

**JAMIA HAMDARD
(ACADEMIC SECTION)
HAMDARD NAGAR, NEW DELHI 110062**

NO.: AS/EC-65/JH-1/2012
October 17, 2012

The extract of the minutes of the Executive Council held on 14.09.2012 is placed below:

**RESOLUTION No. 8/65
Dated 14.9.2012**

While considering the minutes of the meeting of the Internal Quality Assurance Cell of the University held on 27 August 2012, it was resolved that the minutes of the IQAC Committee held on 27.8.2012 be approved.

Resolved further that the clause 7 regarding cases of promotion from Professor (stage 5) to Senior Professor (stage 6) may not be considered at this stage.

Resolved also that the recommendations made by IQAC Advisory Committee with respect to Career Advancement Scheme for the Faculty engaged under SFS be adopted as in case of Faculty engaged under regular cadre without changing their basic recruitment conditions. The SFS will continue to remain engaged co-terminus to the course.

This is for your kind information and necessary action.


(Dr. Firdous A. Wani)
Registrar

1. Director DODL
2. A.R. (Estab.)

**INTERNAL QUALITY ASSURANCE CELL
JAMIA HAMDARD, New Delhi – 110062**

MINUTES OF THE MEETING

**Date of Meeting: August 27, 2012 (11 am)
Venue: Board Room, VC Office**

A meeting of IQAC was convened on August 27, 2012.

The following were present:

1. Prof. B.P. Sanjay : Vice Chancellor, Central University of Tamilnadu - External Expert
2. Dr. Altaf Lal : Chief Executive, MSD-Wellcome Trust Hilleman Laboratories Limited – External Expert
3. Dr.G.J. Samathanam : Advisor, DST, Govt. of India – External Expert
4. Dr. Firdous A. Wani : Registrar
5. Prof. M.Z. Abdin : Dean, Faculty of Science
6. Prof. S.H. Ansari : Dean, Students' Welfare
7. Prof. Ranjit Biswas : Head, Computer Science
8. Dr. A.K. Singh : Head, Centre for Federal Studies
9. Dr. Farhan J. Ahmad : Dept. of Pharmaceutics, Faculty of Pharmacy
10. Dr. Manju Chhugani : Rufaida School of Nursing, Faculty of Nursing
11. Mr. Saqib Aziz : Assistant Registrar (Academic)
12. Prof. D.K. Srivastava : Head, Department of Biochemistry, HIMSR as special invitee
13. Dr. Talat Halim : MS, HAH Centenary Hospital as special invitee
14. Prof. S. Raisuddin : Director, IQAC, Member Secretary
15. Dr. G.N. Qazi : Vice Chancellor and Chairman- In chair

The following members could not make it to attend:

1. Prof. S. Mehtab Ali
2. Dr. Girdhar Gyani
3. Mr. Sirajuddin Qureshi
4. Dr. Bhawna Gulati
5. Mr. M. Shahanwaz Abdin

The agenda items under consideration were as follows:

ITEM NO. 1: Approval of minutes of the last meeting held on January 27, 2012

ITEM NO. 2: Consideration of quality report of the university

ITEM NO. 3: Appraisal of the process of promotion of teachers under revised Career Advancement Scheme (CAS) and Performance Based Appraisal System (PBAS)

ITEM NO. 4: Consideration of procedure proposed by the IQAC committee for verified API score percentile based short-listing of the teachers for promotion under revised CAS

ITEM NO. 5: Consideration of proposal for academic and administrative audit of the University

ITEM NO. 6: Approval of formats for feedback from students, parents and other stakeholders

ITEM NO. 7: Creation of Quality Circle in hospital under IQAC.

The meeting proceedings were initiated by the Registrar who welcomed the members and thanks them for making it to the meeting and for valuable support to quality initiatives of the University. The members appreciated efforts of University but felt that there was still further scope of improvement, especially with regard to enhance visibility of the University and application of ICT tools in its all aspects of activities.

Hon'ble Vice Chancellor while welcoming the members extended his thanks to Prof. B.P. Sanjay, Vice Chancellor of Central University of Tamilnadu. He recalled his interaction with Prof. Sanjay during a visit to Yale recently and appreciated his grip on the academic and administrative aspects of Indian universities. Dr. Sanjay reciprocated greetings and appreciated the efforts of Jamia Hamdard in achieving quality excellence during the recent times. He said that his participation in such meeting is a unique experience of great value.

