

EXIT Report IPER 2025 - Confidential

HIGHER EDUCATION COMMISSION



**RASHID LATIF KHAN
UNIVERSITY**

Review of Institutional Performance Evaluation

S-RIPE 2025

Institutional Performance Evaluation Report

IPER 2025

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Preamble

Higher Education Commission (HEC) Islamabad had taken an initiative towards better quality education, for which they collaborated with Quality Assurance Agency (QAA) UK and British Council to develop a framework of quality under which not only the university but the programs offered were also be intact to assure standardized road map to be offered.

The QAA & QAD HEC, bench marked the QAA UK model PERCEPT STANDARDS and GUIDELINES (PSG) 2023 with customised framework and standards.

The 16 standards are the core areas in which the major quantification is from GOVERNANCE point of view. The Registrar branch was key department from where the standardization of documents confirms. The model PSG 2023 further be transformed into REQAAB in which the RIPE and PREE are two framework for review the university at GOVERNANCE level and on the other side the university at ACADEMIC level.

The RASHID LATIF KHAN UNIVERSITY, for the first time through its QUALITY ENHANCEMENT CELL had taken an initiative in conduct the RIPE at university level. Two major sub committees were developed as,

IPER Reporting Committee – Internal

IPER Evaluation Committee – External

Director QEC being member and facilitator supports both the committees in their operational work.

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There are three domains/criteria, and 16 standards as follows:

1. **Strategic Development:** (06 standards)
2. **Academic Development:** (06 standards)
3. **Institutional Development:** (04 standards)

1. **STRATEGIC DEVELOPMENT** (06 Standards)

- Standard 1. Vision, mission, goals and strategic planning
- Standard 2. Governance, leadership and organization
- Standard 3. Institutional resources and planning
- Standard 4. Audit and finance
- Standard 5. Affiliated colleges/institutions
- Standard 6. Internationalization of higher education and global engagement

2. **ACADEMIC DEVELOPMENT** (06 Standards)

- Standard 7. Faculty recruitment, development and support services
- Standard 8. Academic programs and curricula
- Standard 9. Admission, progression, assessment, and certification
- Standard 10. Student support services
- Standard 11. Impactful teaching and learning and community engagement
- Standard 12. Research, innovation, entrepreneurship and industrial linkage

3. **INSTITUTIONAL DEVELOPMENT** (04 Standards)

- Standard 13. Fairness and integrity
- Standard 14. Public information and transparency
- Standard 15. Institutional effectiveness, quality assurance and enhancement
- Standard 16. CQI and cyclical external quality assurance

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Rubrics

Quality evaluation and enhancement (QEE) matrix and judgement framework

the review panel will take into account how effective policy and strategies are taken to meet expectations against each Standard, and, accordingly, they provide judgement against each Standard as 'Unclassified', 'Average' or 'Progressive', or 'Effective' and the aggregate judgement makes the overall judgement for the institutional and programme review, placing them into one of the said categories.

EOI Categories	Parameters
Regulatory requirements/ EOIs	0-1 / Grey color
Mandatory requirements/ EOIs	2 / Yellow color
Recommended requirements/ EOIs	3 / Blue color
Desirable requirements/EOIs	4 / Green color

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Categorization of Expectations and Standards (CES) criteria

Review Categories	CES Data
SIR/unclassified	If more than 50% of Expectations/Standards are poorly implemented (grey colour); Significant improvements are required (SIR)
AIR/average	If more than 50% of Expectations/Standards are ineffectively implemented (yellow color); Adequate Improvements are required (AIR)
LIR/progressive	If more than 65% of Expectations/Standards are effectively implemented (blue color); Limited improvements are required (LIR)
Effective	If more than 65% of Expectations/Standards are effective (LIR) + 25% of Expectations/Standards read Effective (RIR) (green colour); Effective Improvement Retained (EIR)

The report was finalised through a rigorous review by an external member of the RIPE Evaluation Committee


