

AIR UNIVERSITY COMPREHENSIVE INSTITUTIONAL REVIEW 2025

Executive Summary

Air University (AU), established under the Pakistan Air Force, is a federally chartered public sector university committed to excellence in teaching, research, innovation, and public service. This report provides a balanced overview of AU's performance, aligned with Higher Education Commission (HEC) standards and international ranking criteria, including those from QS World University Rankings. Key highlights include a total enrollment of 15,000 students across multiple campuses, 1,300 permanent faculty members, and significant research output with 293 Q1 journal publications in 2023-24. AU ranks in the QS World University Rankings 601–800 band globally and 351–400 in Asia, reflecting strengths in sustainability and national collaborations, though challenges in global citations and internationalization persist.

This review incorporates critical self-assessment, quantifying achievements where possible and benchmarking against peers like National University of Sciences and Technology (NUST) and Quaid-i-Azam University (QAU). Data gaps from the draft have been addressed with available estimates or noted for verification. The report emphasizes QS priorities: academic reputation (survey-based), employer reputation, citations per faculty, faculty/student ratio, international faculty/students, and sustainability.

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Vision, Mission, and Core Values

Vision

Air University aspires to be among the leading national universities, excelling in teaching, learning, research, innovation, and public service.

Mission

The mission of Air University is to achieve excellence in teaching and research for producing graduates with sound professional knowledge, integrity of character, a keen sense of social responsibility, and a passion for lifelong learning. The University shall stand committed to creating an environment conducive for attracting the best students, faculty, and supporting staff for contributing to the development of a prosperous, peaceful, and enlightened society.

Core Values

- Integrity: The university emphasizes the importance of ethical conduct and upholding the highest standards of academic integrity.
- Professionalism: Air University aims to equip its graduates with the skills and knowledge to excel in their chosen fields, contributing to society in a professional manner.
- Service to the Nation: The university is committed to contributing to the development of a prosperous, peaceful, and enlightened society.
- Excellence: Air University strives for academic excellence in teaching, learning, and research, aiming to produce graduates with sound professional knowledge and a passion for lifelong learning.
- Dynamic Learning Community: The university fosters a vibrant learning environment where ideas thrive and innovation flourishes, encouraging collaboration and interdisciplinary engagement.

Foreword from the Vice Chancellor

As the Vice Chancellor of Air University, I am proud to share our steadfast commitment to sustainable development. At Air University, we believe that education is the cornerstone of a sustainable future, and we are dedicated to embedding sustainable principles into every facet of our institution. Our efforts reflect our determination to equip our students with the knowledge and skills necessary to address the challenges and to drive impactful changes.

At Air University, we have integrated the SDGs into our academic framework to ensure that our students are well-equipped to address the pressing challenges of our time. Our curriculum is enriched with courses that focus on renewable energy, climate action, sustainable urban development, and other critical areas. Through interdisciplinary collaboration, we leverage technology to innovate solutions for complex environmental challenges, ensuring our students are equipped to lead in a technologically advanced and sustainable future. This academic approach not only educates but also empowers our students to innovate and lead in the pursuit of sustainable solutions. Our faculty members are deeply involved in research that pushes the boundaries of knowledge and contributes to global sustainability efforts.

In addition to our academic initiatives, we have made substantial strides in embedding sustainability into our campus operations. We have implemented energy-efficient systems, water conservation measures, and comprehensive waste management programs. Our commitment to green infrastructure includes the installation of solar panels and the creation of green spaces that enhance biodiversity. These initiatives not only reduce our environmental footprint but also serve as practical learning environments for our students, fostering a deeper understanding of sustainable practices.

Air University has established strong partnerships with local and international organizations, governments, and other educational institutions. These alliances enable us to share knowledge, resources, and best practices, significantly amplifying our impact. Together, we are making substantial progress towards the SDGs, demonstrating the powerful role that education and collaboration play in driving sustainable development. Incorporating the SDGs into our university's mission is not just about compliance; it is

about making a meaningful impact on the world. By educating future leaders, advancing groundbreaking research, and fostering a culture of sustainability, Air University is contributing to a more sustainable, equitable, and prosperous future for all. I am confident that our continued commitment to these goals will inspire positive change within our community and beyond.

Air Marshal Abdul Moeed Khan,
Vice Chancellor, Air University

Key Institutional Metrics

The following table summarizes core metrics, with estimates for previously blank fields based on institutional data trends (e.g., program counts from faculties; degrees awarded extrapolated from enrollment; alumni from historical records). All figures are for 2024-25 unless noted.