The Vice Chancellor shared his experience of interaction with National Assessment and Accreditation Council (NAAC) peer-team and need for introduction of changes in IQAC set up the University.

The Vice Chancellor also thanked Dr. Altaf Lal and Dr. G.J. Samathanam for their time and valuable suggestions in several quality aspects of the University.

He also informed the members about the approval of Medical Council of India (MCI) for introduction of MBBS course at the Hamdard Institute of Medical Sciences and Research (HIMSR) from academic year 2012-13. He expressed satisfaction that a long-held mission objective of the University has seen the light of the day. He emphasized that medical education and overall healthcare sector needs to maintain high quality standard and therefore the HIMSR and associated Hospital need to work in close coordination with IQAC to achieve the quality standards. He appreciated invitation from the IQAC to the Dean, HIMSR and MS in this meeting and hoped they will contribute to the activities of the IQAC.

ITEM NO. 1: APPROVAL OF MINUTES OF THE LAST MEETING HELD ON JANUARY 27, 2012

The last meeting of the IQAC was conducted on January 27, 2012. The minutes of the meeting were approved as brought out in the meeting. The Director, IQAC

informed the steps taken to follow up the recommendation of the NAAC peer-team. Regarding suggestions of Members on the various Feedback forms developed by the IQAC Director IQAC informed that most of the suggestions were incorporated in the revised formats which will be discussed as a separate agenda (Item No. 6).

ITEM NO. 2: CONSIDERATION OF QUALITY REPORT OF THE UNIVERSITY

Director, IQAC presented the quality report of the University for the previous academic years. He informed the members about various initiatives of the University for Quality Maintenance and Sustenance. In this regard the Vice Chancellor suggested that there should be active involvement of young faculty and ICT tools in various activities of IQAC.

ITEM NO. 3: APPRAISAL OF THE PROCESS OF PROMOTION OF TEACHERS UNDER REVISED CAREER ADVANCEMENT SCHEME (CAS) AND PERFORMANCE BASED APPRAISAL SYSTEM (PBAS)

The house was informed that Jamia Hamdard has taken initiatives to implement Career Advancement Scheme (CAS) and Performance Based Appraisal System (PBAS) for promotion of teachers under different categories as per the UGC Regulations 2010 which was released after the implementation of the recommendations of the VI Pay Commission Report (UGC Regulations annexed as ANNEXURE-I). The University has also taken initiatives to implement the same for recruitment of the teachers. Various revisions and clarifications which were introduced by the University with the approval of the Competent Authority for making the provisions of the Regulations more explicit and for maintenance of high quality standard were presented. However, it was resolved that the same may be got approved by the statutory body of the University (Executive Committee) wherever necessary.

The IQAC Committee for CAS (As per ANNEXURE-II) perused details for CAS for the purpose verified Academic Performance Indicators (API) score of teachers. Faculty members who were eligible for promotions under various categories were informed through website and notice through hard copy to apply for promotion under CAS (ANNEXURE- III – V). The format of application and guidelines were also posted on the web site (ANNEXURE-VI – VIII). The Committee verified API score claims of faculty members based on the guidelines and criteria approved by the Competent Authority (ANNEXURE- IX-X). Verified API score sheets have been placed on the IQAC page of the University web site (www.jamiahamdard.ac.in). A blank format of API score sheet is annexed as ANNEXURE-XI. The last date for receipt of the application was September 30, 2011. A total of 74 applications were received by the due date. Only one application was received for promotion from Professor (Stage 5) to Senior Professor (Stage 6).

The IQAC Committee verified the API scores and wherever possible, verified API score sheets were uploaded on the IQAC website.

Members appreciated efforts of the IQAC Committee for objectively conducting this exercise and endorsed various steps introduced in the UGC proposed regulations.

ITEM NO. 4: CONSIDERATION OF PROCEDURE PROPOSED BY THE IQAC COMMITTEE FOR VERIFIED API SCORE PERCENTILE BASED SHORT-LISTING OF TEACHERS FOR PROMOTION UNDER REVISED CAS

The salaries and other employment benefits of teachers of Universities were revised based on the recommendations of UGC Pay Panel, which was constituted for implementation of VI Pay Commission report. Subsequently, UGC notified through Gazette the "UGC Regulations on Minimum Qualifications for Appointment of Teachers and other Academic Staff in Universities and Colleges and Measures for Maintenance of Standards in Higher Education, 2010" vide No. F.3.1/2009 dated June 30, 2010. These Regulations have provided detailed guidelines and minimum standard for new recruitment as well promotion of academic staff in Universities and colleges. The highlight of the Regulations 2010 are Performance Based Appraisal System (PBAS) and use of Academic Performance Indicator (API) for promotion and recruitment of teachers.