Mr. Ali Raza Qureshi

Director QEC & Additional Registrar

Rashid Latif Khan University Lahore

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Good Practices

1. The management seems very professional and confident to lead the university in a right direction.
2. Professionalism and Courtesy of Employees: The staff and faculty demonstrated a high degree of professionalism, discipline, and readiness to assist the review team. Their courteous conduct and cooperative attitude contributed to the smooth execution of the visit and reflect a healthy institutional culture
3. Dedicated and Committed Faculty: Despite limited numbers, the faculty demonstrated a high level of dedication and multitasking ability. Their commitment to academic delivery under constrained circumstances is commendable.
4. Clean and Orderly Campus Environment: The overall campus environment was clean and organized, reflecting a positive institutional culture and attention to hygiene and decorum.
5. Efforts Toward Academic Continuity: The administration's efforts to ensure academic continuity despite operational constraints are noted and appreciated.
6. The intake being new in the industry at the start level is really good.
7. The will to develop the system was highly appreciable
8. Initiated Faculty Development Program which in return enhance the capacity of learning.
9. The conduct of QEC parameters and taken lead to submit the YPR in a short span is appreciable.
10. University provides transport facility to their employees.
11. The day care center is a big ease for the life of female staff and faculty members.
12. The University strictly maintains a 'No smoking' policy in public on the campus.



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Action and Proceedings

Standard 1.

Vision, Mission, Goals and Strategic Planning

S. No.	EOI	Remarks	Color
1	Do you have the institution's vision, mission, goals?	Yes, RLKU has been accorded NOC in 2023 and started functioning in fall 2024. The mission, vision, has been developed / got approved through the first BOG held in June 2023.	Green
2	Details of stakeholders who were involved in the conception and development of the institution's vision and mission.	No consultative efforts seem to exist in developing RLKU mission, vision.	Grey
3	Are the institution's objectives, vision, and mission aligned with the charter's requirements, particularly those pertaining to academic and territorial jurisdictions	Most of the faculty / staff are new, hence did not have a fair understanding of the philosophy behind the mission.	Yellow
4	Has the mission been reviewed and renewed since the first writing and approval? If so, when was it last reviewed and by whom?	No evidence was produced	Grey
5	Are the Vision & Mission placed on a famous area of the institute & how many times an awareness sessions have been organized for stakeholders.	Yes, the document was placed in famous areas, as suggestions need to have it placed in all Offices also	Green
6	Is there a well-documented 5-Year/3-Year Strategic plan linking institutional vision and mission?	Although the strategic plan has been developed, no evidence is provided regarding any notification of the strategic development committee, composition / minutes of meeting, and approval by the statutory bodies	Blue
7	Do the stakeholders have adequate information to make decisions, and is there a methodical revision process in place for the mission, goals, and strategic planning?	No evidence found	Grey

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Standard 2.**

Governance, leadership and organization

S. No.	EOI	Remarks	Color
1	Is there a well-defined system of the institute and governance consistent with the power and functions, and other requirements given in the charter, statutes, rules, regulations, and policies? Please provide a copy of the Act.	ACT was provided, and yes in many of the cases it seems but the governance must rethink as per the documents and standards are concerned to get not only followed but the notification reach to all stakeholders	Blue
2	Please provide the dates of meetings and minutes of the meetings of the following bodies for the last three years. Board of Governors, Finance and Planning, Selection Board and other such statutory bodies that might appear in your Charter/Act/Ordinance	The frequency of BOG, F&P is low, the selection board is completely missing. The Dir QEC be part of all statutory bodies is mandatory to complete the CQI model.	Blue
3	Is the system of organization and governance exercising prudence in policy development and decision-making processes in the best interests of all the stakeholders in general and of students in particular?	The management is serious and progressive; it seems that the future of organization is bright and in the right direction	Green
4	Is the system of organization and governance having elements of good governance such as the rule of law, accountability, effectiveness and efficiency, transparency, and equity.	Yes, through the documents and shared practices, it seems. The only thing is dissemination, and notifications are to be re addressed with more vigilance is requested	Green
5	Is there a conducive environment that enables teaching, learning, and scholarship that promotes high-quality teaching and learning and promotes a genuine, impactful research culture in surrounding industries and the aspirations of its students, which enables the effective functioning of all programs, and enables students to progress and achieve their learning objectives?	Yes, with a suggestion to have a infrastructural support to be considered as one best element. The university is in its growth stage requires more support from the governance to achieve it	Blue
6	Provide a department-by-department list of publications with relevant impact factors.	Document shared, as being very new, the number is inconsiderable. The ORIC department and its policies with the help of governance can make it possible that further helps in the International RANKINGS also.	Yellow
7	Provide a list of the faculty members' and their latest three-year period of department-specific funding and/or research initiatives.	Only one time effort in NRPU was shared, need to have more focus on it	Yellow
8	Is there a policy to prevent conflicts of interest for the parties involved?	Yes	Green

