financing

The source of funding will be through PSDP of HEC.

11 Project benefits and analysis

i. Financial

The project will uplift the status (infrastructure, research, faculty, teaching etc) of the local institutions, increasing the demand for Pakistani institutions in the international market. The productivity of the institutions will be improved and increased through quality research, quality students etc which will contribute in the economic uplift of country.

ii. Social benefits with indicators

(a) Direct benefits (no. of persons served)

1. Overall improvement in quality of higher education on sustainable basis.
2. Capacity building of higher education institutions to meet the rising needs of modern world with the objective of increased international compatibility and competitiveness.
3. Uniformity of policies and standards with practices of effective and efficient Quality

7
Assurance mechanism at country level.
4. Mainstreaming the concept of Quality Assurance in cross cutting areas of higher learning required for creating an enabling learning and research environment at national level.

(b) Indirect and other benefits (contributions toward specific targets/social objectives)
1. Significant contribution in development of other sectors of economy that depend on higher learning.
2. Developing a culture of excellence in higher education sector
3. Mainstreaming a cadre of social elites for socioeconomic development of Pakistan

(c) Other socio-economic benefits/disadvantages which are likely to accrue as a result of the project

The quality of knowledge being imparted in higher education institutions and universities will be significantly improved. The enhancement in international compatibility of higher education sector of Pakistan and human resources development with a learned core of social elites to serve as leaders for transforming in to a knowledge economy will increase manifold.

iii. Employment generation (direct and indirect)
(i) During Implementation of Project
Realizing the need of immediate remedial measures for quality improvement, the Quality Assurance Agency was established at HEC. This created employment opportunity for seven officers and support staff Annex: 4 (a). For each of the 15 QECs, manpower to be employed is shown in Annex: 3 (a)

(ii) During Operation of the project
45 Quality Enhancement Cells will become functional in the Public Sector Universities under the umbrella of Quality Assurance Agency, ample employment being generated for professionals and support staff as shown in Annex. 4 (a) and Annex: 3 (a)

iv. Environmental impact
No hazards are foreseen.

v. Impact of delays on project cost and viability
The delay in release of the project funds will hinder the timely purchase of items for QECs as the cost of the items may increase with time. The delay in release of staff salaries will severely affect the working environment.

12 Implementation schedule
Project duration will be 12 months

13 Management structure and manpower requirements including Specialized skills during execution and operational phases
The project will be implemented by HEC. The basic infrastructure and facility to execute this project is available.
Management structure and manpower requirements

a) Administrative arrangements for implementation of the project.

a) Advisory Body: Quality Assurance Committee comprising of eminent educationists (list available on P.3) serves as the advisory body for Quality Assurance Agency.

b) Reporting Authority: The work of QAA in HEC is overseen by the Advisor (QA and LI) and Executive Director.

Manpower requirements during execution and operation of the project be provided by skills/profession.

The project shall be implemented with the support of QAA. The staff required for execution is shown in Annex: 4(a).

14 Additional projects/decisions required to maximize socio-economic benefits from the proposed project

Being the principal accounting officer, Executive Director, HEC with help of administrative staff will take the decisions required for implementation of the project.
Certified that the project proposal has been prepared on the basis of instructions provided by the Planning Commission for the preparation of PC-I for Social Sector projects.

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Executive Director
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Islamabad
Phone #: 90400150

Dated: January 2009
Annex-1

Capital Cost

<table>
<thead>
<tr>
<th>SN</th>
<th>Item</th>
<th>Cost (M. Rs.)</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Office Equipment for 15 QECs</td>
<td>4.650</td>
<td>Annexure-2</td>
</tr>
<tr>
<td>2</td>
<td>Operational Cost of 15 QECs</td>
<td>23.100</td>
<td>Annexure-3</td>
</tr>
<tr>
<td>3</td>
<td>Operational Cost of QAA</td>
<td>8.744</td>
<td>Annexure-4</td>
</tr>
<tr>
<td>4</td>
<td>Miscellaneous (stationery, and other unforeseen)</td>
<td>0.700</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>37.194</td>
<td></td>
</tr>
</tbody>
</table>

Annex-2

Office Equipment for 15 Quality Enhancement Cells

<table>
<thead>
<tr>
<th>SN</th>
<th>Items</th>
<th>Quantity</th>
<th>Rate (Rs)</th>
<th>Estimated Cost (M. Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Computers (2 computer per QEC)</td>
<td>30</td>
<td>50,000</td>
<td>1.500</td>
</tr>
<tr>
<td>2</td>
<td>Fax machine (one per QEC)</td>
<td>15</td>
<td>28,000</td>
<td>0.420</td>
</tr>
<tr>
<td>3</td>
<td>Telephone (one per QEC)</td>
<td>15</td>
<td>2,000</td>
<td>0.030</td>
</tr>
<tr>
<td>4</td>
<td>Photocopier (one per QEC)</td>
<td>15</td>
<td>150,000</td>
<td>2.250</td>
</tr>
<tr>
<td>5</td>
<td>Laser Printers (one per QEC)</td>
<td>15</td>
<td>30,000</td>
<td>0.450</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>90</td>
<td></td>
<td>4.650</td>
</tr>
</tbody>
</table>
Operational Cost of 15 Quality Enhancement Cells

<table>
<thead>
<tr>
<th>S N</th>
<th>Item</th>
<th>Cost per QEC (M. Rs.)</th>
<th>No of QECs</th>
<th>Total Cost (M. Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Staff Salary for one year (Detail Below) *Annex 3(a)</td>
<td>1.260</td>
<td>15</td>
<td>18.900</td>
</tr>
<tr>
<td>2</td>
<td>Research/ workshops/ Seminars</td>
<td>0.100</td>
<td>15</td>
<td>1.500</td>
</tr>
<tr>
<td>3</td>
<td>Travel Expenditure</td>
<td>0.100</td>
<td>15</td>
<td>1.500</td>
</tr>
<tr>
<td>4</td>
<td>Telephone/ fax/ mail bills</td>
<td>0.030</td>
<td>15</td>
<td>0.450</td>
</tr>
<tr>
<td>5</td>
<td>Stationery &amp; other office requirements etc</td>
<td>0.050</td>
<td>15</td>
<td>0.750</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>1.54</strong></td>
<td><strong>15</strong></td>
<td><strong>23.100</strong></td>
</tr>
</tbody>
</table>

1. The above development funds are only for one year, after utilization of these funds, universities will meet the costs from their recurring budgets.