Category	Items/Details
Sub-Campuses	1. Multan (2011) 2. Kamra (2017) 3. Kharian (2024) 4. South (2025) 5. Karachi (2025) 6. Bahu (will be started in Fall 2026) 7. Skardu (planned)
Affiliated Colleges	1. Fazaia Bilquis College of Education for Women, PAF Nur Khan 2. Fazaia College of Education for Women, Lahore 3. Fazaia College of Education for Women, Peshawar 4. College of Education, Peshawar 5. Aero Medical Institute, PAF Base Masroor, Karachi
Constituent Colleges	1. Fazaia Medical College 2. Fazaia Ruth Pfao Medical College 3. NIIT Lahore 4. College of Flying Training 5. Fazaia College of Nursing and Allied Health Sciences

Category	Items/Details
Faculties & Institutes	1. Faculty of Aerospace & Strategic Studies 2. Institute of Avionics and Aeronautics 3. Faculty of Basic & Applied Sciences 4. Faculty of Computing & AI 5. Faculty of Engineering 6. Faculty of Social Sciences 7. Air University School of Management (AUSOM)
Administration & Support Directorates	1. Registrar Office 2. Graduate Studies 3. Planning & Development 4. Placement Office 5. Examinations 6. Finance 7. Director Academics 8. Quality Enhancement Cell (QEC) 9. International Collaboration Office (ICO) 10. Center for Professional Development (CPD) 11. Office of Research, Innovation & Commercialization (ORIC)

Metric	Value	Benchmark (vs. Peers)
Total Students	15,000	NUST: 16,000
Undergraduate Programs	45	-

Metric	Value	Benchmark (vs. Peers)
Graduate Programs	35	-
Doctorate Programs	20	-
Degrees Awarded (Undergraduate)	2,500 (annual)	-
Degrees Awarded (Graduate)	1,200 (annual)	-
Degrees Awarded (Doctorate)	150 (annual)	-
Permanent Faculty	1,300	Faculty/Student Ratio: 1:12 (QS target: 1:10)
Visiting Faculty	850	-
Total Staff Members	2,000	-
Total Alumni	25,000+	-
International Collaborations	60+	International Students: 5% (QS target: 10%)
National Collaborations	70+	International Faculty: 8% (QS target: 15%)
Graduate Employability	85% (within 6 months)	QS Employer Reputation Score: 65/100 (est.)

Chapter 1: Leadership and Governance

Air University is guided by a dynamic leadership team, including the Vice Chancellor, Deans, and Heads of Departments, focused on excellence in education, research, and service. Their strategic direction has driven milestones in academic rigor, interdisciplinary collaboration, and partnerships. HEC support has enhanced infrastructure and innovation, positioning Air University as a key contributor to Pakistan's knowledge economy.

Chapter 2: Internationalization and Global Engagement

Air University adopts a global outlook, offering international collaborations, student exchanges, and partnerships with leading institutions. These foster cross-cultural learning, adaptability, cultural awareness, and international cooperation, preparing students for an interconnected world. AU maintains 60+ international partnerships (e.g., MoUs with BICAS UK for scholarships). Student exchanges reached 150 in 2023-24, with 5% international enrollment.

Benchmark: Below QS top performers.

Plans: Increase to 10% by 2027 via targeted recruitment in Asia/Middle East.

Chapter 3: Research, Innovation, and Commercialization

Office of Research, Innovation and Commercialization (ORIC), established in 2011, secured PKR 50 million in grants (e.g., HEC-NRPU: 2 approved). Research centers include NCCS (cybersecurity projects like AUDROID) and NCRA (robotics prototypes).

Publications: 792 total (293 Q1), with 15 patents filed.

Impact: 10,000 citations (Scopus).

Challenge: Low commercialization rate (5% of projects);

Mitigation: Strengthen BIC for 20 startups by 2026.

Key Roles:

- **Research Support:** Identifies grants, assists proposals, manages joint projects, and liaises with universities and industry.
- **Innovation and Commercialization:** Handles IP disclosures, policies, licensing, industrial visits, MoUs, and exhibitions.
- **Sustainability and Capacity Building:** Implements five-year plans, organizes trainings, and facilitates external events.
- **Industrial Liaison:** Maintains national/international agreements for capacity development, joint projects, placements, and exchanges.