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Standard 3.

Institutional resources and planning

S. No.	EOI	Remarks	Color
1	What are academic and non-academic resources?	Yes, well defined document shared	Green
2	Are there institutional policies that comply with the applicable laws and regulations and have clearly defined standard operating procedures (SOPs) for the purchase of goods and services?	The purchase department with controlled systems is developed	Green
3	Is there a clear policy in place for creating alternate revenue streams using the local economy (if any), corporate training programs, micro-credentials, and alumni involvement?	The Rashid Latif Institute of Skills Development project has launched with initiative to produce skill-based students	Green
4	Are policies and procedures for endowments in place?	Yes	Green
5	In what way do the plans fit into the budget? Kindly provide copies of the previous year's approved budget as well as the current draft budget.	Shared	Green
6	Please submit the lists members, agendas, and minutes of the committee meetings held during the previous three years for those that are part of the planning process.	Shared	Green

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Standard 4.

Audit and finance

S. No.	EOI	Remarks	Color
1	Does the institution have a sound financial plan that strikes a balance between revenue and expenses to generate an annual surplus?	Yes- The University has a strong financial plan which also includes emergency plan to tackle financial constraints. The plan is not approved or notified by the concerned statutory body. Recommended to present in F&PC for approval and notification.	Yellow
2	Have any reliable financial projections that guarantee the institution's continued financial stability and are based on strong strategic planning?	Strategic Plan not presented in RIPE meeting. University is financially stable, and resources are also reliable.	Yellow
3	Does the institution have backup plans in place to make sure that investment and cash flow levels are sustained?	Back plan is available, but not approved by F&PC	Yellow
4	Is there a well-planned strategy for growing and preserving an endowment fund?	It is available	Blue
5	Information about the financial assistance program for students; at least 10% of students should receive financial support; waivers from fees and scholarships based on merit or need	Students are being awarded scholarships more than the requirements in the standard.	Green
6	Are there clear procedures and/or institutional frameworks ensuring that qualified auditors audit their annual accounts?	Procedure of Audit from Third Pary Auditors is available, however it did not approve by the concerned statutory body	Yellow
7	Do you have an institutional process to include Deans and all other statutory posts in the required yearly budgeting?	Yes. University involves deans, heads and concerned office bearers in budgetary process	Green
8	Provide previous financial plans that display the last three years' balance sheets, profit and loss statements, and annual surplus?	Available	Green
9	Is there a policy statement that outlines the primary endowment fund (a private sector entity)?	Not submitted with IPR report	Grey
10	Provide the financial auditor reports for the last three years.	Yes	Green

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Standard 5.