Annex: 3(a)

Staff Salary for One Quality Enhancement Cell

<table>
<thead>
<tr>
<th>SN</th>
<th>Position/Title</th>
<th>No. of Positions</th>
<th>Average Monthly Salary (Rs.)</th>
<th>Annual Salary (M. Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dean/Director/Advisor( BPS 20)</td>
<td>01</td>
<td>45,000</td>
<td>0.540</td>
</tr>
<tr>
<td>2</td>
<td>Deputy Director ( BPS 18)</td>
<td>01</td>
<td>25,000</td>
<td>0.300</td>
</tr>
<tr>
<td>3</td>
<td>Data Analyst (BPS 17)</td>
<td>01</td>
<td>20,000</td>
<td>0.240</td>
</tr>
<tr>
<td>4</td>
<td>Personal Assistant (BPS 11)</td>
<td>01</td>
<td>10,000</td>
<td>0.120</td>
</tr>
<tr>
<td>5</td>
<td>Naib Qasid (BPS 1)</td>
<td>01</td>
<td>5,000</td>
<td>0.060</td>
</tr>
<tr>
<td></td>
<td><strong>Total for One QEC</strong></td>
<td><strong>5</strong></td>
<td><strong>0.105</strong></td>
<td><strong>1.260</strong>*</td>
</tr>
</tbody>
</table>

* The salary mentioned in the PC1 against all posts is the minimum contribution from HEC for one year only. The universities may enhance the package as per requirement and the salaries may be readjusted under the total budget. After the establishment year, the posts will be converted to recurring budget of the university.
## Operational Cost of Quality Assurance Agency

<table>
<thead>
<tr>
<th>SN</th>
<th>Item</th>
<th>Total Cost (m. Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Staff Salary (Detail Below) * Annex 4 (a)</td>
<td>3.384</td>
</tr>
<tr>
<td>2</td>
<td>Office equipment (two printers @ 30,000 per printer)</td>
<td>0.060</td>
</tr>
<tr>
<td>3</td>
<td>Travel Expenditure (within country)</td>
<td>0.500</td>
</tr>
<tr>
<td>4</td>
<td>Foreign Training/seminars/workshop/conferences</td>
<td>2.000</td>
</tr>
<tr>
<td>5</td>
<td>Meetings/ workshops etc</td>
<td>1.800</td>
</tr>
<tr>
<td>6</td>
<td>Research Publications</td>
<td>0.700</td>
</tr>
<tr>
<td>7</td>
<td>Telephone /Fax/Mail bills</td>
<td>0.300</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>8.744</strong></td>
</tr>
</tbody>
</table>

### Annex: 4 (a)

## Staff Salary for Quality Assurance Agency

<table>
<thead>
<tr>
<th>SN</th>
<th>Position/Title</th>
<th>No. of Positions</th>
<th>Monthly Salary (Rs.)</th>
<th>Annual Salary (m. Rs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Managing Director</td>
<td>01</td>
<td>From HEC recurring</td>
<td>From HEC recurring</td>
</tr>
<tr>
<td>2</td>
<td>Program Coordinator /Director (PBS-19)</td>
<td>01</td>
<td>75,000</td>
<td>0.900</td>
</tr>
<tr>
<td>3</td>
<td>Training Coordinator (BPS-18)</td>
<td>01</td>
<td>50,000</td>
<td>0.600</td>
</tr>
<tr>
<td>4</td>
<td>Research Officer (New post) (BPS-17)</td>
<td>01</td>
<td>45,000</td>
<td>0.540</td>
</tr>
<tr>
<td>5</td>
<td>Office Manager (BPS-17)</td>
<td>01</td>
<td>45,000</td>
<td>0.540</td>
</tr>
<tr>
<td>6</td>
<td>Data Analyst (BPS-17)</td>
<td>01</td>
<td>45,000</td>
<td>0.540</td>
</tr>
<tr>
<td>7</td>
<td>PA/Stenographer (BPS-14)</td>
<td>01</td>
<td>From HEC recurring</td>
<td>From HEC recurring</td>
</tr>
<tr>
<td>8</td>
<td>Driver (BPS-4)</td>
<td>01</td>
<td>8,000</td>
<td>0.096</td>
</tr>
<tr>
<td>9</td>
<td>Attendant (BPS-4)</td>
<td>02</td>
<td>7,000x2=14000</td>
<td>0.168</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td>10</td>
<td>282,000</td>
<td>3.384</td>
</tr>
</tbody>
</table>

- Salary of one new Research Officer is included.
• Salary of Managing Director (QAA) and PA is being charged from HEC recurring budget and hence excluded from the above mentioned budget.

### Annex: 5

**List of 15 Quality Enhancement Cell**

| Federal Area | 1. International Islamic University, Islamabad  
|              | 2. Bahria University, Islamabad  
| Balochistan  | 3. Balochistan University of Engineering & Technology Khuzdar, Balochistan  
|              | 4. Sardar Bahadur Khan Women University, Quetta  
| NWFP         | 5. Gomal University, D.I. Khan  
|              | 6. Hazara University, Dodhial, Manschra  
|              | 7. Khyber Medical University, Peshawar  
| Punjab       | 8. Islamia University, Bahawalpur  
|              | 9. Lahore College for Women University, Lahore  
|              | 10. University of Education, Lahore  
|              | 11. University of Gujrat, Gujrat  
|              | 12. University of Health Sciences, Lahore  
| Sindh        | 13. Dawood College of Engineering & Technology, Karachi  
|              | 14. Shah Abdul Latif University, Khairpur  
|              | 15. Sukkur Institute of Management Sciences, Sukkur |
Annex-6

Guidelines for Establishing Quality Enhancement Cells

1. The Quality Enhancement Cell (QEC) is to be headed by a Dean/Professor/Adviser reporting directly to Vice Chancellor/Rector. He is to be correspondent with the outside bodies.

2. QEC is responsible for promoting public confidence that the quality and standards of the award of degrees are enhanced and safeguarded.

3. QEC is responsible for the review of quality standards and the quality of teaching and learning in each subject area.

4. QEC is responsible for the review of academic affiliations with other institutions in terms of effective management of standards and quality of programs.

5. QEC is responsible for defining clear and explicit standards as points of reference to the reviews to be carried out. It should also help the employees to know as to what they could expect from candidates.

6. QEC is responsible to develop qualifications framework by setting out the attributes and abilities that can be expected from the holder of a qualification, i.e. Bachelors, Bachelor with Honors, Master’s, M. Phil., Doctoral.

7. QEC is responsible to develop program specifications. These are standard set of information clarifying what knowledge, understanding, skills and other attributes a student will have developed on successfully completing a specific program.

8. QEC is responsible to develop quality assurance processes and methods of evaluation to affirm that the quality of provision and the standard of awards are being maintained and to foster curriculum, subject and staff development, together with research and other scholarly activities.

9. QEC is responsible to ensure that the university’s quality assurance procedures are designed to fit in with the arrangements in place nationally for maintaining and improving the quality of Higher Education.

10. QEC is responsible to develop procedures for the following:
   - Approval of new program
   - Annual Monitoring and evaluation including program monitoring, Faculty monitoring, and student perceptions.
   - Departmental review
   - Student feedback
   - Employer feedback
   - Quality assurance of Master’s, M.Phil and PhD degree programs
   - Subject review
   - Institutional assessment
   - Program specifications
   - Qualification framework.
Annex-7

Guidelines for Selection Criteria of Head of QEC

- The nomenclature of Head of QEC can be designated as Dean, Adviser, Director or Manager as suitable to the university.
- The status of head of all QECs will be equivalent to Professor in PBS-21 provided that the candidate meets all the requirements for the post. The salary will be offered in a package of Rs. 45,000 per month inclusive of all.
- The salary mentioned in the PC1 against this post is the minimum contribution from HEC. The universities may enhance the package as per requirement and the salary may be readjusted under the total budget.
- The successful candidate must have a clear vision and depth of knowledge in the field of Quality Assurance and Higher Education. (These qualities will be judged by a power point presentation by all short listed candidates).
- The qualification requirement for this vacancy will be Masters/PhD in any relevant discipline from a recognized university/institution of higher education.
- Successful candidate must have experience of minimum five years out of which minimum two years should be in the relevant field.
- Strong interpersonal and communication skills are essential
- Strong analytical and writing skills are prerequisite for this vacancy.
- Experience in Quality Assurance and Quality Management will be preferred.
Annex: 8

Physical progress of project “Quality Assurance Agency”

Under the project quality Assurance Agency, following activities were carried out:

- QAA established at HEC as a policy making and monitoring body.