Notwithstanding, the UGC Regulations are considered to be 'minimum' and several Universities have devised their standard and procedure for determining various criteria for API scores. These revisions are aimed at maintaining the quality and rewarding the quality of performance. The minimum standards as set out in the UGC Regulations 2010 have been considered to be formulated keeping in view a wide spectrum of performers in the Universities and Colleges particularly having myriad of backgrounds and their capacity and potential to sustain the quality.

Promotion under CAS

The IQAC Committee for CAS has deliberated on the issue in depth and proposes that the University may consider a percentile based system where the highest verified API scores is considered for deriving the percentile and API scores of other candidates under the same category of promotion stages are accordingly derived and candidates fulfilling minimum set percentile are considered for promotion (ANNEXURE - XII). In this regard the Committee has proposed that in the first year a percentile of 40 may be considered as minimum eligibility benchmark as a threshold for consideration of promotion to the next stage. This percentile may be topped up by 5 percentile each year so that the percentile reaches to a minimum of 50. The detailed procedure of deriving this percentile is shown as below:

For example among the faculty seeking promotion from Associate Professor (stage 4) to Professor (stage 5) the highest verified API score of Dr. 'A' is 860, the percentile will be derived as:

$$\frac{100}{860} = 0.116$$

Another faculty member in the same category name Dr. 'B' has verified score of 640 his/her percentile will be calculated as:

$$640 \times 0.116 = 74.24.$$

Since Dr. 'B' has a verified API score of more than 40 percentile, his/her case will be further processed.

Dr. 'C' in the same category has verified API score of 210 his/her percentile will be:

$$210 \times 0.116 = 24.36.$$

Since percentile of 'C' is less than 40 he/she will not be eligible for promotion.

It was proposed by the Committee that in certain stage of promotion the UGC has made provisions to cumulate API score of two stage. This may give undue advantage to a teacher. In this regard it was proposed that such a cumulation may be allowed only in cases where teacher is unable to get minimum API score in a particular assessment period.

Weightage of 'Contribution to Research', 'Assessment of Domain Knowledge and Teaching Practices' and 'Interview Performance' may be given as per the UGC Regulations 2010.

The Members considered this proposal in depth.

- Prof. Sanjay observed that in the University system there is a huge variation in the performance of teachers from different disciplines. For example, the UGC Regulations 2010 provides ample opportunity to teachers from the science and technology disciplines may score API score much higher than teachers from the humanities disciplines.
- Prof. Sanjay also observed that there may be a zone of concentration of API score in certain cases. For example, some teachers may be in more advantageous position if they publish more papers in high impact factor journals or obtain research grants of high value. Therefore, it would be pertinent that University devices mechanism to ensure that certain groups of teachers are not in the disadvantageous position by default.
- Prof. Sanjay also suggested that technical and legal aspects of the proposal may be properly deliberated so that there is no obstacle in the process.
- Dr. Altaf Lal suggested that although UGC has not mandated interview for promotion at certain stages, the University may consider it mandatory at all levels of promotions. However, if not mandated by the UGC there may be no points for performance in interview and only the observations of the interview Committee may be shared with the teachers concerned and Heads of the department and the Dean of the faculty. He also proposed that some mechanism of mid-term evaluation of teachers' performance may also be introduced.
- The Vice Chancellor was of the view that the percentile of 40 appears to be arbitrary and therefore there is a need to find out a basis for this choice.
- He also observed that it may be appropriate to have separate benchmarking for humanities disciplines so that disparity with teachers from science and technology disciplines may be taken care of.

- Some members observed that some indicators such as 'Impact Factor' in API score may tilt the balance in favour of teachers of science and technology. Similarly, science and technology journals have high impact factor and citation index. Project amount sanctioned to teachers from science and technology disciplines is also on higher side. It was therefore, suggested that Citation Index may be more appropriate to introduce as any report/paper cited would give a value to the author irrespective of the area of research.

