



2nd Vice Chancellors' Conference

on

The Challenges of Academic Governance
Achieving Excellence and Equity in Higher Education

June 30, 2022
Faletti's Hotel Lahore



Organized by:
University of Home Economics, Lahore
&
Bargad Organization for Youth Development



A Brief Report

2nd Vice Chancellors' Conference
on
The Challenges of Academic Governance
Achieving Excellence and Equity in Higher Education

Prepared by Saiqa Rani

Supervised by Prof. Dr. Kanwal Ameen, Prof. Dr. Ghazala Irfan & Iqbal Haider Butt

Designed by Minahil Aslam

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2nd Vice-Chancellors' Conference
 The Challenges of Academic Governance, Achieving Excellence and Equity in Higher Education
 June 30, 2022



Sitting Left to Right: Prof. Dr. Abdul Sattar Shakir (VC) Prof. Dr. Talat Naseer Pasha S.I. (VC) Prof. Dr. Saiqa Imtiaz Asif (VC) Prof. Dr. Rukhsana Kausar (VC) Prof. Dr. Shahid Munir (Chairman PHEC)
 Mr. Rana Mashhood Ahmad Khan (Former Education Minister) Prof. Dr. Kanwal Ameen (VC) Prof. Dr. Ghazala Irfan Prof. Dr. Saima Hamid (VC) Prof. Dr. Robina Farooq (VC) Ms. Sabiha Shaheen

Background

The Vice Chancellor University of Home Economics, Lahore Prof. Dr. Kanwal Ameen, and Bargad again joined hands to hold a 2nd Vice-Chancellors' Conference:

"The Challenges of Academic Governance, Achieving Excellence and Equity in Higher Education."

The conference was graced by former Education Minister Mr. Rana Mashhood Ahmed Khan and Chairperson Punjab Higher Education Commission Prof. Dr. Shahid Munir. Eleven (11) worthy Vice Chancellors and representatives from fifteen (15) public sector universities along with experts and youth representatives of marginalized communities including minorities also participated in the conference.

Conference Objectives

- The present challenges of academic governance in higher education and how to respond to them.
- Achieving excellence in higher education and research.
- Providing opportunities for equity in higher education & how to facilitate conducive environment for marginalized communities.

This 2nd conference was in continuation of 1st conference held on March 17, 2021 and took stock of the progress of implementation on recommendations that the VCs' had made in last year. The conference focused this year on the theme of academic governance, achieving excellence and equity in higher education.

It highlighted the following topics:

- Governance of universities
- Academic freedom
- Engagement with industry, employment and entrepreneurship
- Human resource
- Curriculum and teaching methodologies
- Consortiums and coordination
- Awareness of opportunities for marginalized communities
- Gender equality

The conference identified not only the key challenges and gaps but also achievements of national targets set under the Sustainable Development Goals (SDGs) and the initiatives for marginalized communities including Minority Empowerment Package. It emphasized the following SDGs: **4** (Quality Education), **5** (Gender Equality), **10** (Reduced inequality), **13** (Climate Action), & **16** (Peace, Justice & Strong Institutions in promoting inclusive and equitable educational institutions). It also delineated strong policy and institutional support to effectively achieve SDGs and Minority Empowerment Package.

Articles of the Constitution of Pakistan which provide support to marginalized groups are:

Religious Minorities	Transgender Persons	Differently-abled Persons
Article (s) 4, 20, 21, 22, 26, 27, 28, 36, 37, 51 and 106	Article 25 A (Equality of citizens)	Article 25A (Equality of citizens)



The Conference Opening

Prof. Dr. Kanwal Ameen, VC, University of Home Economics (Conference Host and Coordinator) highlighted that the themes of the conference are very close to SDGs as Pakistan is a signatory to these goals. Higher education institutions are also required to work towards achieving these goals. Academic governance is different from governing other institutions all over the world. Our setting of academic governance faces certain hindrances which are linked with achieving excellence and equity in higher education.