- 10 QECs established in following public sector institutions
  1. University of Karachi, Karachi
  2. University of Engg. and Technology, Lahore
  4. Liaquat University of Medical & Health Sciences, Jamshoro, Sindh
  5. University of Peshawar, Peshawar
  6. National University of Science and Technology, Rawalpindi
  7. University of Balochistan, Quetta
  8. Agriculture University, Faisalabad
  9. The University of Punjab, Lahore
  10. Quaid-i-Azam University, Islamabad

- Guidelines developed on the academic Quality assurance mechanism (Quality Enhancement Framework, Departmental Self-Evaluation & Internal Departmental Review, Publication of Information on Quality)

- Self Assessment Manual developed to describe the self assessment procedures for the university programs

- Development of ten Assessment proformae: (Faculty Course Review survey, Student Course Evaluation Questionnaire, Annual Programme Monitoring survey, Student Programme Completion (Graduation) Survey, Research Student Progress Review Form, survey of departments offering higher Degree forms, Employer survey, Alumni survey, Faculty Survey, faculty resume)

- An orientation workshop for QECs on “Modern Theories and Practices of Quality Assurance in higher Education” was held.

- Two staff of QAA attended a Conference on Regional mobility in Quality Assurance at Shanghai, China

- The professional staff of QAA attended a 2006 Australian Universities Quality Forum held from 5th - 7th July 2006 in Perth, Western Australia

- A two days awareness workshop regarding the Academic Quality Assurance in Higher Institutions held on 19th December 2005.

- Awareness workshop about the Self Assessment of university academic program held in May 2006 at Lahore.
- Holding of five meetings of Quality Enhancement Cells for discussion, problem solving and removing hurdles in implementation process. The first meeting in this regard was scheduled on 31st December 2005.

- Regional workshops being conducted by the QECs at their universities for awareness of the intuitions on the role of QECs

- Annual recurring cost of Rs. 1 million released to each of 10 functional QECs

- Assessment visits paid to all the QECs

- QECs offices equipped with necessary infrastructure.

- Vehicle purchased for the QAA.

- Webpage for Quality Assurance Division designed.

- International linkages developed with Asia Pacific Quality Network (APQN) and INQAAHE to get connected with international learning resources on quality assurance.
Annex: 9

Physical Progress of the Project “Establishment of Quality Enhancement Cells in Public Sector (Phase -I)”

- Quality Assurance Agency is functional at HEC with five managerial / management staff and three support staff.

- 20 QECs established in the following 20 Public Sector Universities
  1. Allama Iqbal Open University, Islamabad.
  2. NWFP Agriculture University, Peshawar.
  3. University of Sargodha, Sargodha.
  4. Bahauddin Zakriya University, Multan
  5. University of Veterinary and Animal Sciences, Lahore.
  6. COMSATS Institute of Information Technology, Islamabad
  7. Dow University of Health Sciences, Karachi, Karachi.
  8. Government College University, Faisalabad
  9. NWFP University of Engineering and Technology, Peshawar
  10. Balochistan University of Information Technology and Management Sciences, Quetta.
  11. Fatima Jinnah Women University, Rawalpindi.
  12. FRONTIER Women University, Peshawar.
  13. Government College University, Lahore.
  15. Kohat University of Science and Technology, Kohat.
  17. University of Sindh, Jamshoro
  18. University of Arid Agriculture, Rawalpindi.
  19. Sindh Agriculture University, Tandojam

- 111 (including 90 permanent + 21 on additional charge) out of total allocation of 150 posts created in 30 QECs have been filled. These include posts of Director/Advisor, Deputy Director, Data Analyst, Personal Assistant and Naib Qasid.

- All QECs equipped with computers, fax machines, printers, telephones, photocopier, through project funding.

- A two day awareness workshop regarding “Enhancing the quality of Higher Education through Self Assessment” has been conducted on 22nd- 23rd January 2007 at HEC Islamabad.

- 1st International Conference on Assessing the Quality in Higher Education was attended on 11-13th December 2006 at Lahore with the joint collaboration of HEC, University of Punjab, UNESCO, University of Management and Technology
• Adviser (QA&LI) and PDO-QA attended a seminar on “Quality Education in tertiary education” from 18th June to 21st June 2006 at Paris, France

• Managing Director QAA along with representatives from three QECs attended a seminar on “Development of measurement for Higher Education Quality” from 30-31st May 2007 at Dhaka Bangladesh.

• The Sixth International Congress on Higher Education "UNIVERSIDAD 2008" organized by the joint collaboration of the Ministry of Higher Education (MES), UNESCO and universities of the Republic of Cuba being attended by the Program Coordinator QAA from 14th -17th February 2008.

• Training Coordinator attended a training course on “Procedures of Opening and maintaining File system” on 27 November 2006 organized by HEC

• Workshop for the QECs on “programs outcomes” held at Lahore on 14th March 2008.

• QECs’ operational cost of Rs.24.800 million @ 1.54/QEC released.

• Orientation workshop for Private Sector Universities on “quality awareness and self assessment” scheduled in Lahore on 27-28th May 08.

• International Conference on Assessing Quality in HE from 1st -3rd December 2008, being attended by the Four staff members of QAA in Lahore.
AN OVERVIEW OF THE QUALITY ENHANCEMENT CELLS

The Quality Assurance Agency (QAA) by now has established Quality Enhancement Cells in 30 public sector universities throughout Pakistan which are at different stages of establishment.

1. **THE AGRICULTURE UNIVERSITY, FAISALABAD**

The University of Agriculture, Faisalabad started working for the establishment of QA mechanism with effect from September 2004.