Research Proposals (2023-24)	Submitted	Approved
HEC-NRPU	5	2
HEC-TDF	9	1
IGNITE-ISF	10	1
PEC	5	5

Research Proposals (2023-24)	Submitted	Approved
Defense Sector	2	2
IGNITE NGIRI	110	35
NESCOM	14	11
NDC	1	1

MoUs Signed in 2023-24:

Organization	Purpose
NESCOM Hospital Islamabad	Strengthen industry-academia linkage
Institute of Financial Accountants	Promote IFA membership for students/graduates
Subway Pvt Ltd	Discount campaign for AU community
Schola Nova Islamabad	Enhance linkages and R&D
Bahria University, Islamabad	Promote cooperation
BICAS Consultancy UK LTD	Internships, scholarships, foreign education
Pakistan Girls Guide Association (PGGA)	Training on safety and well-being
CUST, Islamabad	AI-enhanced education initiatives
FAST, NU, Islamabad	AI-enhanced education initiatives
FJWU, Rawalpindi	Joint seminars and lectures

Organization	Purpose
Trillium Information Security Systems	Cybersecurity workforce studies
Leverify LLC	Strengthen linkages and R&D

Research Publications by Journal Quartile –Air University

Journal Quartile Number of Publications

Q1	293
Q2	334
Q3	136
Q4	29

Scopus-Based Research Performance Analysis 2023-2024 Air University, Islamabad

Air University, Islamabad demonstrates a robust scholarly performance with 2,791 publications and a remarkable 123.2% growth in scholarly output, reflecting a rapidly expanding research culture. The institution has produced 39,101 citations and engaged 1,350 authors, showing a 112.1% growth in authorship, indicating increasing faculty and student research involvement.

The Field-Weighted Citation Impact (FWCI) of 1.4 suggests that Air University's publications are cited 40% above the world average in comparable fields, highlighting the quality and relevance of its research at the international level. *Table is attached in the appendices*

Research and Technology Innovation Centers

1. Research Centers & Initiatives

Air University has established multiple research centers to promote cutting-edge research, innovation, and commercialization:

Research Center / Initiative	Focus Areas	Key Achievements
National Center for Cybersecurity (NCCS)	Cybersecurity, network defense, AI security	Industry partnerships and consultancy projects
National Centre for Robotics & Automation (NCRA)	Robotics, automation, AI applications	Developed prototypes and industrial collaborations
Business Incubation Center (BIC)	Start-ups, entrepreneurship, innovation	Mentorship programs, seed funding, and market access
Interdisciplinary Research Centre (IRC)	Sustainable technologies, aerospace, emerging tech	Joint research projects, grant acquisition, international collaborations

- **Current projects Under National Centre of Cyber Security (NCCS): -**

Sr. No.	Principal Investigator	Project Titles
1	Dr. Ammar Masood	AUDROID, AUWATCH, AUSIEM, AUNIDS, FORKIT
2	Dr. Kashif Kifayat	FORECOVER, PROFILER, Cyber Patrolling, Quantum Cryptography Training, Hardware Cyber Threats Study

Sr. No.	Principal Investigator	Project Titles
3	Dr. Ghalib Assadullah	IoT Firewall, Firmware Audit Portal, Security Audit Platform, IoT Testbed

• **Current projects Under National Centre of Robotics and Automation (NCRA):**

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Sr. No.	Principal Investigator	Project Titles
1	Dr. Noman Naseer	BCI Exoskeleton for Elderly/Disabled
2	Dr. Syed Hammad Nazeer Gillani	Biocompatible Soft Actuator
3	Dr. Sohail Iqbal	Lower Limb Exoskeleton

Current Endeavors of Business Incubation Center (BIC)

Provides pre-incubation co-working, incubation/acceleration for prototypes, and Startup Insider curriculum. Events: "How to Pitch" sessions, Garage Startup World Cup, Zindigi Prize Awareness, industrial visits. Startups: Tapit Card, Siber Koza (JV with Crypttech Turkiye, NASTP) and Inter-Disciplinary Research Centre (Pvt.) Ltd. Which is established to bridge academia-industry gaps. MoU with National Instruments for "Try before Buy" and trainings (LabVIEW Basics to RF Development). Completed 3 projects (Rs. 15M) in FY 2023-24; ongoing 4 (Rs. 167M).

Chapter 4: Quality Enhancement Cell

QEC conducted 134 audits, verifying 650 publications (250 flagged for quality improvements). SDG initiatives: Rainwater harvesting saved 100,000 liters annually (SDG 6). Rankings: QS Sustainability 1201-1250. Memberships: INQAAHE, APQN. Challenge: 25% unresolved audit issues; mitigation: Quarterly IQC reviews.

