

FJWU RIPE Score, 2025: **3.56**

The qualified category is LIR/Progressive with blue color

	Categorization of Expectations and Standards (CES) Criteria
Review categories	CES Criteria
SIR/Unclassified	The Expectations/EOIs will be considered 'Poor/unclassified' and SIR (Significant Improvement Required) and scores 0-1 (colour grey) when there is no policy/ strategy does exist against the EOI.
AIR/Average	The Expectations/EOI will be considered 'Ineffective' and AIR (Adequate Improvement Required) and scores 02 (colour yellow) when a mere policy document exists but without approval from statutory bodies/no consultation process followed and/or without implementation arrangement and with no notification, documentation, and publication (website) (not having well-informed stakeholders; students, staff and faculty).
LIR/Progressive	The Expectations/EOI will be considered 'Progressive' and LIR (Limited Improvement Required) and scores 03 (colour blue) when policy and strategy exist, along with the approval of statutory bodies and a visible consultation process, proper notification, and documentation. However, without appropriate implementation arrangement, and/or without publishing the same on the website (not having well-informed stakeholders; students, staff, and faculty).
EIR/Effective	The Expectations/EOI will be considered 'Effective' and EIR (Effective Improvement Retained) and scores 04 (colour green) when not only policy and strategy exist but also it is approved by the statutory forums, the consultation process has been extensively followed, with proper notification, and documentation. Also, there is an effective implementation arrangement, also published (website) with well-informed and well-engaged stakeholders, including students and alumni, and community involvement is clearly ensured in many instances.

Fatima Jinnah Women University, Rawalpindi

Quality Enhancement Cell

Self-Review of Institutional Performance & Enhancement (S-RIPE) **conducted on 29-MAY-2025**

Review Team:

- 1. Dr. Sajjad Haider, Director QEC, National University of Modern Languages, Islamabad (External)**
- 2. Prof. Dr. Bushra Yasmin, Director QEC, FJWU**
- 3. Ms. Sadaf Ahmed, Additional Registrar, FJWU**

Strengths of FJWU

1. Pioneering institution of women's higher education in the country.
2. Diverse program offerings in Natural Sciences, Social Sciences, Humanities and Business.
3. Sufficient books in the library in all domains.
4. Well-equipped labs (computing & non-computing).
5. Sports facilities for students and faculty.
6. Good place of the University in various rankings.
7. Well-established ORIC and BIC to facilitate Research and Innovation activities.
8. Timely conducted meetings of the statutory bodies.
9. Various women centric centers like WRRRC, NCRSP and WDC.
10. Well managed record / document keeping related to RIPE standards.

Recommendations for improvement observed against RIPE standards during the visit:

Standard 1: Vision, Mission, Goals and Strategic Planning

- Progress of the Annual Strategic Plan's targets should be formally presented to the Statutory Bodies of FJWU regularly.
- KPIs may be prepared for assessing achievements regarding strategic plan.
- Impact of financial implications for the successful execution of strategic plan must be considered.
- A mechanism/system should be developed to quarterly review the progress against strategic plan targets.

Standard 2: Governance, Leadership, and Organization

- More MOUs should be signed with the Industry/Corporate sectors to facilitate students in their internships and jobs.

Standard 3: Institutional Resources and Planning

- Financial resources other than the fee and HEC budget should be generated / increased to contribute towards the financial sustainability of the university.
- Faculty Members should be encouraged to get more external research-funded projects from the Corporate / Industrial Sectors.
- QEC should be strengthened and equipped with better offices.

Standard 4: Audit and Finance

- The Annual Budget of the University should be fully aligned with the Strategic Plan of the University.

Standard 5: Affiliated colleges/institutions

- Frequent visits should be made (and their record should be maintained) to affiliated colleges for ensuring quality.

Standard 6: Internationalization of higher education and global engagement

- A separate dedicated office for establishing and handling National and International Linkages can better handle local and global engagements of Higher Education.
- Meaningful MoUs with foreign partner Universities needs to be established / activated for sending students and faculty for at least one semester in those partner Universities.

Dr. Sajjad Haider
Director,
Quality Enhancement Cell
NUML, Islamabad

Standard 7: Faculty recruitment, development and support services

- For industrial exposure, a policy may be defined for industrial engagement of the faculty for 1-2 semesters.
- Mechanisms should be established for incentivizing competent faculty.
- Vacant positions of Professors should be filled through promotion / selection board on highest priority.

Standard 8: Academic Programs and Curriculum

- OBE System should be implemented across all academic programs.
- Regular meetings regarding curriculum with relevant boards, i.e. Industrial Advisory Board (IAB), and Corporate Advisory Board (CAB) etc. should be held for updating the curriculum with market trends.
- Alumni should be engaged and strengthened in university activities to support internships, providing jobs to the students and graduates of the university.