- Quality Enhancement Cell secretariat was established on 4th Jan 2005 in the university.
- The QEC has become a regular part of the University and the senate has approved all the posts of QEC in the (2007-08) budget and onwards.
- Prof. Dr. Anwar-ul-Hassan is currently heading the QEC on additional charge. The post of Head of QEC has been advertised thrice but no suitable candidate found. However, the post has been advertised against the regular post for the Director QEC. The posts of Office Assistant and Naib Qasid have been filled.
- Both the Program Teams (PT) and Assessment Teams (AT) have been constituted in all the departments of the university and sub-campuses at Deepal Pur, Toba Tek Singh and D.G. Khan.
- The Program team has implemented all the parameters of the Self Assessment Manual in all the teaching departments and sub campuses of the university. Self Assessment Reports is being handed over to the respective Assessment Teams and ATs have submitted their findings of nearly all the forty departments.
- Feedback on all the 10 standard proformae has been obtained from all 40 departments and 3 Sub-campuses for the Winter and Spring Semesters 2005-2006, 2006-2007 and 2007-2008. Data analysis being carried out.
- The QEC organized a four day orientation workshop from 7th July to 14th 2005 and a one day workshop on role and functions of the QEC on 31st May 2006 for the awareness of the faculty members of the university. A one day-orientation of program teams from all departments was conducted by the head of QEC on 10 September, 2007.
- QEC UAF holds monthly meetings of its members to discuss the matters thoroughly.
- An informative QEC website has been developed with address [www.uaf.edu.pk/QEC](http://www.uaf.edu.pk/QEC)

2. **NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, RAWALPINDI**

The National University of Science and Technology, Rawalpindi started working for the establishment of QEC w.e.f. 16th May 2005 i.e. just after the formal approval of the project.
• QEC Secretariat was established in August 2005.
• Air Cdr. (Rtd.) M. Ismail has been appointed as Director QEC. Data Analyst, Assistant
  and Naib Qasid have also been recruited. The post of the Assistant Director has been re-
  advertised.
• The QEC has become a regular part of recurring budget of the University
• Local QEC’s (Program Teams) have been established at all the NUST Institution situated
  at different locations.
• Assessment Teams have also been formed in the selected departments.
• Self Assessment process has been initiated in all institutions/campuses. However, the Self
  Assessment cycle has been completed in the Model Department and ATs
  recommendations incorporated in the implementation plan prepared by head of the
  institutions. Where as Self assessment process upto the formation of SAR by PTs
  completed in 13 departments.
• All the ten Proformae have been circulated to the NUST institutions and feedback
  incorporated in the SARs.
• NUST Deans Conference was organized at HQ NUST on 13 September, 2007. Another
  seminar was arranged at NIIT on 21st September 2007. Presentation on System Analysis
  and Program (SAP) Campus Management by Dr Malcolm Woodfield, Director Global
  Industry Business Development, SAP Labs, Germany was organized on 24 October, 2008.
• DQA attended Workshop on Modern University Governance for University
  Administrators at HEC on 12-13 November, 2008 and ACU Conference of Executive
  Heads at Hyderabad (India) on 28-30 November, 2008.
• QEC has also been involved in :-
  o Universities / Departments Rankings
  o Bench Marking Database: Universities Statistics on Education
  o Matters related to PEC including Accreditation Visits of Existing Engineering
    Programs, Continuing Professional Education, EA & QEC Meetings, etc.
  o Matters related to ISO Certification of NUST Institutions
  o Processing Approvals for Organizing Professional Development activities by
    NUST Institutions
  o Processing the detailing / nomination of NUST staff / faculty members for
    Professional Development activities and academic awards.
  o Processing the Calls for Papers for Conferences / Seminars / Workshops etc.
  o Liaison with international quality assurance agencies
• QEC has also been a member of the Asia Pacific Quality Network and International
  Network for Quality Assurance Agencies in Higher Education
• Quality Assurance link has been dedicated on the NUST web portal home page
  www.nust.edu.pk

3. UNIVERSITY OF BALOCHISTAN, QUETTA

The University of Balochistan established QEC with the appointment of the Director QEC in
February 2004; however the proper functioning of QEC started from June 2005.

• QEC office has been established in the Vice Chancellor Secretariat.
• Appointment of Assistant Director, Data Analyst, and Office Assistant has been carried.
  However, Dr. S. M. Arif Agha is looking after the QEC matters as Director QEC as an
  addition assignment.
• The QEC expenses are being met from the University Budget.
• Program teams have been constituted for all departments.
• Assessment Team has been formed in the Model Department.
• Department of Chemistry has been selected as the Model Department. SAR of the Model Department and three other departments have been received.
• The QEC has circulated Five Proformae (Faculty Evaluation, Student Course Evaluation Questionnaire, Student Feedback on Teaching, Alumni Survey, Employer Survey) to 4 department and feed back received.
• The QEC has circulated three HEC approved Proformae (Student Program Completion Survey, Student Course Evaluation Questionnaire, Student Feedback on Teaching) and two other Proformae (Departmental Self Assessment Questionnaire, Workload of Faculty members) to all the departments after development / restructuring / modification for maximum data collection; feedback is in process.
• Orientation for the PTs of selected departments has been completed through workshops/seminars.
• The QEC has prepared Handbook (for Faculty and Administration), Plagiarism Policy (Booklet) and Handbook on Research Methodology. QEC organized GRE subject test in those subjects which are not covered by ETS or NTS. The QEC is also involved in gathering data for Best University Teacher Award.
• The University has constituted a “Provincial Coordination Committee” for the ensuring quality of education in affiliating colleges/ institutes.
• The QEC has developed website and placed relevant information on its website http://www.uob.edu.pk/QEC.html

4. UNIVERSITY OF PESHAWAR, PESHAWAR

The University of Peshawar started working for the establishment of QEC w.e.f. 01 November 2004 i.e. before the project was approved.

• A well furnished and well equipped QEC office has been established at the Vice Chancellor’s secretariat.
• All the permanent QEC staff as mentioned in PC-1 has been recruited
• On the initiation of the Director QEC, the Finance and Planning Committee (F&PC) of the University has approved the establishment of a separate directorate of Quality Enhancement.
• The budget of QEC has been reflected in the recurring budget of the University.
• The Program Teams (Self Assessment Teams) have been constituted for 37 departments.
• Assessment Team has been formed for the Model Department.
• The SAR of Model Department (Geography Department) has already been submitted, the AT findings of which are in process.
• Four departments along with a federal centre, National Centre of Excellence in Geology have been selected for self assessment documentation: The first drafts were submitted to QEC for corrections etc. The corrected versions are awaited.
• The Quality Enhancement Cell, also circulated Employers and Alumni Survey Performa to eighty (80) degree colleges affiliated with University of Peshawar on behalf of the selected departments, of which only, 14 colleges responded.
• A two days workshop has been organized by the QEC on 19th and 20th June 2006 to educate the faculty about the self assessment model of HEC. A series of orientation workshops were held in March, 2007 for the teachers at Faculty level.
• The Director QEC was invited as resource person in Workshops on the HEC Self Assessment Procedures arranged by Kohat University of Science & Technology (KUST) in October, 2008 and University of Engineering & Technology (UET) Peshawar.
• The QEC University of Peshawar is first to launch its official website as http://qec.upesh.edu.pk

5. UNIVERSITY OF ENGINEERING AND TECHNOLOGY, LAHORE

As per the directives of HEC the University of Engineering and Technology Lahore took steps to establish QEC in September 2005.

• A separate QEC office has been established.
• The Director QEC is looking after the QEC activities as an additional assignment. However permanent recruitments have been made against all the remaining posts.
• QEC expenditures have been incorporated in the recurring budget of the University
• Program Teams (consisting of senior faculty members) have been formed in all departments.
• Six teaching departments have already submitted SARs and four departments are in the process of compiling the SARs.
• QEC has communicated the preliminary findings to the departments.
• Formation of AT's is in process
• All ten Proformae have been provided to the teaching departments for implementation. Feedback is in different stages.
• Five workshops on quality improvement have been conducted till now.
• The QEC website has been developed under URL: www.uet.edu.pk/qec

6. UNIVERSITY OF KARACHI, KARACHI

The QEC in University of Karachi was established on 18th January 2006.