Affiliated colleges/institutions

S. No.	EOI	Remarks	Color
1	Is there any strategic approach to delivering learning opportunities on the main campus?	NA	NA
2	Provide policies and procedures to ensure that there are similar adequate academic standards or the quality of learning opportunities.	NA	NA
3	Do they have appropriate governance arrangements in place for all learning opportunities that are not offered directly by the university?	NA	NA
4	Is there a procedure in place to make sure that, in the case where the institution decides to end an arrangement, students who have been admitted to a program	NA	NA
5	Are the programs being offered in compliance with any approved or recognized professional, statutory, regulatory, or accreditation council requirements?	NA	NA
6	Is there a mechanism that guarantees the institution evaluating students adheres to the program evaluation guidelines approved by the institution to maintain academic standards?	NA	NA
7	Is there a system in place to guarantee that the institute's programs and courses are reviewed and overseen in accordance with, or comparable to, the HEC's standards?	NA	NA
8	Provide certificates and records of study/surveys.	NA	NA

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Standard 6.

Internationalization of higher education and global engagement

S. No.	EOI	Remarks	Color
1	Do you have official institutional arrangements and collaborations, such as faculty and student exchange programs and joint research projects for academic advancement, with comparable foreign universities?	Not available	Grey
2	Please include information about how to participate in the relevant international quality assurance networks, both in person and virtually (conferences, seminars, workshops, training)	University is showing its gap in this area	Grey
3	Kindly include a department-by-department list of all the workshops, seminars, conferences, and/or presentations each faculty member has attended or given.	The quality enhancement cell and department of Law attached in detailed information while the rest of the department are not participating in training or seminars. Which is deficiency at department end.	Yellow
4	Is there a system in place at the institution to approve foreign students and facilitate international credit transfers after consulting with HEC and other appropriate authorities?	NO	Grey
5	Does the institution offer any programs that have been approved by foreign accrediting bodies?	NO	Grey

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Standard 7:

Faculty recruitment, development and support services Expectation

S. No.	EOI	Remarks	Color
1	What is the HEC-directed criteria for teacher appointments? Please provide copies of the print and digital media ads for faculty vacancies that have been published throughout the last three years	There is compliance with HEC criteria however following need attention, There should be a standard procedure duly approved by the statutory bodies or the competent authority for recruitment of faculty and employees like eligibility determination by the dean of respective faculty, constitution of selection board, interview call letter records, minutes of selection board, notification of the selected candidates, etc.	Blue
2	Provide policies for hiring, firing, and retention of institutional recruits.	There should be a standard format of advertisement duly mentioning eligibility criteria	Yellow
3	Are there clear institutional policies and procedures to guarantee that all new hires meet the requirements? For example, communication skills to be proved with a presentation to the relevant committee or selection board?	In specific, NO. but need to have institutional policies and to revisit the statutory committees	Yellow
4	Institutional research contributions that serve the community and the country	Yet not being new in operations, but need to develop a policy	Grey
5	Are there explicit institutional rules in place to guarantee that orientation for effective teaching and evaluation is provided to newly hired faculty members	No, the teaching staff in some cases has no concept of orientation.	Grey
6	Does the institute offer faculty members the resources and assistance they require to further their careers and increase capacity while retaining talented faculty members?	The university must provide support through HR policy documents for their prospects	Grey
7	Are there enough relevant and qualified full-time faculty members available to support each academic program in accordance with HEC criteria and best practices?	On par, yes but also need to strengthen their offices.	Blue

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Standard 8:

Academic programs and curricula

S. No.	EOI	Remarks	Color
1	Is there a clear and thorough framework for academic programs that grants academic credit and curriculum?	Yes, as all the programs are under the councils, therefore the framework of SOS and all academics achievements	Green
2	Do you have a system in place to evaluate faculty and staff for their creative teaching methods and scholarly activities?	Yes, feedback mechanism	Green
3	Are there policies and procedures for each program's delivery, evaluation, and monitoring and review processes.	In general, yes and seeing	Blue
4	Are there taught programs and research degrees that are approved and set at a level that satisfies the requirements of National Qualifications Framework of Pakistan (NQFP-15)?	Yes	Green
5	Is there a way to create a program-wide report for ongoing improvement and to routinely assess the effectiveness of the curricula and assessment system in relation to the program's learning outcomes?	Well, the faculty development program has started, in which the program wide report manual will be trained to developed for future.	Blue
6	How frequently the curricula are being reviewed, and what is the procedure of curricula reviewed and visited in support with the feedback analysis	As the university had started their operations in 2025, therefore no urgent need to review curriculum. On the other side through HEC and QEC directives, the UEG policy 2023 has adopted, and curricula were also developed with the benchmarks.	Green

