



**CHANDIGARH  
UNIVERSITY**

Discover. Learn. Empower.

**Minutes of  
13<sup>th</sup> Meeting of  
Internal Quality Assurance Cell (I.Q.A.C)  
(05<sup>th</sup> February 2019 at 2.30 p.m.)**

Venue: ~ K12 Board Room, Block 9  
Chandigarh University  
Gharuan (Mohali)

The thirteenth meeting of Internal Quality Assurance Cell (I.Q.A.C.) was held on Tuesday, 05th February 2019 at 2.30 p.m. in the K12 Board Room, Block 9, of Chandigarh University.

The following members attended the meeting:

1. Prof. (Dr.) R.S.Bawa : Vice Chancellor
2. Prof. (Dr.) B.S.Sohi : Dean – Academic Affairs
3. Mr. Balbir Singh Dhol : Registrar
4. Dr. K.K.Bajaj : Former Dean – CDC- Himachal Pradesh University
5. Mr. Sofi Zahoor : Senior Vice President – HR, Quark, Mohali
6. Dr. S.S.Sehgal : Executive Director – Engineering & I.Q.A.C.
7. Dr. R.M.Bhagat : Executive Director – Sciences
8. Dr. Nilesh Arora : Director – U.S.B.
9. Mr. Pawan Kumar : Additional Director – A.I.T.
10. Ms. Ruchi Singla : Associate Director - Engineering
11. Dr. Vinay Kumar : Deputy Dean & Professor – C.S.E.
12. Mr. Mehakdeep Singh : Assistant Dean – Examinations
13. Dr. Manish Goswami : Principal – U.I.P.S.
14. Mr. Manish Sharma: Principal – U.I.T.H.M.
15. Dr. Trishu Sharma : Principal – U.I.F.V.A. & H.O.D. – U.I.M.S.
16. Dr. Kamaljit Singh Saini : H.O.D. – U.I.C.
17. Dr. Ishbir Singh : HOD – Mechanical Engineering
18. Mr. Sandeep Salhotra : H.O.D. – Civil Engineering
19. Dr. Anuj Bhardwaj : Professor – C.S.E.
20. Ms. Shefali Verma : E-Governance Head
21. Ms. Raskirat Kaur : Representative for Principal - UITTR
22. Ms. Riya Raj Pundir : Student – C.S.E., 2<sup>nd</sup> year
23. Mr. Aditya Sharma : Student – B.Pharmacy – 2<sup>nd</sup> year

Dr. Satbir Singh Sehgal greeted & welcomed all the honorable members and introduced the external experts: Dr. K.K. Bajaj – Former Dean (CDC), Himachal Pradesh University, a well know educationist and Mr. Sofi Zahoor – Senior Vice President-HR, Quark India, Mohali , a distinguished industry expert to all the members of the Committee. It was informed that the Registrar is the member secretary of this Committee and that two students from Pharma & CSE domains are representing the student community in this meeting.

It was informed that as Chandigarh University is preparing for N.A.A.C accreditation as on date and the action taken report for the 12<sup>th</sup> I.Q.A.C. meeting was presented which is as follows:

**ACTION TAKEN REPORT OF 12<sup>th</sup> MEETING OF INTERNAL QUALITY ASSURANCE  
CELL (I.Q.A.C.) MEETING HELD ON 09.10.2018**

S.No.	Agenda item	Action Taken/Remarks
1.	To review the quality assurance initiatives undertaken by the Chandigarh University in last five years	<ul style="list-style-type: none"> <li>• Quality enhancement and Control is a continuous process.</li> <li>• IQAC Annual Reports include the yearly improvements.</li> </ul>
2.	To discuss the quality initiatives for paper setting and finalization of UG/PG students Projects titles, Seminar topics, Thesis /dissertation topics.	<ul style="list-style-type: none"> <li>• Guidelines and format to design the rubrics for Project, Field projects Industrial Training etc. in place.</li> </ul>
3.	To discuss new quality initiatives in Innovative Teaching Learning Processes and online MOOCs Courses.	<ul style="list-style-type: none"> <li>• MOOCs course structure has been designed and circulated to the departments for implementation (Copy of MOOCs course structure attached)</li> <li>• Review will be taken after April 2019</li> </ul>

Thereafter, the following meeting agenda items were taken up for discussions:

**Agenda 1:** To consider improvement and modification in student feedback mechanism.

**Agenda 2:** To consider improvement and modification in procedure and policy for setting up question paper from question bank by involving industry professionals.