Excellence is not something abstract, it needs support in the form of governance and policies and is also directly linked with the job market needs. It is needed that the stakeholders should discuss and address the kind of graduates, research quality, and grooming services our universities are producing.



Equity is also very important as it is the constitutional right of every citizen to have equal opportunities. There are policies to facilitate equity in higher education such as minority quota, transgender education, and physical accessibility of services for special students. However, due to lack of awareness of the opportunities and policies among marginalized communities as well as funding, these are not implemented in their full potential. We need to discuss the challenges in implementation and come up with doable steps to facilitate these communities while publicizing the opportunities available for them.

Prof. Dr. Shahid Munir Chairman Punjab Higher Education Commission.



Academic governance is one of the major challenges in Pakistan, particularly in Punjab. Some of the areas he highlighted were:

Recruitment of the faculty on merit: The big challenge to overcome by VCs is to recruit faculty purely on merit despite all the social and political pressure.

Fair practices: We ought to provide equal opportunities so all without any biases of creed, color, sect, and religion,

Recruitment of first officers (registrars, controllers of examination, and treasures) is another challenge. Most universities are not having front-line officers permanently. These duties are given to the teaching faculty. We should govern according to law, rules, and regulations, and the act and service destitute of the university to bring transparency.

Designing of the curriculum and examination: While designing every module, the outcome should be elaborated. Designing the curriculum according to the need of not only Pakistan but also the world should be considered so that our students are equipped to serve internationally.

Functional statutory bodies: Board of studies, board of faculty, academic council, and senate should be functional having on board representatives from industry. We need to invest time and money to study real issues of Pakistan and its industry. PHEC can facilitate the universities for such linkages. The research can partially be co-funded by the universities and the chamber of commerce. The findings/thesis should be available on the web portals of chambers as well as the universities.

Sustainability of the universities: Universities should go for the development of products. The primary function of a university is the creation of new knowledge through research and development. Universities can produce patents, innovations and inventions.

Entrepreneurship: The government, even the private sector, cannot offer jobs to all university graduates. There is a need to develop an entrepreneurial attitude among our students. Many engineering students (chemical engineering) can develop, for example, shoe polishes, toothbrushes, shampoos, perfumes, and many more. They can employ other youth as well. We should include e-commerce, free lancing and such type of courses in our curriculum.

There are many seats for minorities in universities but these remain vacant. Advertisement of these seats should be done properly and on massive scale. Transgender and special persons of the society should also be given opportunities of education.

Such conferences like today are very important for improvement and growth in higher education.



Three students who have secured admission to higher education institutions through 2% minority quota shared their stories with the VCs.



Sameer Jugnu (Christian)
University of the Punjab
Old Campus.



Ofaz Yousaf (Christian)
Hailey Department
University of the Punjab.



Sheraz (Christian)
University of the Punjab
under 2% quota.

Rana Mashhood Ahmed Khan, Former Education Minister and Member, Provincial Assembly of Punjab.

Excellence should be achieved in all categories of education: higher education, school education and technical education. Punjab Education Endowment Fund (PEEF) was launched to facilitate our marginalized segments of society including religious minorities. It has many successful stories from those communities. We need to strengthen our higher education institutions. Unless we bring research initiatives to our universities, they cannot deliver. The graduates will not be able to compete with the challenges of professional life. We need to promote women's education and implement anti-harassment act on campuses in letter and spirit. Continued faculty training is also a must for producing better students. Our youth is talented and despite all the challenges of poverty, load shedding, terrorism and inflation they are performing well internationally. We need to nurture this talent further. Three hundred and fifty thousand scholarships were awarded under PEEF. The student who received the first scholarship under PEEF now is a surgery specialist in Virginia. His father was a house painter. This is also a way to contribute towards achieving SDGs by providing equal opportunities to all. Technical education is a stream which provides a strong foundation for any country. Punjab Tainjin University is Pakistan's first step towards technical education at the higher education level. Minority quota must be implemented in all higher education institutions and universities should take initiatives to spread this information to marginalized communities.