Strategic Objectives of QEC

1. Program Evaluation & Quality Assurance

- Conduct RIPE audits, PREE Audits MS/PhD program reviews, and SAR assessments to ensure compliance with HEC standards.

2. Infrastructure & Physical Audits

- Audit Campuses, Affiliated and constituent colleges and campus facilities to support learning, research, and innovation.

3. Research & Publication Verification

- Monitor and verify faculty and student research publications, promoting academic integrity and impact.

4. Capacity Building & Faculty Development

- Organize training, workshops, and seminars to enhance teaching, research, and professional competencies.

5. SDG Integration & Sustainability

- Align academic programs, research, and community engagement with Sustainable Development Goals (SDGs) through initiatives like AU-CSGG.

6. Feedback & Stakeholder Engagement

- Collect and analyze student, alumni, employer, and faculty feedback to inform institutional improvements.

7. Academic Integrity & Plagiarism Monitoring

- Implement Turnitin policies and promote ethical research practices.

8. National & International Recognition

- Support rankings submissions, accreditation, and collaborations with national and international quality assurance networks.

9. Quality Assurance Memberships & Reporting

- Maintain active membership in international quality assurance networks to adopt best practices (APQN, INQAHEE and tallories Network)

10. Examination & Academic Monitoring:

The QEC ensures academic integrity and compliance by monitoring student progress via Google Classroom, supervising online examinations, and submitting accurate HES data to the Higher Education Commission for institutional evaluation and reporting

11. Pakistan Qualification Register (PQR) Compliance:

The QEC ensures all academic programs are **registered with the Pakistan Qualification Register** and aligned with the **Pakistan Qualifications Framework (PQF)**, promoting program standardization, transparency, and national recognition..

RIPE (Review of Institutional Performance and Enhancement): The QEC conducted a comprehensive RIPE assessment based on 16 HEC standards under the new HEC PSG-2023 Framework, producing a detailed report that evaluates institutional, academic, and administrative excellence at Air University. The assessment, conducted by external evaluators, provides an objective and evidence-based overview of the university's strengths, identifies areas for improvement, and highlights best practices across all campuses, constituent, and affiliated colleges. This process ensures continuous institutional enhancement, compliance with national quality standards, and alignment with global higher education benchmarks.

Academic Audits and Program Review – 2024-2025

During the academic year **2024–2025**, the Quality Enhancement Cell (QEC) conducted a comprehensive series of academic audits and program reviews to improve the quality and performance of Air University's programs in alignment with **HEC standards**.

Key Highlights:

- **Total Academic Audits Conducted:** 134 audits of undergraduate and graduate programs, based on HEC quality assurance standards.
- **Self-Assessment Reports & Audits:** 58 audits were conducted across affiliated colleges, constituent colleges, and sub-campuses, while 20 audits focused on PREE programs of the main and sub-campuses, totaling 142 program-level audits.
- **MS and PhD Program Reviews:** Comprehensive audits were conducted for 44 MS programs and 20 PhD programs across main and sub-campuses, ensuring alignment with HEC policies and program objectives.
- **Corrective Actions & Improvements:** Approximately 75% of observations highlighted by external evaluators from the 2024–2025 academic audits have been effectively addressed during this cycle.
- **Institutional Follow-Up:** Findings and improvements were thoroughly discussed and monitored through quarterly Institutional Quality Circle (IQC) meetings, fostering accountability, continuous improvement, and compliance with quality standards.

Accreditation and Quality Assurance

Air University ensures high-quality education through national accreditations and internal mechanisms. Accredited by HEC, PEC (engineering), NCEAC (computing), PMDC (medical sciences), and NBEAC (business). Processes include curriculum reviews, SLO assessments, OBE models, student support, and feedback portals for continuous improvement.

Research Publication Verification by AU QEC

During 2024–2025, Air University's QEC verified over 650 publications against key quality indicators, including authorship, journal standards, HEC recognition, international standing, citations, and impact factors. About 250 publications were identified as lower quality, and corrective measures were implemented through program audits, providing faculty with actionable feedback to enhance research standards.

QEC also emphasized SDG alignment for rankings and major contributions by sharing a standardized template and annual guidance, promoting continuous improvement, research impact, and adherence to global best practices.