**Agenda 3:** To consider procedure and policy for benchmarking of Universities for curriculum mapping.

**Agenda 4:** To consider any other item with the permission of the chair

The following are the important points of discussions in the meeting:

**Agenda item no.1: To consider improvement and modification in student feedback mechanism.**

Dr. Satbir Singh Sehgal informed the members that the approach followed is Continuous Feedback Loop. The Continuous Feedback Loop includes assessing student outcomes, modification, program planning, and implementation. The various segments involved in the feedback mechanism are listed below:

**I. Feedback mechanism for Students:**

- a. Academics
- b. Administration
- c. Co-Curricular Activities / Student Life

Dr. Satbir Singh Sehgal asked the students if there is any fear while giving the feedback, wherein the student member – Mr. Aditya Sharma responded in 'YES'. There is need of a mechanism where the name /UID of the student should be entered on the UIMS, as the students feel they may be tracked.

Dr. Satbir Singh Sehgal informed that there are two processes for collecting feedback i.e. Formal & Informal feedback. In formal feedback process, the students can approach the student care cell, submit online feedback which can be a feedback, complaint, or a grievance. In Informal feedback process, the students can give feedback in open house, informal meetings, through third-party, parent's feedback. All these feedbacks are collected by E-Governance Cell, appropriate action is initiated and an action taken report is prepared. A robust mechanism of sharing of Action taken report with the students pertaining to their feedback/ action taken for their complaints/grievances be made. Henceforth, the action taken report will be shared with the students.

**II. Process followed for collecting the student feedback:**

- a) Involves taking feedback of the students via University ERP software on weekly basis based on agenda points selected for the period of the semester. The feedback mechanism is based on level of agreement for the statement shown to the student.
- b) Along with the software based feedback, interactions with the class representatives are scheduled by Academic Coordinators, Head of Departments, Directors.

- c) Third provision for taking the feedback is the conduct of Open House of the students, where the students are provided with the opportunity to share the inputs related to the academics.
- d) Anonymous Feedbacks are also planned by circulating Google Forms for taking inputs.
- e) Student Care Centers are also there in all the blocks where the students can share their concerns related to all the sections of the university.

Dr. K.K. Bajaj stated that the feedback is very critical & important for an institution. Our Students know that their teachers are always approachable and are available for interaction. Whenever we talk about feedback, it's not a deficiency grow mission, it's always a valuable input for an institution which not only refreshes us but also enables us to enrich our contents and attainments. Feedback is the limelight of any institution.

In feedback ambit there are various factors considered like Socio-Economic, Psychological-psychic, Infrastructure related, Curriculum enrichment, our governance, our decision making and our participation with all that University resonates with. The Feedback should be made more vibrant and should not be based on merely serially & logistically defined system.

It is suggested that the feedback system should be fluent, organic, culturally coherent, integrated experience , not a prototype of any other system and which enriches not only the faculty, management and all other factors which are significant in running the University system. Our students are core functionaries of our institution and their healthy suggestions should be heard and acted upon.

Mr. Sofi Zahoor stated that a feedback mechanism can never work in any organization / institution unless you have a maturity model around the feedback system. A student giving the feedback – how the student feedback is received is a process of consumption & processing system applied on to the collected feedback is very important. If you don't know how to process the feedback, the trust factor will be missing in any institution. The feedback should be received, processed and should be delivered in an appropriate manner. Feedback is a great mechanism, it is considered as a "Breakfast of Champions". How champions do well – they are continuously fed with important feedback to improvise their practice level which as a result makes them real champions.

Dr. K.K. Bajaj suggested that we have to make feedback a 'LIVE Exercise'. The feedback process has to be fluent exercise, either in the form of a complaint or where the contributor can give constructive suggestions which continually enhance the value system.

The I.Q.A.C. members discussed the feedback mechanism and drafting of feedback questions in detail like:

Open ended questions & neutral questions should be asked.

Analysis of the feedback should be done.