Vice Chancellors' Insight

Prof. Dr. Kanwal Ameen moderated the round table discussion. She invited the Vice Chancellors to express their opinions about the conference themes identifying gaps and highlighting suggestions to mitigate strategies



Prof. Dr. Talat Naseer Pasha (S.I.)
Vice Chancellor, University of Education.

“There should be direct interaction of VCs with students because transparency and communication are very important. I added my contact details to students’ log-ins for any complain or suggestions. I make sure I respond to them on the same day. So I become a model for faculty to resolve student’s issues immediately. I consider the students the center of the university. The governance cannot improve without addressing them directly and immediately.

Use of IT in governance will expedite the service. Every single department is encouraged to develop their own vision but remain open to the community.”



Prof. Dr. Bushra Mirza
Vice Chancellor, Lahore College Women University.

“For any VC, the positions of controller, registrar and treasurer are key positions. Without them, VC is handicapped. The package and structure of these positions are three years contractual with the financial benefits lesser than BPS 19th grade. It is such a great challenge to get competent persons for these positions and retain them. It has to be realistic and revised.

Moreover, international payments are a big issue due to the limitation of procedures and need immediate revision.

The funding for existing universities has been reduced by the HEC. These all things are related to how you run the university. Unless we look into these practical ground realities, we will not be able to move forward.”

Prof. Dr. Muhammad Zakriya Zakar, Vice Chancellor, University of Okara & University of Rawla Kot.

“Governance is an overall issue of the country and universities are appendant with the institutional structure of the society. Universities are changing gender profiles of the areas, and have social roles. Seventeen thousand (17000) girls are studying at the University of Okara. This would impact the demographic dividend. Age at marriage will increase. It will expand their freedom. We need to aware local communities that universities are not employment openings. It has to be a community of scholars. Universities influence people, places and must be humanitarian institutions.



If VCs really work to integrate minorities, differently-abled and transgender persons; if they really address violence issues in society and make their universities inclusive, then our communities appreciate it positively. If universities declare that they will take care of all differently-abled persons of the district, it creates massive acceptance of the university within society. I have practiced this in Okara. As a result, the admission rate of the university has increased.”



Prof. Dr. Saima Hameed, Vice Chancellor, Fatima Jinnah Women University.

“When we meet next year, we should take stock of what we have achieved thus far. However, our failed attempts are equally significant. Before considering them a failure, we should have made a consistent effort to adopt the policies. Now in the post covid scenario, when we apply the principle of equity, this is a very crucial topic. The policy of 2% quota is in place and FJWU has also adopted it. However, there is a question about receiving required number of applications. We have to give priority to the principle of justice. Such programs, trainings and workshops have to be initiated so that the students from minorities and with special needs can compete with other students. In this, the role of the university is very important. FJWU have started a specific short course in some of its disciplines.”



Prof. Dr. Rukhsana Kausar, Vice Chancellor, Government College Women University, Sialkot.

“We need to review and revisit acts and charters of the universities. The institutions that have been upgraded from colleges to universities face certain challenges. Research culture is lacking there. Inculcating the culture of research is a huge task and takes years and years. It is a recommendation that when universities are established, they have to be established as a university rather than upgraded from a college. There is also resistance from local communities once the college is upgraded to a university. Communities are used to a strict timetable in colleges whereas the universities require long hours of working for students and faculty. Girls should be equipped and strong enough to face the community at large.”

Prof. Dr. Abdul Sattar Shakir, Vice Chancellor, Punjab Tianjin University of Technology.

“The issue of autonomy needs revisiting. It has different interpretations on different platforms. We need to understand what autonomy means for the government and VCs. PHEC can help unpack the definition and then we should stick to it. There are awareness issues regarding equity in higher education. Within higher education institutions, we need to encourage the environment of cohesiveness and acceptability. Although, universities are working towards this to some extent, we need to accelerate our efforts. Community engagement has to be increased.”