Standard 9: Admission, Progression, Assessment, and Certification

- University should establish a mechanism to ensure that the aptitude, academic interest and educational goals of an admitted student are compatible with mission and objectives of the university.
- Result Analysis Report and Corrective Actions should be presented to the Vice Chancellor every semester.

Standard 10: Student Support Services

- More opportunities should be explored for participation of the students in activities / events organized by other universities.

Standard 11: Impactful Teaching, Learning and Community Engagement

- For impactful teaching, more focus should be on skill-based learning and education.
- CSP (Community Support Program) Policy can also be considered for ensuring more focus on building community engagement.

Standard 12: Research, Innovation, Entrepreneurship and Industrial Linkage

- Faculty Members should be encouraged to focus on applied research and develop products to register for patents.
- Ways should be found out for faculty engagement with Industry during semester / summer break.
- More and meaningful MOUs should be signed with Corporate / Industrial sectors to develop academia and industrial linkages.

Standard 13: Fairness and Integrity

- A fair, transparent and well-informed mechanism should be adopted for faculty members applying for study leaves, maternity leaves, paternity leaves and other related issues.

Standard 14: Public Information and Transparency

- Mechanism should be established with the approval of BOG / Syndicate for access of approved minutes of the meetings / working papers and approved agendas etc. with all concerned stakeholders of the University through intranet.

Standard 15: Institutional Effectiveness, Quality Assurance and Enhancement

- Policy regarding AI detection handling and ethical use of AI should be carefully defined and shared with all stakeholders.
- Rules of handling similarity and AI detection handling should be part of QA manual.

Standard 16: CQI and Cyclical External Quality

- A cyclical diagram with steps (PDCA Cycle) depicting CQI policy should be part of QA manual.
- All offered programs must be accredited (where available) by relevant accreditation bodies for improved cyclical external quality.

Observations identified during interaction with the Students

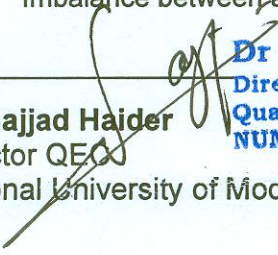
1. University should explore/expand collaboration with other Universities.
2. Discussion on current affairs and topics of common interest should be focused especially for IR students.
3. More labs should be established in New Campus for the students of Bio-Technology.

Dr Sajjad Haider
Director,
Quality Enhancement Cell
NUML, Islamabad

4. Internet connectivity needs improvement specially in New Campus (Campus II).
5. University should draw strategies for department where students intake is reducing like Gender Studies.
6. Practical / Lab work should be given due importance in addition to theory in Bio-Technology courses.
7. Sports-based scholarships / incentives should be introduced for the encouragement of students.

Observations identified during interaction with the Faculty

1. Faculty should be informed about NOC policy regarding higher studies.
2. Faculty course load policy needs to be revisited.
3. Imbalance between academic and non-academic / administrative workload.