Mr. Sofi Zahoor suggested that we need to decide that whether we are going to conduct a **survey or a feedback**. In line with the same, **Simulation process** should be followed. Simulation is collecting a sample of 50-60 random people and discussion needs to happen among the group for taking things from a **Good to Great** level. Top five important things / challenges in each area should be taken care of and rest all factors of lower level will be already taken care of. The feedback system should be based on **appreciative inquiry** format which can lead to brilliant changes in the system based on specific feedback

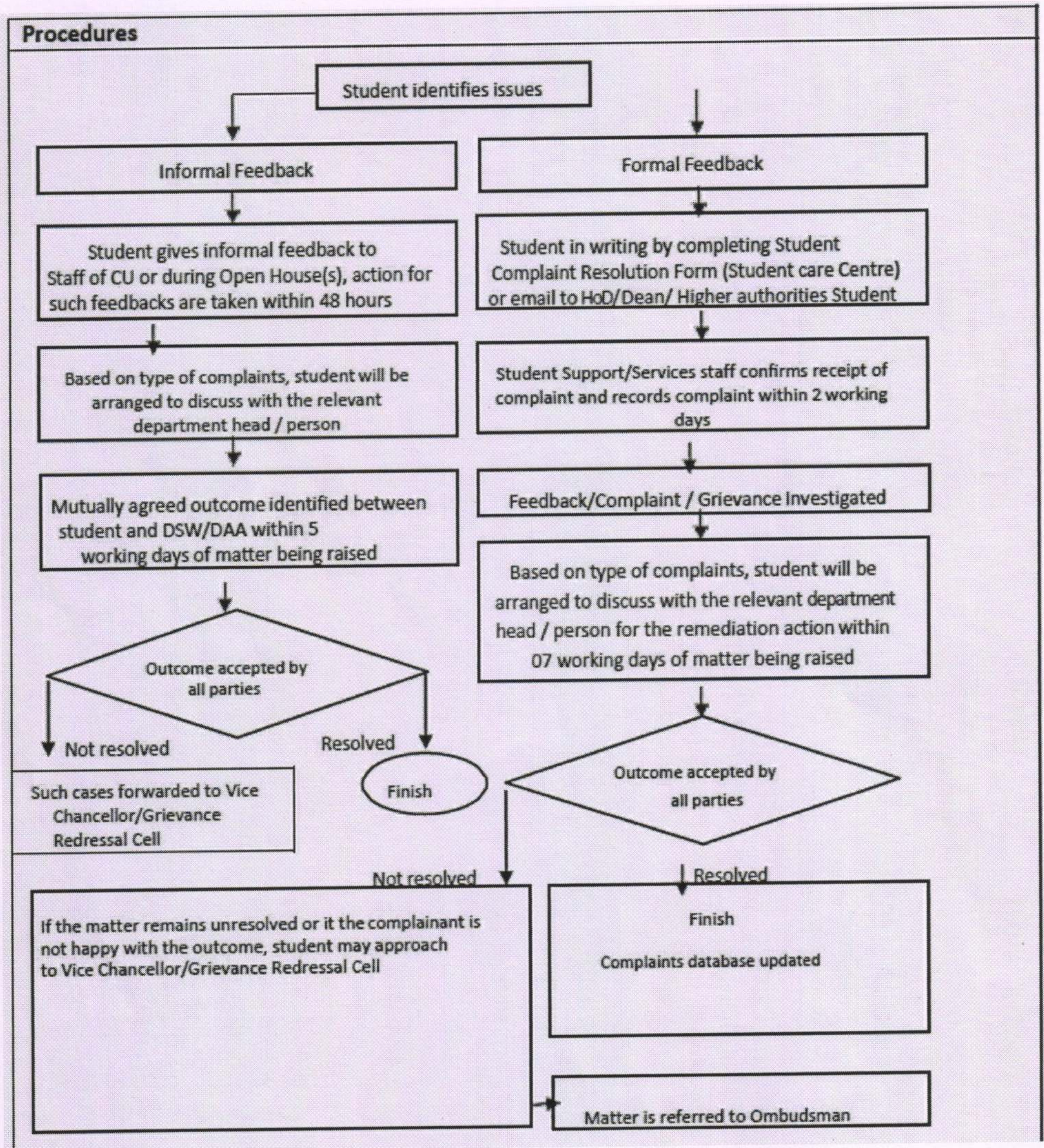
Dr. K.K. Bajaj suggested that as per standards, the feedback primarily should be linked to **Student Satisfaction Index**. An ambience should be created which reciprocally enthruses students to share what is correct / right – good, bad or worse, should be moderated so that the things can objectively defined. The feedback mechanism should be dependable to enhance the gains which should have a positive impact on both the students and faculty members, for organization and other stakeholders so as to bring in significant changes & make the system better.

Mr. Sofi Zahoor suggested that the feedback mechanism should be based on the following three factors:

- Appreciative inquiry forms the base i.e. building trust
- Understand the difference between climate survey & feedback
- Mutual Importance

The members agreed that both surveys & feedback processes are important. There is need to identify the areas / draw a line of demarcation for implementation of the respective feedback / survey processes.