**Prof. Dr. Muhammad Afzal, Vice Chancellor,
Baba Guru Nanak University, Nankana Sahib.**

“It takes one year under the service statutes to get the curricula approved which should be one week as per regulations. This is an acute issue for new universities. Without service statutes, new universities cannot start hiring and cannot run the programs. As far equity in higher education, there is a challenge of awareness about existing opportunities. Minority youth and transgender persons in big cities might apply for these quotas. However, in periphery universities, we do not get applications against these quotas. This is because of lack of awareness. Moreover, once they get admission, the VCs should monitor the element of respect towards them. Many a time, they get disappointed due to negative environment or discriminatory situations.”



**Prof. Dr. Robina Farooq, Vice Chancellor,
Government College Women University,
Faisalabad.**

“Role of universities has constantly been changing due to global challenges such as environmental sustainability and climate changes. Extensive migrations are taking place resulting in a damaged economy and the capacity of an individual to achieve costly degrees. We have to be innovative. We have not changed according to the interdisciplinary requirements. Statutory laws and procedures should be revised to meet the real problems of the world and adjust accordingly. The world is moving towards experiential learning. Implementation of SDGs needs extensive work and universities need extra liberty to achieve these goals.”

Prof. Dr. Saiqa Imtiaz Asif, Government Sadiq College Women University, Bahawalpur

“Universities face challenges of globalization, liberalization and internationalization of higher education. We are also dealing with the rootless generation. They don’t know where they belong. They don’t know who their heroes are. We have to give them confidence, not just education. The evaluation procedure of MPhil/PhD thesis and the quality of HEC approved journals need to be improved. Marginalized communities are not only religious minorities or transgender persons but students from small-towns and poor families are also marginalized. They look for scholarships. Last year, 390 students got scholarships and this year only 53. I was advised to include presidents of the chamber of commerce in board of studies which I have done.



The minority quota seats remain vacant in higher education, even in the competitive exams also. We need to address the issue from school level. We have to improve school education of minorities so that they stay in the mainstream, get admission in higher education and can improve and can contribute to the socio-economic stability of the country.”



Prof. Dr. Naveed Iqbal Chaudhry, Director General, University of the Punjab, Gujranwala Campus.

“It’s a very interesting fact to share that 17 years back University of the Punjab opened its Gujranwala campus to promote higher education for marginalized students. Now we have 70% female and 30% male students. Regarding 2% minority quota, along with providing admission to minorities, we should also own those students. In PU, we are going to offer fee concession and PKR 3000 as scholarships to differently abled students. Quotas information should be clearly mentioned on admission announcements. There should be a database in HEC having information about Phd graduates from Pakistan and foreign qualified.”



Prof. Dr. Rubeena Zakar, Director, Institute of Social and Cultural Studies, University of the Punjab, Lahore.

“Many universities are introducing new programs. But there should be a need assessment before initiating these programs. BS curriculum has been design at HEC level. The problem is, mostly in designing these curriculums, experts who are involved either they have very old context or they don’t know about the new trends. So many things are missing in BS curriculum. We need to develop our curriculum according to competence and community based learning. Mostly our curriculum is based on classroom teaching. We are developing a web based learning curriculum for health care profession.”

Bargad Representatives



Prof. Dr. Ghazala Irfan,
Forman Christian College
University, Lahore, Chairperson,
Bargad

You gathered here today are a galaxy of intellectuals, administrators and policymakers; indeed, the most significant factor in the growth and progress of academic institutions. You are the transformation catalysts who will take Pakistan from mediocrity to meritocracy. VCs conference is important because it bridges the gap between rhetoric and practice. For it is you worthy VCs who can coordinate between the government and the public and facilitate a dialogue between the policymakers and the beneficiaries, thus being able to ameliorate the trust deficit that exists between the two parties. We are certain that we congregate here today not only to list and theorise but also to ensure that we implement what we envision. We hope that deliberations of this conference are productive and fruitful as were those of the 1st VCs' conference held in 2021.