• A separate office for the QEC has been established in the main administration block.
• The QEC expenditure is a regular part of the University budget. The recruitment of four QEC staff members has been made. Post of the Deputy Director was re advertised but no suitable candidate has been found.
• The program teams have been formulated for seven departments.
• Assessment Teams have been formed in four departments.
• Department of Commerce has been selected as the Model Department. Self Assessment Report of the Model Department has been completed.
• Seven Proformae (Student’s Course, Evaluation Survey, Graduating Students Survey, Faculty Resume, Faculty Survey, Employer's Opinion Survey, Teacher’s Evaluation Survey and Research Student's Progress Review) provided to 7 departments.
• SAR has been prepared of four departments.
• QEC has also been entrusted with the task of organizing seminars/workshops and Training programs for the teaching and non teaching staff of the University.
• The QEC website has been developed under URL: www.qecku.com
• QEC has become a member of the Asia Pacific Quality Network
7. UNIVERSITY OF PUNJAB, LAHORE

University of Punjab, Lahore started working for the establishment of QEC w.e.f. 18th February 2006.

- A QEC office was established in the office of Institute of Quality & Technology Management in March 2006.
- Prof. Dr. Niaz Ahmed is working as Director QEC on additional charge. Staff of Institute performing the duties in the QEC.
- QEC expenditure not yet made a part of the recurring budget.
- Program Teams have been formed in 70 departments.
- Assessment Team has been formulated in the Model Department (IQT M).
- SARs have been completed in 26 departments.
- Various workshops/briefings conducted in different departments of the university to popularize the concept of QAA and QEC.
- QEC organized two international conferences on ‘Assessing Quality in Higher Education - challenges and practices’.
- QEC website has been developed and integrated with PU Website under the URL: www.pu.edu.pk/qec
- QEC has become a member of the Asia Pacific Quality Network

8. LIAQUAT UNIVERSITY OF MEDICAL & HEALTH SCIENCES JAMSHORO, SIND

In July 2005, the LUMHS Jamshoro started working for the establishment of a QA system in the university.

- The QEC office was established in February 2006.
- The QEC is a regular part of the University.
- Dr. Rafique Ahmad Memon is heading the QEC on additional charge. Necessary staff recruitments have been made except for the post of Deputy Director.
- Program Teams have been constituted in 19 departments.
- Pharmacology Department has been selected as the model department.
- The SA Proformae have been computerized and uploaded on website. Feedback on two Proformae (Survey of Graduating Students and Faculty Survey) has been collected and analyzed.
- A series of extensive orientation programs for the Program Teams have been carried out. Four Awareness workshops for faculty and administrative staff organized.
- QEC website is being developed, URL created j.domaindlx.com/qualityenhancement.

9. QUAID-I-AZAM UNIVERSITY, ISLAMABAD

The Quaid–i-Azam University Islamabad started working for the establishment of QEC w.e.f March 2006. The QEC has not presented a significant performance and achievements in setting up a proper QEC office and staff recruitment. However, collaboration with the University for strengthening the QEC is an ongoing process.

- The QEC office was established in the Admin Block in September 2007.
• Professor Dr. Aslam Baig was assigned to look after the affairs of QEC for almost 2 years. Currently Assistant Registrar P&D has been given the additional charge of head of QEC. One Office Assistant, Computer Operator and LDC have also been placed at disposal of QEC in September, 2007.
• Department of Anthropology was selected as the model department.
• In many departments the Program Teams (PTs) have been formulated.
• SAR yet to be submitted by the Program Team.
• Teacher Evaluation is being conducted.
• Development of QEC website is in process.

10. UNIVERSITY OF AZAD JAMMU AND KASHMIR, MUZAFFARABAD

The Quality Enhancement Cell was established at University of Azad Jammu and Kashmir on June 8, 2005.

• At present the QEC office is functioning at the University College of Engineering and Technology, Mirpur (A.K). No QEC related activity introduced at the main campus at Muzaffarabad.
• QEC is a regular part of the University. Prof. Dr. M. Sarwar is working as the Director QEC on additional charge. Assistant Director, Assistant and Naib Qasid have been recruited.
• Program Teams have been constituted in all departments.
• Institute of Islamic Studies has been selected as the Model Department.
• Process of Self Assessment has been completed in the Model Department.
• SAR of three other departments has been completed.
• Approved Proformae have been circulated to all the Faculties/Departments of the University. Response from Faculties/Departments still in process.
• The QEC organized two workshops on Quality Assurance Methods and Self Assessment of Academic Programs for the Program Teams of all the departments on 20th May 2006 and 30th May 2006. One Day Work Shop about QA, Self Assessment Proformae and their implementation was organized. Three Workshops of one day duration held so far.
• Regular orientation meetings have been held with the Program teams and Assessment Teams.
• QEC website www.ajku.edu.pk/QEC.php has been developed.

11. DOW UNIVERSITY OF HEALTH SCIENCES, KARACHI

Dow University of Health Sciences, Karachi started working for the establishment of QA mechanism with effect from October 2006.

• The QEC office established.
• Full time Director QEC, Dr. Abdul Wahid Usmani, appointed on deputation from Govt. of Sind. All staff except Data Analyst appointed. The university has also created new posts of two Assistant Directors and one Office Clerk for the QEC office.
• The university has institutes instead of departments. Program Teams have been formed at all institutes. The first orientation workshop took place on 31st May, 2007.
• Assessment Teams constituted in four out of six institutes. .
• Dow International Medical College was selected as the Model Department. Self assessment exercise completed.
• SARs of Dental Institute, Institute of Physical Medicine & Rehabilitation (IPMR) and Institute of Nursing have been submitted. Presently under review by the Assessment Teams.
• Analysis of feedback on seven Proformae/surveys has been carried out and included in SAR. Three proformae (Alumni Survey, Survey of graduating students and Employer survey) yet to be implemented.
• Training programs conducted on course objectives, instructional methods and assessment for faculty of two colleges (Dental and Medical).
• Students’ Portfolio and Teachers’ Portfolio being maintained. In addition, Peer Evaluation and HOD Evaluation introduced.
• Head of QEC presented papers in ten different International Conferences on Quality related topics.
• The QEC website has been uploaded under the URL www.duhs.edu.pk/qec

12. UNIVERSITY OF ARID AGRICULTURE, RAWALPINDI

University of Arid Agriculture started functioning in February 2007 and has made significant progress.