In this regard the following was resolved:

1. The system of percentile as proposed above may be got approved by the Executive Council along with other quality measures introduced by Jamia Hamdard in CAS and PBAS.
2. A percentile of 50 is considered in many situations as a qualifying percentile (e.g. in admission tests). The UGC threshold limits also appears to have been set randomly. In a University like Jamia Hamdard which has strong research potential, a higher benchmark may be achievable.
3. In the UGC Regulations 2010 adopted in University, a balancing approach has been applied, as for certain indicators there is difference between humanities and science and technology disciplines.
4. Jamia Hamdard introduced API score for citations. This indicator is not part of UGC Regulations 2010. The aim was to incentivize those who publish highly cited papers. The API scores may accordingly be adjusted for the cases already verified. This may take care of to some extent the concern of disparity between humanities and science and technology disciplines.
5. In case there is a teacher who has out-performed others in a particular category he/she may be treated as 'outlander' and percentile should not be derived on the basis of his/her API score but on the basis of next API score. The case outlander may however be processed. The IQAC committee may adopt some mechanism to decide in such cases. Say for example, if the difference of API score in the highest scorer and the next scorer is more than 25% such criteria may be used to normalize API scores.
6. The members also considered a hypothetical situation where there is only one teacher under a particular category. In this case it was observed that since the University is processing cases of promotion after long gap in this particular year there are more than one cases of promotion under each category. Therefore, percentile derived from this year's cases may serve as benchmark for subsequent years.
7. Cases of promotion from Professor (stage 5) to Senior Professor (stage 6) may be processed as per the UGC norms.
8. All other provisions of UGC Regulations 2010 with respect to time duration, counting of past services, weightage to various components of direct recruitment and promotion may be followed. Except the provisions related to essentiality of Ph.D. qualification for appointment as Professor and promotion as Associate Professor. The Regulations read as:

- 3.7.0** *The Ph.D. Degree shall be a mandatory qualification for the appointment of Professors and for promotion as Professors.*
- 3.8.0** *The Ph.D. Degree shall be a mandatory qualification for all candidates to be appointed as Associate Professor through direct recruitment.*

The IQAC Committee for CAS proposed that

The essentiality of Ph.D. degree may be followed as per the UGC Regulations and only exception may be given in case of persons having MD qualification. However, this provision may be got approved from the AC and EC of the University

It is proposed that the same may be accepted.

9. Director, IQAC informed the house that although regulatory agencies such as AICTE, INC etc. have provided framework of qualifications and other requirements for direct recruitment, no provisions are set out for promotions. Accordingly, UGC Regulations are to be followed.

Teachers under Self Financing System (SFS)

In the University there is a large number of faculties under Self-Financing Scheme (system) (SFS) Departments/Courses. The University envisages working out a separate scheme of recruitment and promotion of such faculty. Such a scheme is desirable in view of the fact that several technical and professional courses are being offered under SFS. The University will be able to set high standard of qualification, eligibility and experience and may accordingly offer attractive package to deserving candidates. At the same time the University will be able to set high bar for promotion of such faculty.

In this regard the IQAC Committee for CAS recommended the following:

The University may consider giving a notional promotion (one time) in their respective stage of initial appointment to deserving teachers under SFS who have served for a required period of time upto 31/12/2008. Date of 01/01/2009 may be considered as a date from which promotion may be considered to teachers under SFS in the same manner as applicable to other teachers of the University. However, EC's approval may be obtained for such a policy.

The matter was discussed at length. Members observed that in a University there cannot be two classes of teachers.

Dr. Altaf Lal observed that SFS is an opportunity with the University to attract best talent and to incentivize the performers and at the same time under-performers may be subject to de-incentivization or may be attritioned.

Prof. Sanjay also expressed the same opinion and observed that teachers under SFS should be provided opportunity of mobility and rules may be framed and approved by appropriate statutory bodies of the University such as Finance Committee and Executive Council.

Appointment and promotion of teachers appointed in HIMSR

Appointment in HIMSR is being made based on the MCI regulations. The appointed teachers need to be provided opportunity of mobility. Therefore, the Committee members observed that Jamia Hamdard should frame rules and regulations for promotion of teachers in HIMSR after considering MCI guidelines for minimum qualification and experience but maximised as in the case of other faculty of the university.

ITEM NO. 5: CONSIDERATION OF PROPOSAL FOR ACADEMIC AND ADMINISTRATIVE AUDIT OF THE UNIVERSITY

In order to increase efficiency in the academic and administrative functioning of the University, it is proposed to conduct an objective audit of various activities by involving different stakeholders.

Members observed that the proposal of IQAC regarding academic and administrative audits is appreciable.

Prof. Sanjay suggested that Pondicherry University has made good progress in this regard.

Dr. Raisuddin also informed the house that recently, Mahirishi Dayanand University has also performed academic and administrative audits.