Sabiha Shaheen
Executive Director, Bargad

After the 1st Vice Chancellors Conference held on March 17, 2021, Bargad has worked rigorously for better implementation of the 2% minority quota in higher education. With reference to the data collected by Bargad from 30 public universities, 21 universities are implementing the quota whereas 5 universities are offering admission under the open merit policy and the status of 4 universities is unknown. Only 170 seats were filled out of 906 reserved seats. We request worthy VCs to advertise the seats under the quotas through their websites, social media platforms, dedicate a separate quotas button at their website, and engage representatives of student societies for promotion of the quotas.

Challenges and Recommendations

Prof. Dr. Kanwal Ameen concluded the conference by presenting the challenges and recommendations based on discussion by VCs.



Challenges & Issues

- Bureaucratic hurdle is a challenge for universities causing undue delays and interferences. Autonomy of the universities is undermined by government institutions which hinders the performance of various statutory bodies and the growth of the universities.
- Old rules of business, policies, and procedures do not support accelerated processes, new initiatives, immediate approval of curricula, service statutes for new universities, IT-related procurement, and the current inflation rate.
- Furthermore, women's universities face some specific issues.
- International payments to research supervisors have become a major problem because of inflation, rapid changes in dollar rates, and money transferring policies.
- Statutes and rules limit universities from hiring foreign faculty as well as staff from other provinces. This makes our policies exclusive and curbs achieving diversity.
- Experts from academia and the scholarly community are not given due importance during policy developments and are underutilized.
- Graduates and research produced are not aligned with market demands. University and industry linkages are very weak.
- We have less acceptance and respect towards technical education because it is not recognized as mainstream education or higher-level education.
- Recruitment of staff under political and social pressure or favoritism is a challenge for quality delivery and achieving excellence.
- The positions of first officers (Registrar, Controllers of Examination and Treasure) are recruited on a contractual basis with little financial benefits, therefore remain vacant. This makes challenging to hire and retain competent human resources and causes negligence in following the policies and procedures.

- Faculty and staff members are not equipped with current technology, techniques and competencies. Lack of teacher training and hiring of competent faculty is a challenge in establishing excellence.
- Colleges that are converted to universities have their specific added problems. The mindset of college faculty and their legal job status causes a lot of hindrances in the transformation process.
- Universities are still not alert in their practices about going green and on solar energy to contribute their part in environment sustainability.
- The experts engaged in designing the curriculum or new courses are not always good enough to suggest about new national and global trends.
- Lack of desired faculty to peruse research and development in those universities which are upgraded from colleges.
- Implementation of the 2% minority quota is a challenge as sufficient applications are not received. This might be due to both lack of equal opportunities to religious minorities at the school and college level and lack of awareness about this opportunity/quota
- Implementing fair practices in every regard becomes difficult many a times, particularly in small cities, due to external pressures.
- Transportation and mobility of women is an issue.

Recommendations

Governance of Universities

- To achieve excellence and equity in higher education, the Vice Chancellors should be trusted to have a greater say in making policies and running the administration. The increasing bureaucratic interventions have been causing unnecessary delays and hindrances in achieving goals and targets set by the administration.
- Old rules of business, policies and procedures need to be revised to increase productivity and efficiency of the universities with no compromise on transparency. Moreover, during the formulation/revision of policies, universities should be taken on-board. The absence of feedback from academia is the reason existing policies are not working properly.
- Digitization of various functions is important to bring efficiency and transparency in higher education
- Coordination among PHEC, HED, and HEC should be synergized for efficient governance

Academic Freedom

- The culture of dialogue between faculty and students should be promoted at campuses for academic freedom. The Universities should connect with communities to make them worthwhile. This will change the socio-cultural and economic fabric of the universities.