### III. Student Feedback Chart :



The Student members shared that complaints should be discreet and it should be monitored as well whether it's true or not.

The Hon'ble Vice Chancellor suggested that we should create awareness & faith in the feedback system without keeping any kind of fear in mind. The analytic part of the feedback is shared with the faculty without sharing the student details. We can plan to outsource the feedback process, going forward. It is suggested that the feedback mechanisms should be shared with the students in the open house sessions. The feedback challenges can be taken care of by educating the students in proper manner with help of HOD's & Class Representatives. It is suggested that the source / information / reference for different feedback models can be shared by the Experts / Business School heads which can be analyzed and best practices can be implemented in our University.

#### IV. Feedback mechanism for Faculty:

Dr. Satbir Singh Sehgal informed the members that the approach followed for taking feedback of faculty members is a three-step approach.

1. First step involves taking inputs from faculty about various academic courses which will be offered in the upcoming semester. The inputs involve corrective and perfective actions for evolving the course already being offered.
2. Second step is an ongoing activity during the whole semester where inputs are taken from subject coordinators regarding the various challenges being faced while the course is being offered and proposals for amendments are demanded.
3. Third step is an analysis stage in which inputs are taken from the faculty at the end of the semester.

Alongside with academics, inputs are also taken from faculty for overall growth of the university. The various ways of taking the inputs involve:

**Faculty Open House:** It is a direct communication conducted between the honorable management and all the faculties inside auditorium where in every faculty is given the opportunity to give their inputs related to any field of the university

**Faculty Advisory Committee:** There is also a committee formulated which involves selected individuals who take inputs from their respective departments and stay in constant touch with concerned departments to analyze the feasibility of proposed solutions.



The Hon'ble Vice Chancellor stated that in a semester, there are total two faculty feedbacks collected based on different parameters. At the end of the semester, there is a comprehensive feedback collected.

Agenda item no.2: To consider improvement and modification in procedure and policy for setting up question paper from question bank by involving industry professionals.

The Hon'ble Vice Chancellor stated that initially for first four years, we were sending the question papers to external experts. From the last year, we have introduced the concept of creation of our own question banks wherein the traditional ways of setting up question papers were to be avoided so that our teaching learning process is based on thinking & analysis pattern and as a result, the class room teaching can transformed accordingly. The below mentioned guidelines need to be followed for creation of question banks:

- a. All the faculty members teaching a subject to a class will jointly prepare the question papers.
- b. The question levels should be based on format of UPSC, GATE, GRE, GMAT, IES, National tests, foreign institutions competitive tests, etc.
- c. The questions need to be of varied difficulty level divided into three units. The first unit with five sub-units includes questions based on concepts & definitions which are compulsory and remaining two Units with three sub-units each include questions based on less difficulty to a higher difficulty level.
- d. The software selects the questions from the question bank and there is no manual intervention involved in the setting up of question paper. No teaching faculty has role in setting up of question paper. The question paper is printed one night before or few days before the scheduled examination date.

Mr. Mehakdeep Singh stated that there is a challenge of repetition of the questions. The software can't identify the questions wherein one word is changed but the sense of question is same. The second challenge is proper vetting of question papers by internal / external experts. The percentage of repetition in question banks is 10-15% and for specific question papers, the percentage is 1-2%.

The Hon'ble Vice Chancellor stated that our concern is the quality of question banks. The student feedback is that:

- The similar question is included in the short answer type questions and in the long answer type questions.
- The uniform distribution of syllabus in the question paper should be there.

- The distribution of descriptive and numerical questions should be proper.
- The question papers should be designed as per the existing teaching learning process.

**Mr. Sofi Zahoor** suggested that proper algorithms needs to be written based on different levels which can produce effective results and is easily manageable wherein balance needs to be created between different level of questions. It's a good idea to include the industry experts inputs but at the same time, the industry experts may not be aware about the institution's teaching learning process and they need to be guided about the level of questions to be contributed based on specific domains.

The **Hon'ble Vice Chancellor** suggested that there is need to organize workshops by external experts for specific domains wherein the guidance can be taken from the experts about the topics to be selected for preparation of questions by the University staff which can be included in the question banks.

**Mr. Sofi Zahoor** suggested that the University should encourage the faculty members to get involved in the setting up of good questions which should be rewarding in nature.