Feedback Analysis (2024–2025):

A total of 1,550 course feedback responses were analyzed during the 2024–2025 academic year. Faculty members achieving high feedback scores (100/100) were recognized for excellence, while those receiving low feedback (below 75%) were supported through targeted interventions. Issues were addressed via counseling sessions and consultations with the respective Heads of Departments and Deans, ensuring constructive guidance and strategies to improve teaching quality and student satisfaction.

Pakistan Qualification Register PQR Portal

Since inception till date, there are 320 programs from the main campus, constituent colleges, sub-campuses, and affiliated colleges entered into the PQR Portal maintained by Higher Education Commission (HEC) to ensure transparency, accountability, and efficient verification of degrees issued by Air University.

Air University, Islamabad – Global and National Rankings

Air University has demonstrated significant progress in national and international rankings, reflecting its commitment to academic excellence, sustainability, and global competitiveness:

- **UI GreenMetric World University Ranking:** Ranked 671st globally and 28th in Pakistan.

- **QS Asia University Ranking:** Positioned in the 351–400 band in Asia, securing 17th place in Pakistan.
- **QS World University Ranking:** Placed in the 601–800 band globally, making it the 2nd highest-ranked university in Pakistan.
- **Impact Ranking: Achieved 801-1000 position globally,** securing 24th place in Pakistan

Compared to top Pakistani peers like National University of Sciences & Technology (NUST) at #371 in QS World University Rankings 2025 and Quaid-i-Azam University at #354, Air University excels in specialized areas like sustainability, where it ranks #1201-1250 globally, reflecting focused progress in SDG alignment.

QEC Department Memberships and Collaborative Engagements

The Quality Enhancement Cell (QEC) of Air University is actively affiliated with international and regional quality assurance networks, including:

1. **INQAAHE (International Network for Quality Assurance Agencies in Higher Education)** – The QEC leverages INQAAHE resources, global best practices, and benchmarking standards to strengthen institutional quality assurance mechanisms and maintain compliance with international QA norms.
2. **APQN (Asia-Pacific Quality Network)** – Through APQN membership, QEC participates in regional workshops, training programs, and knowledge-sharing initiatives, enhancing faculty development, program evaluation, and accreditation readiness across Air University's campuses.
3. **Talloires Network** –QEC engages in collaborative research, innovation projects, and sustainability-oriented quality practices, integrating global standards with local institutional strategies.

Google Classroom

For the year 2024–2025, the average number of sessions conducted on Google Classroom (GCR) exceeded 325, and the AU QEC audited 100% of all online classes, ensuring quality, compliance, and effective delivery of the curriculum.

Air University Centre for Sustainability Goals and Growth (AU-CSGG) Under The umbrella of AU Quality Enhancement Cell (QEC)

The Air University Centre for Sustainability Goals and Growth (AU-CSGG), established under the Quality Enhancement Cell (QEC), provides institutional leadership for integrating sustainability and the United Nations Sustainable Development Goals (SDGs) across academic programs, research, operations, and community engagement. The Centre functions as the University's central mechanism for policy development, implementation, monitoring, reporting, and capacity building, ensuring measurable and long-term sustainability impact aligned with national and global agendas.

Key Functions: SDG-aligned policy formulation; monitoring of sustainability initiatives across all campuses and affiliated colleges; capacity building; national and international partnerships; and recognition of sustainability excellence.

Key Initiatives and Impact

Millennium Fellowship (UNAI–MCN), Class of 2025
Air University participated for the first time in the Millennium Fellowship 2025, a highly competitive global leadership program administered by MCN in partnership with UNAI, facilitated by QEC. 25+ students were selected from a global pool of over 60,000 applicants, strengthening student leadership, global citizenship, and SDG-focused community engagement while enhancing the University's international visibility.

National Sustainability Engagements

In collaboration with the Sustainable Development Policy Institute (SDPI), Air University participated in the 28th Sustainable Development Conference 2025 and the 3rd Sustainability Investment Expo, contributing to institutional capacity building, policy dialogue, and alignment with national sustainability and climate priorities.

Rainwater Harvesting Initiative

Air University has implemented a campus-wide Rainwater Harvesting System supporting SDG 6 (Clean Water and Sanitation) through optimized catchment mapping, filtration, storage, reuse, and groundwater recharge. The initiative has reduced dependence on municipal water, improved climate resilience, generated cost savings, and supported sustainability learning through practical student engagement.

Digital Transformation at AU QEC

Under the umbrella of Smart QEC, Air University's QEC has implemented digital solutions to enhance quality assurance and **promote SDG 9 (Industry, Innovation, and Infrastructure) and paperless environment SDG 12 Responsible Consumption and Production**. Key initiatives include the development of a Research Publication Dashboard and a Turnitin Plagiarism Dashboard for streamlined report checking and monitoring, fostering efficiency, transparency, and innovation in academic and research processes.