 **Dr Sajjad Haider**

Director,

Quality Enhancement Cell

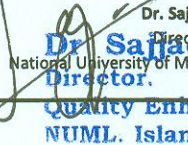
NUML, Islamabad

Dr. Sajjad Haider

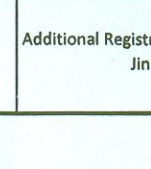
Director QEC

National University of Modern Languages, Islamabad

Standard Number	Standard Title	Expectation Outcome Indicators (EOIs)	Evidence	Likert Scale (0=Poor to 4=Excellent)	Color Based on Scale
Standard 1	Vision, mission, goals and strategic planning	Developed in consultation with stakeholders; aligned with charter and drives strategic planning; includes SMART goals and KPIs; evaluated systematically.	Vision/Mission Statements, Strategic Plans, KPI Dashboards, Meeting Minutes	3	LIR [Limited Improvement Required]
Standard 2	Governance, leadership and organisation	Defined governance structure; leadership roles and responsibilities; participatory decision-making; compliance with statutory bodies.	Organograms, Governance Policies, Meeting Minutes, VC/Dean Job Descriptions	4	EIR [Effective Improvement Retained]
Standard 3	Institutional resources and planning	Well-defined budgeting, infrastructure, HR, and ICT plans; resource allocation aligned with strategic goals.	Budget Plans, HR Strategy, ICT Policy, Infrastructure Reports	3	LIR [Limited Improvement Required]
Standard 4	Audit and finance	Transparent audit practices; financial accountability; documented budget approvals; external audits.	Audit Reports, Budget Documents, Financial Statements, Compliance Reports	3	LIR [Limited Improvement Required]
Standard 5	Affiliated colleges/institutions	Defined affiliation policies; monitoring and evaluation of affiliated colleges; clear responsibilities and quality assurance practices.	Affiliation Policies, MOU Documents, College QA Reports	4	EIR [Effective Improvement Retained]
Standard 6	Internationalisation and global engagement	Policies for international collaborations; MoUs; student and faculty exchange programs; alignment with global trends.	MoUs, International Exchange Records, Global Rankings, Mobility Reports	3	LIR [Limited Improvement Required]
Standard 7	Faculty recruitment and development	Transparent faculty hiring processes; induction, development and promotion policies; faculty evaluation and feedback mechanisms.	Faculty Policies, Induction Reports, CPD Records, Promotion Criteria	4	EIR [Effective Improvement Retained]
Standard 8	Academic programmes and curricula	Outcome-based curricula; stakeholder input in curriculum design; regular curriculum review and approval.	Curriculum Review Reports, Stakeholder Feedback, Curriculum Committee Minutes	4	EIR [Effective Improvement Retained]
Standard 9	Admission, assessment and certification	Transparent admissions; assessment aligned with learning outcomes; use of internal/external moderation; certification practices.	Admission Policies, Assessment Rubrics, Exam Moderation Records, Graduation Stats	4	EIR [Effective Improvement Retained]
Standard 10	Student support services	Career counseling, mentorship, and psychosocial support; grievance redressal; co-curricular activities; accessibility services.	Student Handbook, Counseling Records, Support Services Usage Data	4	EIR [Effective Improvement Retained]
Standard 11	Teaching, learning and community engagement	Use of innovative pedagogy; community engagement projects; student-centered learning; classroom observation records.	Teaching Evaluations, Pedagogy Innovation Reports, Community Engagement Logs	4	EIR [Effective Improvement Retained]
Standard 12	Research, innovation and industry linkage	Research policy; industry linkages; research output tracking; commercialization initiatives; ORIC reports.	Research Publications, ORIC Reports, Patents Filed, Industry MoUs	3	LIR [Limited Improvement Required]
Standard 13	Fairness and integrity	Anti-plagiarism policy; code of conduct; academic and examination integrity policies; grievance and appeals mechanisms.	Plagiarism Reports, Discipline Records, Policy Documents	4	EIR [Effective Improvement Retained]
Standard 14	Public information and transparency	Publicly available academic calendars, policies, and performance reports; institutional website transparency.	University Website Snapshots, Info Disclosure Reports, Publication Lists	3	LIR [Limited Improvement Required]
Standard 15	Institutional effectiveness and quality assurance	Internal QA policy; IQAE structure; documented QA processes; performance monitoring reports.	QA Manual, IQAE Reports, Self-Assessment Reports, Annual QA Reviews	4	EIR [Effective Improvement Retained]
Standard 16	CQI and external quality assurance	CQI mechanism in place; regular external reviews; data-driven decision making; review reports and follow-ups.	CQI Policy, External Review Reports, Data Dashboards, CAP Updates	3	LIR [Limited Improvement Required]

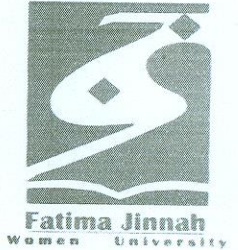

Dr. Sajjad Haider
 Director, QEC
 National University of Modern Languages, Islamabad
Quality Enhancement Cell
NUML. Islamabad


Prof. Dr. Bushra Yasmin
 Director, QEC
 Fatima Jinnah Women University,
 Rawalpindi
Quality Enhancement Cell
Fatima Jinnah Women University
Rawalpindi


Ms. Sadaf Ahmed
 Additional Registrar,
 Jinnah Women University,
 Rawalpindi
Additional Registrar
Fatima Jinnah Women University
Rawalpindi



Review of Institutional Performance and Enhancement (RIPE)
27, 29-30 May, 2025



Endorsement of Institutional Quality Circle (IQC)

- Institutional Performance Report (IPR), 2024-2025
- Self-RIPE Report, 2024-25
- Implementation Plan of Self-RIPE, 2024-25

Name	Designation	Signature
Prof. Dr. Bushra Mirza (Pride of Performance, T.I.)	Chair, IQC/Vice Chancellor, FJWU	
Prof. Dr. Azra Yasmin	Member, IQC/ Dean, Faculty of Science & Technology	
Prof. Dr. Sarwet Rasul	Member, IQC/Dean, Faculty of Arts & Social Sciences	
Prof. Dr. Malik Ghulam Behol	Member, IQC/Dean, Faculty of Education/Dean, Faculty of Islamic Oriental Learning/ Dean, Faculty of Law, Commerce, Management & Administrative Sciences	
Dr. Ishrat Siddiqa Lodhi	Member, IQC/Director, ORIC	
Dr. Irum Gull	Member, IQC/Director, Student Affairs	
Ms. Naseem Akhtar	Member, IQC/Registrar	
Ms. Saima Mushtaq	Member, IQC/Additional Controller of Examinations	
Prof. Dr. Bushra Yasmin	Secretary, IQC/Director, QEC	