**Dr. K.K. Bajaj** stated that examination is a very complex constituency. It's not theoretical and not totally practical. The question paper should be put in the process of moderation i.e. the role of human participation & intervention is important wherein vetting has to be done which needs to be completed within specified timelines. This process will make the system more credible. The question repetition and difficulty level needs to be defined by the concerned faculty who is the subject expert. This system needs to be build on the basis of trust in the faculty members.

The **Hon'ble Vice Chancellor** stated that the vetting of the question papers is done by the subject expert in our University but it also needs to be moderated after the computer system has selected the set of questions. **The final question paper also needs to be vetted at the final stage before printing of the same.**

The **Student members** shared that the earlier issues faced by them three months ago in this context, have been addressed as on date.

**Agenda item no.3: To consider procedure and policy for benchmarking of Universities for curriculum mapping.**

**Dr. Satbir Singh Sehgal** informed the members that the process of benchmarking involves the following:

- New and Innovative technologies
- Choosing benchmark indicators
- Pedagogy
- Collecting information to enable comparisons

The honorable members discussed this point in detail. In line with the same:

The **Hon'ble Vice Chancellor** suggested that the comparative syllabi study of five best institutions in India & World including the partner institutes needs to be done.

**Mr.Pawan Kumar** stated that we are visiting public forums to get the information about the top ten courses in the specific domain as the syllabus / information about rank of top universities is not available on internet. Based on the information available, three member committee decides about the scheme & syllabus for a particular subject / program.

The **Hon'ble Vice Chancellor** suggested that the content has to be relevant to your own thinking and teaching learning process and the understanding of delivery mechanism within the department is very important. The I.Q.A.C. can help in this regard regarding benchmarking of syllabus for different courses.

The **Dean Academic Affairs** stated that we have to be aware about our experts level and ranking of our departments subjects which can be helpful in choice of the subject and contents to be delivered to the students. The brainstorming sessions in our Pre-Board of Studies meetings should help us in creation of curriculum. The reasons for inclusion or exclusion of certain subjects in the curriculum needs for specific domains needs to be projected and recorded.

**Dr. Nilesh Arora** stated that we need to keep the inputs of the industry experts in consideration while designing the specific program curriculum and analysis of the same needs to be done before finalization of the curriculum.

**Mr. Manish Sharma** stated that the vetting of question papers should be done in proper manner with specific control check points, with proper justification and reason should be mentioned for the same.

**Dr. Munish Goswami** stated that we are comparing the courses of best medical institutes at national & local level including the recommendations of the ministries.

**Dr. R.M. Bhagat** suggested that we are preparing the tables but the conclusions also need to be drawn from the specific analysis of the discussion topic.

**Ms. Shefali Verma** suggested that the courses should be career oriented.

The **Hon'ble Vice Chancellor** suggested that the courses based on research/lab work and marketing may be included in the department curriculum which will increase the prospects of employability and will bring in innovation while designing / revising the curriculum.

**Dr. K.K. Bajaj** stated that the word '**Curriculum**' refers to the 'planned sequence of learning experiences'. A learning experience is what the teacher wants a student to learn and the contents are derived thereon, emphases are added thereon, the comparisons accrue thereon. The curriculum mapping in itself is evaluation process which refers to the differentiated levels of performance, merits, credibility, transparency, accountability, and stakeholder's interests, all put together, then only a University can be benchmarked.

The benchmarking in terms of curriculum is not only the exercise of content enrichment & comparison but also do analysis of different concepts of teaching learning process.

**Agenda item no. 4: To consider any other item with the permission of the Chair.**

**Mr. Sofi Zahoor** suggested that Chandigarh University should become a member of **Chandigarh Research Innovation Knowledge Cluster (CRIKC)**. In recent developments, the private universities are now invited to become members of the CRIKC organization.

The **Hon'ble Vice Chancellor** suggested to prepare a proposal letter and submit the same with CRIKC office for applying of membership at the earliest.

The **Hon'ble Vice Chancellor** stated that the following points needs to be implemented:

- a. The University Feedback mechanism needs to be changed for each segment and needs to be divided into three components. Student survey needs to be conducted separately.
- b. Dynamic changes need to be brought in creation of question banks and proper vetting of final question papers needs to be done. A foolproof & robust system needs to be in place for proper functioning of the systems.
- c. There is need to create a learning & matching experience.

We take every feedback in positive manner and going forward, action taken report will be shared with every stakeholder involved in the system.

Mr. Sofi Zahoor appreciated the fact that Chandigarh University is progressing at a fast pace in a short span of time and is growing every day.