• A separate QEC office has been established.
• QEC has become a regular part of the AAUR (a total budget allocated for the year 2007-08 = Rs 1.6 M)
• Dr. Riaz Ahmad has been recruited as the Director QEC in BPS-20 on 13th February, 2007. As per HEC directives, Director QEC has been upgraded to BPS-21.
• Recruitment of all other staff members as mentioned in PC-I with the additional post of an Assistant Director has been completed.
• Program Teams have been constituted in all the 17 departments.
• Plant Pathology has been selected as the Model Department.
• All the ten assessment Proformae have been distributed in all departments.
• PT of the Model Department has submitted the complete self assessment report. Plan for the visit of Assessment Team is under process.
• Entomology department has prepared its SAR, which is being examined by the QEC.
• For all other departments, the QEC collected information on three Proformae (Student Course Evaluation Questionnaire, Survey of Graduating Students, Alumni Survey and Teacher Evaluation Form). Lately the compiled information was sent to the respective departments for preparing the SARs.
• Orientation sessions on the QE program were conducted for the faculty, Deans, Chairpersons & Program Team members. A final orientation of 40 members of PTs from all depts of the varsity was conducted to brief them about the HEC guidelines to conduct assessment of each academic program at departmental level.
• The QEC website has been uploaded under URL http://www.uaar.edu.pk/qec/index.php

13. GOVERNMENT COLLEGE UNIVERSITY, LAHORE

Government College University, Lahore formally commenced the QA program in December 2006.
A separate office for the QEC has been established.

The expenditures of the QEC have been incorporated in the recurring budget of the University.

Recruitment of all staff members including Director as mentioned in PC-I have been completed.

All the academic departments of the University have formulated their Program Teams.

Assessment Team has been formulated in the Model Department.

Department of Chemistry was selected as the Model Department. The self assessment process has been completed in the department. In addition, Program Teams of three other departments have also submitted the SAR's.

All the ten surveys Proformae have been distributed to all the academic departments of the University for Data Collection.

Nine Meetings / Training Sessions were held for the Program Teams for the preparation of SAR. The QEC conducted Curriculum Planning meetings / training sessions (13) with all the academic / teaching departments of the University for the development of the course outlines of all the courses of 4-years bachelor's degree programs of the University. After the QEC training sessions, 12 academic Departments have submitted (2nd time submissions) their course outlines. The Post Curriculum training sessions organized.

The QEC Web Page is fully functional / operational. The link is 'QEC at GCU' in the GC University, Lahore’s web page (www.gcu.edu.pk). It is being updated regularly.

14. KOHAT UNIVERSITY OF SCIENCE AND TECHNOLOGY, KOHAT

- The QEC was established in August 2006.
- A separate office for the QEC has been established.
- The QEC has become a regular part of the University.
- Director QEC and Deputy Director QEC have been appointed on contract. Office Assistant and Naib Qasid were transferred from the University. The posts will be readvertised on permanent basis.
- The University has 13 departments.
- Program Teams in all departments have been constituted on May 30, 2007.
- Assessment Team has been formed in the Model Department.
- Department of Chemistry has been selected as the Model Department.
- Six Proformae have been distributed in the Model Department. The others like alumni and employers survey are presently not applicable as the university is newly established.
- SAR of the model department has been finalized.
- Draft SAR has also been received from the Program Teams of three departments.
- One day workshop was organized for the faculty to raise awareness about Quality Assurance. Another one planned for March, 2009
- Monthly Meetings of VC to discuss ‘quality issues’ held with heads of Departments.
- The QEC website has been launched under URL: www.kust.edu.pk/qec
- The head of QEC participated in an international conference in Norway.

15. BALOCHISTAN UNIVERSITY OF INFORMATION TECHNOLOGY AND MANAGEMENT SCIENCES, QUETTA

- QEC assigned a permanent location on 1st January 2008.
- Mr. Rafique Baloch appointed as full time Director QEC. All posts, except Data Analyst presently filled.
- The Program Teams have been formed in all departments.
- Assessment Team of the Model Department has been constituted.
- The department of Management Sciences has been selected as the Model Department. Complete SAR of the department has been received from the Program Teams.
- Data on seven Proformae (Student Course Evaluation, Graduating Students Survey, Faculty Survey, Faculty Course Review Report, Faculty Resume, Teachers Evaluation and Research Student Progress Review Form) acquired.
- Self-assessment mechanism has been initiated in three other departments. Draft SAR has been received from the PTs of the departments.
- The Proformae that were applicable to the engineering departments were Student Course Evaluation, Graduating Students Survey, Faculty Course Review Report, Faculty Survey and Faculty Resume. All Proformae for the selected departments were carried out and compilations of the results are in process.
- Presentations on quality assessment process have been made to all the program teams.
- QE&A responsible for Accreditation of the departments from the Professional Accreditation councils and for ISO certification of the University.
- QEC web page has been uploaded at BUITMS Website under the URL: http://www.buitms.edu.pk/qec/qec.htm

16. NATIONAL UNIVERSITY OF MODERN LANGUAGES, ISLAMABAD

- A well furnished and well equipped separate office was established in January 2007 and is fully functional.
- The University has appointed Prof. Dr. Riaz Hassan as the Dean QEC. Deputy Director, Statistical Analyst and Naib Qasid has also been transferred to the QEC.
- The QEC has been made a regular part of the University
- Program Teams have been formed in six departments.
- Assessment Teams have been formed in three departments.
- Department of English (GS) has been selected as the Model Department.
- The Self Assessment Report of Model Department has been completed.
- All the ten proformae were distributed and feedback received on Faculty Course Review report, Survey of Graduate Students, Faculty Survey, Alumni Survey, Employer Survey and Faculty Resume.
- The QEC also received the Self Assessment Reports from the PT’s of two other departments.
- The Self Assessment exercise is in progress in other departments.
- Holding of one day workshops on basic concepts of Quality Enhancement in Higher Education completed in all the departments till June 2008 session. Regular meetings are held with the Deans. Training sessions for the Program Teams and departments held on regular basis.
- QEC NUML is the first among the Phase-II QECs to launch the QEC website. The layout and content of the QEC website is complete and can be accessed at http://numl.edu.pk/QEC.htm

17. NWFP UNIVERSITY OF ENGINEERING AND TECHNOLOGY, PESHAWAR
The QEC was formally established by the University in Feb 2007.

- Temporary arrangement of the office has been made in the committee room.
- Permanent Manager QEC appointed in February 2007. All the remaining staff has also been recruited on contract basis.
- The QEC has become a regular part of the University
- Program Teams have been formed in all departments and affiliated colleges/institutions.
- Eight departments have nominated members for the Assessment Teams.
- Mining Department has been selected as the Model Department. SAR cycle not yet fully completed. Self Assessment Procedure has been started in all departments of the university. Self assessment Report received from eight departments.
- Feedback on 9 Proforma has been received from the model department and analyzed.
- One orientation workshop was conducted on June 21, 2007 to introduce the Self Assessment Procedures. The QEC has conducted seven (7) awareness seminars/workshops about the HEC Self Assessment Process for guidance and information of all concerned.
- The QEC has developed an Excel-based package to assist program team members in analyzing the Proformae feedback. The package is designed such that at data entry it will provide calculated weighted averages and the graphic illustration of responses of each question. QEC also prepared a (sample) Self Assessment Report to assist the program teams in preparing their respective reports.
- The QEC has launched its website under URL: www.nwfpuet.edu.pk/qec/index.htm