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Standard 9:

Admission, progression, assessment, and certification

S. No.	EOI	Remarks	Color
1	How to convince people that an institutional policy that admits students whose ability, interests, and aspirations are potentially compatible with the mission and goals of the institution?	University is working in strategic plan which can cater to all requirements mentioned in standards	Grey
2	Provide a policy for student admission and enrolment; appropriate institutional mechanisms and well-defined processes for a quality learning opportunity.	Admission Policy is available, approved, notified and implemented in the university	Green
3	Is there a policy in place that enables students to learn independently, develop thoroughly into the subjects they have chosen, and develop their critical, analytical, and creative thinking skills?	Policy is available, however not approved by the statutory body. Its Implemented	Blue
4	Do you have a certification and credit award policy that allows each student to show how much they have learned to receive the credit or qualification they are pursuing?	Not Yet	Grey
5	Do you have a strong system in place for assessments and exams to guarantee that credit and certifications are granted just in cases where relevant learning objectives have been met and verified through insightful evaluation?	Approved, notified and implemented	Green
6	Is there a defined process, set of standards, and SOP for assigning papers, moderating them, assigning marks, evaluating them, and grading them using the expertise of external stakeholders?	YES	Green
7	Are students receiving relevant feedback on their assessed work in a way that encourages learning and makes improvement?	It's in term of transcript, however other aspect of improvement, encourage is missing	Yellow

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Standard 10:

Student support services

S. No.	EOI	Remarks	Color
1	Do you have a system in place that allows students to be heard when decisions are being made about how to improve their academic performance?	As in verbal, yes but the documented stream and digital platforms are in progression	Blue
2	Do you have a formal procedure and forums inside the institution to promptly address complaints from students?	No defined stream was seen	Grey
3	Do you have a clear institutional framework in place to guarantee that all students (males and females) have equitable access to extracurricular opportunities and resources?	In process to develop a roadmap for this	Grey
4	Are there sufficient, high-quality basic services like having a large, well-kept cafeteria with appropriate seating arrangements, a library with a large selection of books and seating areas, common areas for female students, psychological counseling, a daycare center, first aid, and an ambulance stationed on campus?	A library equipped with all available resources and number of books, a day care centers a first aid, with ambulance is evident as a good support. A thorough Counselling and Well being center is also established	Green
5	Do you have a clear policy and procedure for creating a Student Council for Academic Learning & Enhancement (SCALE) that the students must adhere to, as well as well-defined rules and regulations with SOPs for student participation in quality assurance procedures and associated forums like Institutional Quality Circle (IQC).	Not Yet as being new, apart students through different forums are being part shared their inputs.	Blue
6	Are there enough readily available learning tools, such as labs and studios	Well established labs and studio is available	Green
7	Is there a place where students may get help with matters like career counseling and student guidance?	The center for well-being and counselling supports students to take their guidance.	Green
8	Are there venues for learning—physical, virtual, and social—that are trustworthy, safe, and convenient for all students, encouraging decency, dignity, and respect in their interactions with them?	Through student societies, yes	Green
9	Are there easily accessible social and recreational spaces, such as the essential clubs and student societies?	A separate Director Student Affairs – Societies is hired with 12 student societies	Green

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Standard 11:

Impactful teaching and learning and community engagement

S. No.	EOI	Remarks	Color
1	Is there an environment that supports the use of technology in the classroom and encourages academic professionals to use their Pedagogical expertise to improve teaching and learning?	All basic tech gadgets are available in the classrooms.	Green
2	Are there opportunities for learning and ways of teaching through faculty development and educational scholarship?	Yes, a comprehensive 1 st FDP with having seven external Trainers is planned from June 30 to July 14, 2025.	Green
3	Is there a system to assist students in realizing that it is their responsibility to participate in learning opportunities, monitor their work, and advance their academic development by providing them with regular opportunity to reflect on feedback and conduct discussions with faculty members?	The formation of societies and the tasks under each is another way of having students learn and equipped themselves for being responsible as well as a person with hope to develop a good community.	Green
4	Do you have any institutional mechanisms in place to teach students about the Sustainable Development Goals (SDGs) and encourage them to actively interact with the community to address local issues of concern through research and teaching methodologies?	A Focal person is assigned to implement SDGs at all level. Three meetings were already conducted and there is ample work initiated under the banner of RLKU SDG committee.	Green

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Standard 12:

Research, innovation, entrepreneurship and industrial linkage

S. No.	EOI	Remarks	Color
1	Do you have a comprehensive policy for entrepreneurship, innovation, and research?	Not Evident	Yellow
2	Do you have a well-considered intellectual property rights policy?	Yes	Green
3	Are there any institutional programs or offices of research, innovation, and commercialization (ORIC), for promoting entrepreneurship and innovation?	Yes, a well-established ORIC department exist	Green
4	Do you have policies and procedures that are easily accessible, have clear definitions, and are sufficiently detailed to cover the entire research student journey from registration and admission to the final exam and award?	NA	
5	Do you have an institutional research policy that considers the needs of the social and industrial sectors at the local, national, and worldwide levels?	Yes	Green
6	Do you have a Research Ethics Committee (REC) whose job is to assess studies involving human subjects to make that their welfare, rights, and dignity are upheld?	Yes	Green
7	Is there a board or body that oversees advanced studies and research (ASRB, BASR, or equivalent) that has established protocols and institutional mechanisms for conducting business in a timely and appropriate manner?	NA	
8	Do you provide opportunities for research, innovation, and entrepreneurship where students can receive training and support in a conducive and functional environment?	NA	
9	Is there a plan established to guarantee that students have access to enough instruction to acquire the knowledge and abilities necessary for research, innovation, and entrepreneurship as well as to assist them get ready for their future careers?	NA	
10	Is there a well-considered institutional policy for engaging the industry that includes signing memorandums of understanding (MOUs) with the local business community and other comparable public/private organizations involved in trade and commerce, like a chamber of commerce.	In progression	Blue

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Standard 13: Fairness and integrity

S. No.	EOI	Remarks	Color
1	Do you have any policies or procedures that, if applied to all your stakeholders, reflect the moral principles and values stated in your mission statement?	Yes, progressive in development to produce policy documents	Green
2	Do you have appropriate procedures in place to protect the rights of employees, teachers, and students?	Under considerations	Blue
3	Is there a transparent policy in place for all correspondence, including complaints and academic integrity?	Yes, through different documents it is evident	Yellow
4	Is there a grievance committee for administrative staff, faculty, and students? Kindly provide copies of each with the approvals.	Yes, but need to re-visit with different notifications like Faculty, student and staff	Yellow
5	Do you have HEC's plagiarism policy, how it is being implemented?	Yes	Green
6	Is there a mechanism in place for online complaints and feedback on the website's main page that is properly supported by a clear and well-defined institutional mechanism to handle such complaints and feedback within a specific timeframe and provide a timely response on resolution back to the complainant (students/parents, faculty and staff)?	Not evident	Grey
7	Do you have the appropriate policies in place to ensure that your institutional system of teaching, learning, assessment, research, and publications are fair and ethical?	Yes, through CMS and LMS	Blue

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Standard 14:

Public information and transparency

S. No.	EOI	Remarks	Color
1	Is your website responsive to mobile devices and easy to use?	University has a fully operational website responsive to mobile devices and easy to use	Green
2	Detailed information of the BOG/Syndicate members including name, designation, working email and contact information (mobile/office number)	Detailed Information of BOG/Syndicate and other statutory bodies are missing on website	Blue
3	Contact details, including their working email and office or cellphone number of the Chancellor, President, Dean, Registrar, Controller of Exams, Student Affairs, and Director of QEC/ORIC	Details about the Management team are missing but website revamping is in process	Blue
4	Details about the faculty members, including a brief bio, a working email address, and contact details linked to each faculty member's department	Mostly available	Green
5	Comprehensive details on the curricula, learning objectives.	General SOS is available with learning objectives	Blue
6	Comprehensive details of all statutes, rules, and regulations	Missing	Grey
7	Is there well-placed complaint/feedback box with a strong institutional framework for resolving and redressal policy	The "info" ID is working and response to same was generated, but for redressal the complaint or feedback is missing	Yellow
8	Evaluation/review reports on institutional and program reviews by internal and external QA authorities (QAA and accreditation councils)	In hard form all are available, but QEC page is under revamping	Blue
9	Graduate employment data (Alumni), e.g., data on what most program graduates do after graduation	NA	
10	Do you have the appropriate policies in place to ensure that your institutional systems of learning, teaching, assessment, research, and Are publications fair and ethical?	As the webpage is under revamp, most of the elements are in under progression	Yellow
11	Are there mechanisms that are accessible to all students, teachers, and administration for resolving disputes, complaints, and appeals, are that just and transparent?	LMS and CMS are working and yes there is mechanism	Green
12	Specific admission requirements, including fees and scholarships	Yes	Green
13	Are there SOPs, and approved policies for various bodies & committees?	Yes	Green

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Standard 15:

Institutional effectiveness, Quality Assurance and Enhancement (QEC)

S. No.	EOI	Remarks	Color
1	Do you have procedures and policies in place that are clearly defined and that guarantee ongoing institutional improvement in terms of faculty instruction, student learning, educational programs, and administrative and educational support services?	Yes, though university is in its initial phase, QEC standings are in good footprints with all basic standards are addressed	Green
2	Is there minimum required QEC staff as directed in the QAA Manual?	Severely shortage of staff, at least have four members as per HEC formulation	Yellow
3	Are there basic furniture and fixture in the QEC department.	Yes, but QEC office requires more confidentiality in terms of documents, discussions and meetings. A separate office of QEC is necessary	Blue
4	Does QEC conduct (PREE) SARs for all programs? Please provide the latest (PREE) SARs for all programs.	PREE is conducted as per the requirement of QAA-HEC	Green
5	Provide compliance reports of all programs assessed during the last three years for SARs observations/findings submitted by the external reviewers	NA	
6	When was the last IPE conducted? Provide IPE reports either Self-IPE or by the HEC.	NA	
7	When was the last HEC team visited? Provide the last 2 reports with compliance (HEC NOC)	NA	
8	Do you have a strong institutional framework in place to establish and maintain an atmosphere where students and other stakeholders are involved in internal quality assurance procedures?	QEC team is in process of full compliance of the regulatory bodies frameworks, implementing PSG-2023 and HEC policies	Green
9	How many conferences, seminars, workshops attended by the QEC last year.	A list was shared, with comprehensive involvement of QEC member	Green
10	QEC Score cards & Achievements	NA	

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Standard 16:

CQI and cyclical external quality assurance

S. No.	EOI	Remarks	Color
1	Do you have an institutional structure for continuous quality improvement (CQI) to monitor and act in all decision-making processes, along with a well-defined quality policy?	University CHAMPIONS and INSPIRE program is commendable. QEC is in process of establishing complete CQI cycle as QEC and university both are newly established	Green
2	Is there a strong and reliable system for following up and closing the loops?	Yes	Green