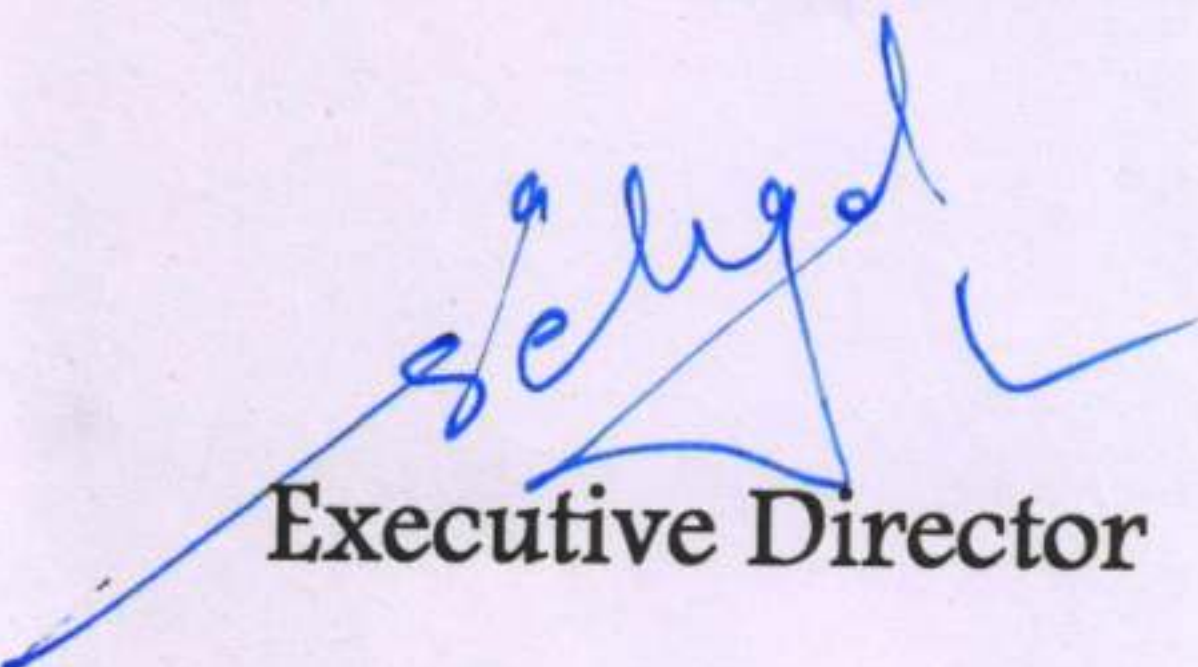
Dr. K.K. Bajaj appreciated that Chandigarh University has built up its credibility, self-sustenance in the dynamic leadership of the Vice Chancellor which is very commendable.

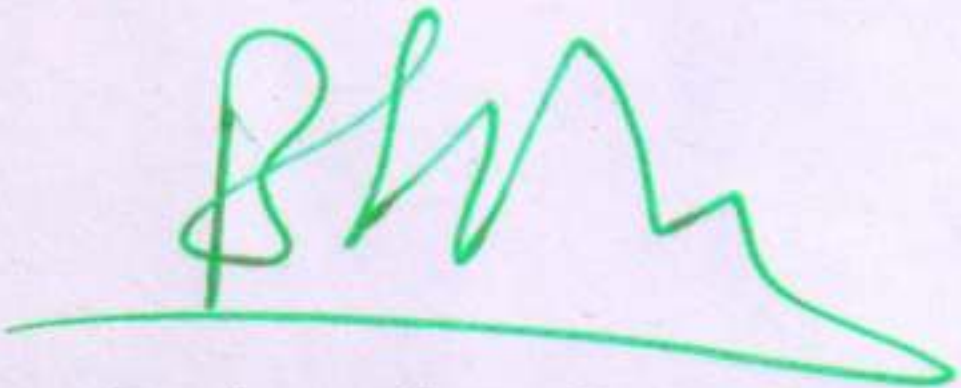
The members appreciated that these kind of difficult discussions are happening in this University which gives us an insight into the problem areas where we need to work towards improving the scenario for benefit of staff & student fraternity.


Prof.(Dr.) B.S.Sohi thanked all the members for their valuable suggestions in the meeting. Our distinguished experts are the ambassadors of our University's goodwill and they are always very cooperative. Chandigarh University has grown at a fast pace under their guidance and with their valuable inputs.

  
Registrar

Submitted for kind confirmation & approval:

  
Executive Director

  
Dean Academic Affairs

  
Vice Chancellor