18. UNIVERSITY OF SARGODHA, SARGODHA

- Quality Enhancement Cell was established in March 2006.
- A separate office for the QEC has been established in the administration block.
- Mr. Naeem Javed, Director Academics has been given additional charge of QEC. Only the Deputy Director has been appointed on contract. The posts of Director QEC, Deputy Director QEC and Data Analyst advertised but not filled.
- QEC is on recurring budget.
- Program Teams formed in all twenty six departments.
- Department of Education has been selected as the Model Department.
- First draft SAR has been received from the Program Team of the Model Department.
- All the ten Proformae have been circulated in all the departments.
- Feedback from all the departments will be received at the end of the current semester in April 2009.
- Training/awareness sessions regarding the Self Assessment Manual held in all departments.
- The QEC web site is being developed under URL: http://www.uos.edu.pk/uploads/qec.aspx

19. COMSATS INSTITUTE OF INFORMATION TECHNOLOGY, ISLAMABAD

- The QEC was established on November 16, 2007. A separate office has been allocated for the QEC.
• QEC budget of RS. 2.145 M has been included in the recurring budget of the university.
• Head of QEC appointed on permanent /regular basis on 7th July 2007. Recruitment of all the staff members as mentioned in PC-I have been completed.
• The Program Teams have been formed in four Departments.
• Department of Management Sciences has been selected as the Model Department. The SA cycle of the Model Department has been completed upto the stage of formation of implementation plan by Chairman of the department. The second SA cycle is being carried out again in the Management Science Department.
• SA Process has also been initiated at all the six campuses of CIIT
• All the ten Proformae were distributed in the model department and feed back received on five proforma.
• QEC has initiated an online system for the collection of data. The filling of Performa (Student Course Evaluation Questionnaire, Survey of Graduating Students and Teacher Evaluation Form) in three other departments is in progress.
• One day seminar on “Quality Enhancement in Higher Education” was organized on 10th May 2007 for the awareness of the staff. For raising awareness of QA, presentations have been made to different departments. Presentation was also made to the Deans Committee on the 9th October, 2007. Training has also been arranged for the Program Teams of the selected departments.
• QEC website has been launched under the URL: http://www.ciit.edu.pk/qec/

20. FATIMA JINNAH WOMEN UNIVERSITY, RAWALPINDI

Fatima Jinnah Women University, Rawalpindi initiated the process for the establishment of QEC in November 2006. However, the formal procedures of QEC started in July 2007.

• A separate office for the QEC has been established in the administration block.
• QEC has become a regular part of the University.
• Prof. Dr. Naheed Zia Khan has been transferred to the QEC as Director QEC on interim basis in the mid of July 2007. Recruitment of all other staff members as mentioned in PC-I have been completed. A new post of Assistant Director has also been created in the budget.
• Program Teams have been formed in all departments.
• Assessment Team has been formulated in the Model Department.
• The Department of Environmental Sciences has been selected as Model Department.
• Complete SAR along with the findings of the Assessment Team has been submitted by the Model Department.
• Program Teams of 16 departments have submitted the first draft SAR.
• QA training workshop on Higher Education Quality Management for FJWU faculty was organized on January 24, 2008. Workshop on Survey Research Methods was convened on March 3 to April 8, 2008. Seminar on Assessment of Teaching Quality in Higher Education Significance and Constraints was organized on April 17, 2008.
• The QEC website has been uploaded under the URL www.fjwu.edu.pk/qec
• QEC has become a member of the Asia Pacific Quality Network and International Network for Quality Assurance Agencies in Higher Education.

21. FRONTIER WOMEN UNIVERSITY PESHAWAR
The University started working for the establishment of QA mechanism with effect from May, 2007.

- An independent office has been allocated for the QEC in the Administration block.
- The QEC has become a regular part of the University.
- Ms. Khadija Gul has been appointed as Deputy Director QEC. Assistant Director and Data Analyst have also been appointed. The post of the Director has been advertised twice but no suitable candidate was found.
- The university has only eight departments.
- Program Teams have been formed in six departments.
- Assessment Team has been constituted in the Model Department.
- Department of Psychology has been selected as the Model Department.
- SAR of the Model Department has been completed. However, final part still pending.
- Program Teams of the remaining five departments have submitted the first draft of the SAR.
- Out of the 10 Proforma approved by the HEC, only five (Student Course Evaluation Questionnaire, Teacher Evaluation Form, Faculty Survey, Faculty Resume, Faculty Course Review Report) are applicable in the current situation of the university. These have been distributed and feedback is being incorporated in the SARs.
- Informal discussions and orientation sessions have been organized for the program team of the Model Department.
- The QEC website has been uploaded under the URL www.fwu.edu.pk.
- QEC has also been responsible for establishing forming linkages with foreign universities.

22. GOVERNMENT COLLEGE UNIVERSITY, FAISALABAD

- Temporary office for the QEC has been established.
- Dr. Shaukat given additional charge as Director of QEC. Computer Assistant and Naib Qasid have also been transferred to the QEC. In addition a Coordinator has recently been appointed.
- No permanent staff has yet been hired.
- Department of Physics has been selected as the Model Department.
- Feedback on five Proformae has been received from the model department.

23. MEHRAN UNIVERSITY OF ENG. & TECHNOLOGY, JAMSHORO

Quality Enhancement Cell was established in Mehran University of Engineering & Technology Jamshoro, Sindh in August 2006.

- QEC office has been established and is fully functional.
- The QEC has become regular part of the University.
- Prof. Dr. Muhammad Aslam Uqaili has been transferred to the QEC as Management Dean QEC on Additional Charge basis. Dr. Abdul Sami Qureshi, Director QEC is also on additional charge basis while the Deputy Director has been transferred on regular basis. Data Analyst has been appointed on contract while Naib Qasid on regular basis through advertisement.
There are 15 Departments in the University.
Program Teams have been constituted in all the Institutes/ Departments of the university. The Program teams have been formally constituted by the Vice Chancellor.
Assessment Team has been formed in the Model Department.
Department of Electrical Engineering has been selected as the Model Department.
Complete Self Assessment Report of the model department has been submitted by the PT and is under the review of Assessment Team.
Self assessment exercise has been initiated in eight other departments of the university.
All the HEC prescribed Proformae have been circulated. Faculty Resume has been collected from all the faculty members. The employer survey was reported by one employer only.
QEC has organized two seminars for the faculty members and HODs to raise awareness about Quality Assurance through Self Assessment and Self Assessment Procedures. Seven different trainings sessions have been conducted by the QEC staff.
The QEC website has been uploaded under the URL: http://www.muet.edu.pk/qec/index.php
QEC has become a member of the Asia Pacific Quality Network.

24. NWFP AGRICULTURE UNIVERSITY, PESHAWAR

- A separate QEC office has been in the Directorate of Teaching.
- The QEC expenses are a regular part of the University budget.
- Prof. Dr. Muhammad Afzal has been given additional charge of Director Quality Enhancement Cell. Recruitment of other staff members as mentioned in PC-I have been completed.
- The university has 24 departments.
- Program Team constituted in all department/institute of the University.
- Assessment Team has been formed in the Model Department.
- Department of Plant Breeding and Genetics has been selected as the Model Department.
- Information on eight Proformae (Students Course Evaluation Proforma, Faculty Course Review Report, Survey of Graduating Students, Faculty Survey, Survey of Departments offering Ph.D. Program, Employer Survey, Faculty Resume and Teacher Evaluation Form) has been collected from the Model Department. Data analysis carried out.
- Self Assessment Report has been completed up to the findings of Program Teams in the Model Department. The Assessment Team’s review is under process.
- Draft SAR from the PT’s of three other departments has been received.
- Steps undertaken to initiate Self Assessment Program in affiliated Institutes.
- QEC arranged a national level training workshop on Self Assessment Mechanism for all Program Teams and Students’ Orientation Programs.
- The QEC website has been launched under URL http://www.aup.edu.pk/QEC.asp
- QEC is a member of the Asia Pacific Quality Network.