- Supervision and evaluation of research by Pakistani scholars should be valued also to avoid international payments. That money may be spent on short term hiring of foreign senior faculty to engage with young local faculty for mentoring.
- There should be rules in service statutes for hiring foreign faculty to promote diversity, sharing of intellect and enhancing internationalization. This will attract foreign students.

Engagement with Industry, Employment and Entrepreneurship

- Experts and panelists from the industry and scholarly community ought to be engaged for both the designing of projects and offering training workshops.
- The professionals from the chambers of commerce and industry should be included in the board of studies and university syndicates to know the needs of the applied courses required and other suggestions according to the need of the industry.
- Thesis projects should be designed with engaging industry for market-appropriate research topics. Such research should be co-funded by the university and the relevant industry. The outcomes should be available on the web portal of the chambers as well as the universities for a larger benefit.
- Students should be encouraged to develop entrepreneurial skills during their studies to be prepared for e-commerce, freelancing etc.
- Technical education is imperative in today's world. This needs to be highlighted and promoted.

Human Resource

- The number of staff at PHEC and HED/HEC should be increased to meet the workload.
- The faculty and staff must be recruited on merit alone. All stakeholders should realize that otherwise excellence compromises.
- The terms of appointment and salary for the positions of Registrar, Controllers of Examination and Treasurers must be reviewed to attract competent personnel.
- Refresher courses and training for teaching faculty should be a continuing feature of the universities. Moreover, teachers' assessment at the time of hiring should include an assessment of teaching skills besides their research and publications. Orientation sessions are required for administrative posts as well.

Curriculum and Teaching Methodologies

- Curriculum, teaching modes and methodologies should be designed as per global and national trends and requirements of the market so that our students are equipped to serve internationally. Moreover, learning outcomes should also be clearly specified and promote critical thinking.

- Social sciences curricula should be revised adding community engagement components followed by internships with civil society organizations. This should be made mandatory for all students.
- Statutory bodies (board of studies, board of faculty, academic council and syndicates) should be functional so that they can bring academic excellence.
- Continuing education programs for the community should be introduced in Pakistani universities.

Consortiums and Coordination

- The women's universities should have a "Women University Consortium" with all universities on board.
- Sharing of resources should be encouraged among universities especially faculty exchange programs.

Awareness of Opportunities for Marginalized Communities

- Universities should take initiatives to spread information about '2% Minority Quota'; their policy about transgender persons under the law; scholarship opportunities for economically poor students; accessibility facilitations for the special students through their admission advertisements; dedicated icons on websites; information desks and prospectuses. Student societies and social media may be engaged in community outreach.
- The 2% minority quota at the school and college levels should be extensively promoted so that they stay in the mainstream in higher education to equally contribute to the socio-economic stability of the country. Similarly, efforts need to be made for social acceptance of transgender and special persons at educational institutions.
- Universities should encourage an environment of cohesiveness and acceptability on their campuses through various orientations, trainings and seminars with faculty, staff and students. There should be open house sessions of students with Vice Chancellors.
- Universities should involve all kind of students in university affairs through student societies and encourage participation of minority students.
- VCs and their associates need to give special focus on highlighting the integration of minorities, differently-abled and transgender persons at every forum to make their universities inclusive.

Gender Equality

- HEC anti-harassment policy must be implemented fairly in universities for all genders. The universities may prepare girls against harassment through:
 - a. Introduction of modern tool for self-protection.
 - b. Safe use of social media
 - c. Orientation of Punjab Police-Women Safety App.

Annexure 1: Conference Agenda

2nd Vice-Chancellors' Conference: "The Challenges of Academic Governance, Achieving Excellence and Equity in Higher Education"

Organized by the University of Home Economics, Lahore and Bargad Organization for Youth Development