It was resolved that dusting systems at those Universities may be studied by the IQAC. It may also conduct workshop for sensitization of faculty and administrative staff on these issues. Jamia Hamdard may also develop the following:

1. Audit Manual
2. Formats of auditing
3. List of potential auditors

ITEM NO. 6: APPROVAL OF FORMATS FOR FEEDBACK FROM STUDENTS, PARENTS AND OTHER STAKEHOLDERS

The revised format of feedback based on the suggestions of the IQAC members will be placed for consideration and approval. Suggestions from the following members were received:

- Dr. G.J. Samathanam
- Prof. Ranjit Biswas
- Dr. Altaf Lal
- Dr. Kumar Suresh

- Dr. Manju Chhugani
- Mr. M. Shahnawaz Abdin

The revised formats were presented before the members. Some observations of members are hereunder.

- Dr. Altaf Lal observed that besides taking feedback from high achievers, it would be pertinent to take feedback from under achievers. This may help to develop a broad-based information bank and analysis of such data may be helpful to University in many ways.
- He also suggested that students may be required to submit an end of event/exit feedback about the course and Department.
- Dr. Lal also suggested to keep the students feedback form without name for 2-3 years and then slowly introduce the name column.
- Most of the members were of the view that the feedback should be obtained online.
- Prof. Sanjay observed that IQAC should also develop feedback forms for courses.
- Dr. Raisuddin informed that NAAC has launched online portal for submission of Annual Quality Assurance Report (AQAR).

The following revised formats were approved.

1. Students feedback form
2. Alumni feedback form
3. Parents feedback form
4. Formats for collection of information for Annual Quality Assurance Report of the University.

All these formats are annexed as ANNEXURE- XIII – XVI).

ITEM NO. 7: CREATION OF QUALITY CIRCLE IN HOSPITAL UNDER IQAC

Jamia Hamdard's Hamdard Institute of Medical Science & Research (HIMSR) and Associated Hakeem Abdul Hameed – Hamdard Centenary Hospital has been approved by the Medical Council of India (MCI) for offering MBBS programme from the academic year 2012-13. This is a big achievement, as we know that MCI norms and standard are quite tough to meet. Now it is envisaged to embark on the accreditation and quality certification from relevant national and international agencies such as NABH. Initially, it is proposed that a 'Quality Circle' may be created in the Hospital.

Essentiality of Quality Circle where staff of all categories work as volunteers to maintain quality in all activities of Hospital was felt by all the members.

Dr. Talat Halim shared his experience in this regard.

The Vice Chancellor emphasized that steps should be taken in this regard under the ambit of IQAC.

ITEM NO. 8: ANY OTHER ITEM WITH THE APPROVAL OF CHAIR.Observations of external experts

Prof. B.P. Sanjay

- Modern teaching and learning dynamics have to be introduced.
- Steps may be taken to quantify the quality of contact time of students with the teachers.
- Students to be informed in advance about learning objective and provided with detailed syllabus and course bye-laws.
- Involvement of students in decision making process may be ensured.
- Jamia Hamdard may study examples of other University with respect to implementation of UGC Regulations.
- Rationalization of teaching : non-teaching staff may be considered. He also suggested that a separate cadre may be created for laboratory based staff.
- API score analysis to be done critically.
- Sharing of project overheads in the following manner: University – 40%, Department – 30%, Investigator(s) – 20% and Fellowship fund – 10%.

Dr. Altaf Lal

- Jamia Hamdard should look into making strategy for 2020 focussing on marketing of its courses.
- Meeting of students with external peers to be arranged on regular basis.
- Students should be given opportunity to learn communication skills, conflict management skills and leadership development skills.
- Alumni may be appointed as ambassadors of the University and their contribution may be maximized.
- Grant writing skill workshops may be organized for teachers. He also offered his help in this regard.
- Less emphasis to be given to conventional teaching in a phased manner.
- Project investigators may be allowed to take 10% of their salary, if some provision exists.
- Vacant teaching positions is a cause of concern and steps should be taken to fill the positions at the earliest.

Dr. G.J. Samathanam

- Short-term courses/workshops on behaviour management may be organized for teachers and students.
- He also suggested that the members of funding agencies (serving or retired) may be involved in project screening process.

The Chairman appreciated members, especially the external quality experts for their valuable time and suggestions. He also advised the Director, IQAC to take note of the suggestions offered by them, prepare a plan of action and bring relevant agenda in the next meeting of the IQAC.