25. QUAID-E-AWAM UNIVERSITY OF ENGINEERING, SCIENCE & TECHNOLOGY NAWABSHAH

- Initially QEC QUEST was established through an executive order in March 2006 and Prof. Dr. A. H. Memon was given the additional charge as Director. Later on, Prof. Dr.
Mahmood Memon was assigned the additional responsibility of Dean, QEC in October 2006. Director, Data Analyst and Naib Qasid have also been transferred to the QEC.

- No permanent QEC office.
- The University has only 9 departments.
- There are Departmental Committees in every department who are now working as Program Teams.
- Department of Mechanical Engineering has been selected as the Model Department.
- First draft of the SAR of the Model Department has been received from the PT’s.
- Proformae (Student Course Evaluation Questionnaire, Faculty Survey and Faculty Resume) have been received from the concerned department.
- Steps underway to implement QA procedures in the two affiliated colleges of QUEST.
- The webpage of QEC has been uploaded on the main website of the university http://www.quest.edu.pk/

26. SINDH AGRICULTURE UNIVERSITY, TANDOJAM

The QEC became functional at the University in June 2007.

- A well furnished and well equipped separate office has been established.
- The QEC has become a regular part of the University.
- Engr. Riast Ali Kubar has been transferred as the Director QEC on regular basis in May 2007. All the staff positions except the Data Analyst (B.P.S-16) have been filled. The advertisement for the said post was made thrice. Three additional Posts (Assistant Director, Computer Operator/P.A, Driver and Office Boy) have also been created by the University.
- The university has 6 faculties, 36 departments, 2 institutes and one constituent college.
- Program Teams in all departments have been constituted.
- Assessment Teams have been formed in the Model department.
- Institute of Food Science & Technology has been selected as the Model Department. The Self Assessment process has been completed and implementation plan prepared.
- All the Proformae except Alumni Survey have been circulated and feedback collected from the department.
- Three other departments have submitted the draft SAR.
- Two faculty awareness workshops on QA have been organized. Workshops have also been organized for the program teams.
- The QEC website has been launched under the URL: http://www.sau.edu.pk/qec/qecs.html

27. UNIVERSITY OF SINDH, JAMSHORO

The Quality Enhancement Cell of University of Sindh, Jamshoro started working in the month of November 2006.

- A separate QEC office has been established.
- Prof. Dr. Muhammad Suleman Sheikh has been transferred to the QEC as Advisor QEC on interim basis. Data Analyst/ Computer Operator and Naib Qasid have been appointed on regular basis through advertisement.
- The university has 11 Institutes, 34 Departments, 4 centers and two campuses.
- Program Teams have been constituted in all the Institutes/Departments of the university.
- The Institute of English has been selected as the Model Department. The PT of the Institute has submitted the Self Assessment Report.
- Draft SAR has been submitted by eleven departments.
- Feedback on two Proformae (Faculty Survey and Student Course Evaluation Report) has been received.
- To promote the concept of QA, faculty members have been briefed in a series of presentations. Nineteen meetings of Deans Committee for Enhancement of Quality were held under the Chairmanship of Vice Chancellor, University of Sindh, Jamshoro.
- The QEC Website has been uploaded under URL: [http://www.usindh.edu.pk/qec/](http://www.usindh.edu.pk/qec/)

28. UNIVERSITY OF VETERINARY AND ANIMAL SCIENCES, LAHORE

- A separate QEC Office has been established.
- Dr. Muhammad Aleem has been transferred to the QEC on interim basis. The post of Director advertised twice but no suitable candidate was found. Deputy Director and Naib Qasid have been appointed on contract. The post of Data Analyst has again been advertised.
- The Program Teams have been formed in all departments.
- Assessment Team has been formed in the Model Department.
- Department of Microbiology and Theriogenology have been selected as Model departments of the University.
- The Self Assessment Report of the Model Department has been completed.
- Draft SAR of three other departments has also been received.
- Feedback on three Proformae Student Course Evaluation, Graduating Student Survey and Faculty Survey has been received.
- QEC website has been uploaded under URL: [http://www.uvas.edu.pk/about/direct/quality-enhance/](http://www.uvas.edu.pk/about/direct/quality-enhance/)

29. ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD

Allama Iqbal Open University, Islamabad is one those unique universities of Pakistan where Distance Learning has been adopted as the method of teaching so as to deliver education at the door step of the students. QEC AIOU is working hard to meet with the challenges of distance learning.

- A separate office for the QEC has been established.
- Dr. Dawood Awan has been given the additional charge of Director QEC.
- Currently except for a Naib Qasid, the staff is working on additional charge basis. For permanent recruitment of QEC staff, 4th advertisement will appear in daily newspapers very soon.
- Program Teams have been formulated in all departments.
- Assessment Team has been constituted in three departments.
- COL (Commonwealth of Learning), MBA/MPA Programme was declared as Model Department. SAR has been received including findings of Program Team of the department.
- SAR has been received from the PT’s of three other departments.
• Three HEC prescribed (Proformae Employer survey, Survey of Graduating Students and Faculty Survey) and four University prepared Proformae (Student Support Services Proforma, Tutor evaluation Proforma, ICTs Input Evaluation Form and outreach students' feedback Proforma) were circulated and feedback has been received.
• The QEC website has been uploaded under URL http://www.aiou.edu.pk/QEC/index.asp
• QEC has become a member of the Asia Pacific Quality Network.

30. BAHAUDDIN ZIKRIYA UNIVERSITY, MULTAN

• A newly constructed office has been allocated to the QE Directorate.
• The post of the Director has been included in the recurring budget of the University. Recruitment to all the posts except Personal Assistant as mentioned in PC-I have been completed.
• Program Teams have been formulated in all departments.
• Department of Physics has been selected as the Model Department.
• The QEC has designed three more Proformae (Analysis Form, Seminar/Workshop Feedback Form and Annual/Special Report for Faculty Members) for efficient feedback. QEC has combined three Proformae (Faculty Resume, Faculty Course Review and Teacher’s SAR) in one report “Annual/Special Report for Faculty Members”.
• Feedback on three Proformae (Teacher Evaluation Survey, Faculty Survey and Annual/Special Report for Faculty Members) from all departments will be completed by January 2009.
• Self assessment as per the standards and criteria’s will be completed by April 2009 and SAR of at least three departments will be submitted to HEC in May 2009.
• To popularize the concept of QED regular meetings of the Deans, Joint meetings of the Deans and Chairpersons and faculty are arranged.
• QED has also put some significant efforts in establishing the academic linkages with 30 universities/research institutes in different areas. MOUs have been signed with 6 Universities.
• The development of the website is under process.