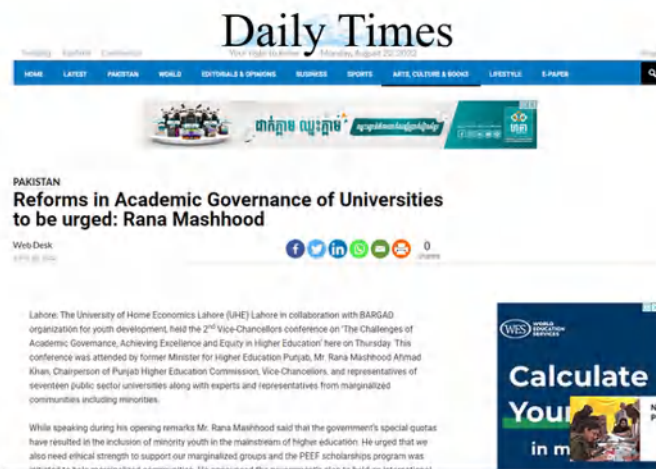
Date: June 30, 2022 (Thursday)

Time: 09:00am – 02:00pm

Venue: Shalimar Hall, Faletti's Hotel, Lahore

Sessions		Time
Registration and Guests to be Seated		09:15am-09:30am
Tilawat: Mr. Usman Younas, Bargad		09:30am-09:35am
Welcome Note by Chairperson Bargad, Prof. Dr. Ghazala Irfan Presentation on Results/Follow-up of 1st Vice-Chancellors' Conference on Marginalized Communities (2% Minority Quota, Differently-abled and Transgender Persons)		09:35am-10:00am
Opening Remarks on 2nd VCs Conference by Prof. Dr. Kanwal Ameen, Vice Chancellor, University of Home Economics, Lahore		10:00am-10:15am
Address by the Guest of Honour, Chairman Punjab Higher Education Commission Prof. Dr. Shahid Munir		10:15am-10:30am
Address by the Chief Guest, Ex. Minister Higher Education, Punjab Mr. Rana Mashhood Ahmed Khan		10:30am-10:45am
Shields and Souvenirs to Guests and Group Photo with the Vice Chancellors		10:45am-11:00am
Tea Break		11:00am-11:15am
Session 2 Round Table	Vice Chancellors' Discussion on Conference Themes: Academic Governance, Achieving Excellence and Equity in Higher Education Moderated by Prof. Dr. Kanwal Ameen, Vice Chancellor, University of Home Economics, Lahore	11:15am-12:30pm
Session 3	Conclusion and Future Prospects	12:30pm-01:30pm
Distribution of Shields and Souvenirs to the Vice Chancellors and a Group Photo		01:30pm-02:00pm
LUNCH		02:00pm

Annexure 2: Media Coverage





2nd Vice-Chancellors' Conference

The Challenges of Academic Governance, Achieving Excellence and Equity in Higher Education

June 30, 2022



Sitting Left to Right: Minza Yaqoob Prof. Dr. Abdul Sattar Shakir (VC) Prof. Dr. Talat Naseer Pasha S.I. (VC) Prof. Dr. Saiqa Imtiaz Asif (VC) Prof. Dr. Rukhsana Kausar (VC) Prof. Dr. Shahid Munir (Chairman PHEC) Mr. Rana Mashhood Ahmad Khan (Former Education Minister) Prof. Dr. Kanwal Ameen (VC) Prof. Dr. Ghazala Irfan Prof. Dr. Saima Hamid (VC) Prof. Dr. Robina Farooq (VC) Ms. Sabiha Shaheen

Standing Left to Right: Saiqa Rani Usman Younus Dr. Akmal Soomro Shujaat Muneef Qureshi Tahir Ilyas Muhammad Shahbaz Prof. Dr. Muhammad Zakria Zakar (VC) Prof. Dr. Rubeena Zakar Prof. Dr. Maroof Aziz Khan (Pro-VC) Prof. Dr. Naveed Iqbal Chaudhry (DG) Prof. Dr. Muhammad Afzal (VC) Usama Nasir Rabia Dar Sidra Shahbaz Rifat Naeema Sheikh Dr. Nauman Ali Chaudary Iqbal Haider Butt Ahmed Zafar Ihsan Ahsan

Organizers



Supported by



Participating Universities