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Recommendations

1. Awareness sessions should be organized regularly for faculty / students / staff for effective delineation of RLKU mission, vision, goals, and rules / policies.
2. Vision, mission and core values must be placed in all offices.
3. BOG members nomination notification be got endorsed from Statutory bodies (BOG).
4. Statutory bodies be constituted along with the TORs and their frequency be determined and meetings be held as per the defined / approved frequency.
5. All policy documents need to be revisited and reformulated through statutory bodies of RLKU.
6. There should be a standard format of advertisement duly mentioning eligibility criteria.
7. There should be a system for verification of submitted documents and full filing the required documents for the job.
8. Faculty and staff folders as per HR standards should be completed in all respect.
9. KPIs of each course should be laid down and faculty should be encouraged to comply with KPIs.
10. A functional Career Counseling Cell must be established to assist students in academic and professional planning.
11. Sports activities should be introduced and made part of the co-curricular framework.
12. Recruitment of additional faculty is essential to ensure optimal student-teacher ratios and subject expertise.
13. A complaint management system, including physical complaint boxes and digital portals, should be implemented.
14. A transparent and timely promotion policy should be enforced.
15. HR should develop and implement a comprehensive orientation program for all new employees.
16. The university must have the retention policy and such benefits offering through which the employee motivation and morale get boost.
17. No funding or any other travel support policy exist, for employees to take part in any capacity building initiative.
18. A detailed and transparent HR policy is required to establish confidence amongst employees.

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Result

STRATEGIC DEVELOPMENT (06 Standards)

- Standard 1. Vision, mission, goals and strategic planning
- Standard 2. Governance, leadership and organization
- Standard 3. Institutional resources and planning
- Standard 4. Audit and finance
- Standard 5. Affiliated colleges/institutions
- Standard 6. Internationalization of higher education and global engagement

Color	Numbers	Percentage
Green	15	55.5
Yellow	8	29.6
Grey	9	33.3
Blue	5	18.5
Total	27	100

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Standard 7. Faculty recruitment, development and support services

Standard 8. Academic programs and curricula

Standard 9. Admission, progression, assessment, and certification

Standard 10. Student support services

Standard 11. Impactful teaching and learning and community engagement

Standard 12. Research, innovation, entrepreneurship and industrial linkage

Color	Numbers	Percentage
Green	20	51.2
Yellow	04	10.2
Grey	07	17.9
Blue	08	20.5
Total	39	100

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- Standard 13. Fairness and integrity
Standard 14. Public information and transparency
Standard 15. Institutional effectiveness, quality assurance and enhancement
Standard 16. CQI and cyclical external quality assurance

Color	Numbers	Percentage
Green	13	48.1
Yellow	05	18.5
Grey	02	7.4
Blue	07	25.9
Total	27	100

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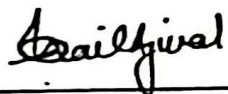
Aggregative Result

The results related to EOIs are as follows,

Color	Numbers	Percentage
Green	48	45.7
Yellow	17	16.2
Grey	18	17.1
Blue	22	20.9
Total	105	

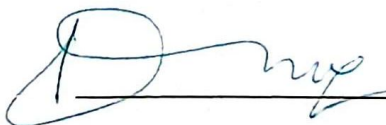
The Rashid Latif Khan University Lahore, had scored 45.7 percent in **GREEN** and 20.9 percent in **BLUE**, states that the university is under under

EIR I.e., EFFECTIVE IMPROVEMENT RETAINED



Any one key member

IPER Evaluation Committee



Pro Vice Chancellor

RLKU



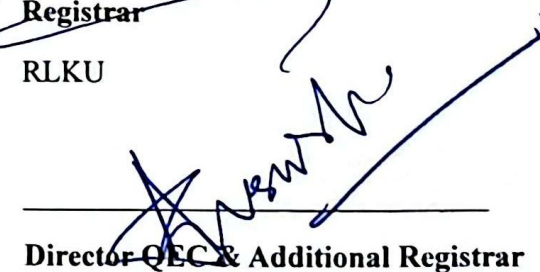
Registrar

RLKU



Convener

IPER Monitoring Committee



Director QEC & Additional Registrar

RLKU

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27/7/27