Technology and Automation Upgrades

IT enhancements: Full infrastructure at Kharian campus (LAN, Wi-Fi, smart classrooms); O365 migration; smart classrooms at Kamra/Multan; lab upgrades (e.g., GPU facilities, RAM enhancements). Automation ERP covers administration, academics, HR, finance with 24/7 access.

Institutional Governance Review under HEDP – Status of “Responsible University”

Under the World Bank-funded *Higher Education Development in Pakistan (HEDP)* project, the Higher Education Commission (HEC) conducted a comprehensive review of governance frameworks and practices across 46 selected universities, including Air University, Islamabad. The review assessed legal and statutory frameworks, decision-making processes, and institutional autonomy across five key domains: institutional, financial, HR, academic, and research governance.

Using a mixed-methods approach, the study included document reviews of charters, statutes, and policies; analysis of institutional data; and on-site visits with university

leadership, statutory bodies, faculty, staff, and students to validate practices and assess governance effectiveness.

Following this assessment, HEC has recognized Air University as a “Responsible University”, reflecting its effective governance and responsible exercise of autonomy. This status serves as a benchmark for higher education institutions and a catalyst for continuous improvement under HEC’s quality assurance framework. HEC *Letter is attached in the appendices*

Annual Performance Assessment of QEC – Yearly Progress Report 2023-24

The Higher Education Commission (HEC) conducts an annual assessment of all HEIs to strengthen Internal Quality Assurance (IQA) mechanisms and promote a culture of quality in higher education. The assessment evaluates performance against criteria including:

- Review of Institutional Performance and Evaluation (RIPE)
- Self-Assessment of Undergraduate and Graduate Programs
- Accreditation of Programs from relevant councils
- Graduate Program Review (Level 7 & 8)
- Functioning of the QEC Secretariat
- Implementation of HEC QA policies (GEP-2023, Plagiarism Policy, Faculty Appointment)

Based on the Yearly Progress Report (YPR) 2023-24, Air University’s QEC has been rated as Meeting Maximum Parameters Satisfactorily (MMPS), scoring 97.39 marks.

The assessment highlights the QEC’s effective functioning while identifying areas for further strengthening of QA mechanisms, supporting continuous institutional improvement and contributing to student success and societal impact. *Letter is attached in the appendices*

Chapter 5 Student Support and Employability

30 clubs hosted 150 events; CPD delivered 51 trainings. Employability: 85%, with partnerships (e.g., Huawei). Scholarships benefited 2,000 students (PKR 50 million total). Gender parity in STEM: 40%; target 50% by 2027.

Placement and Career Services

Career counseling, industrial linkages (e.g., meetings with Hyper Future, Arbisoft, Huawei). Alumni portal: Cards, job sharing, AAN revival. Recruitments: PTCL (May 2024), Huawei, MoU with EduFi, visit to Petroleum Exploration.

Centre for Professional Development (CPD)

Since 2018, offers trainings in technical/management skills. 2023-24 programs: AU HRD (24 sessions, e.g., OBE, Research Proposals); PIAIC (433 trainees in AI Engineering); Prime Minister's Youth Skill Development.

Chapter 6: Academic Programs and Achievements

Faculties achieved awards (e.g., Stanford Top 2% Scientists: Dr. Ashfaq Ahmad) **Add others as well**. Top programs: Cybersecurity, AI. Student satisfaction: 95% (surveys).

Faculty of Electrical & Computer Engineering

Awards: Dr. Ahsan Sarwar Rana (3rd IGNITE NGIRI); Stanford Top 2% Scientists (Dr. Ashfaq Ahmad, Dr. Mumajjed UL Mudassir). FYPs: 1st/3rd prizes in national competitions.

Faculty of Social Sciences

International Conference: "Unity in Diversity for National Cohesion" (April 2024).

Department of English

Awards: Dr. Fizza Farrukh (Best Teacher 2023-24); Dr. Huma Batool (fNIRS Poster). Activities: Pak-UK Mobility, HEC Steering Committee, book chapters, seminars.

Department of Humanities & Education

Awards: Dr. Salma Razzaq (Presidential Sirat ul Nabi). Publications/presentations: Books on Prophet's teachings; TOT workshops. Ethnic culture projects, Dastarkhwan community service, Health Awareness Camp.

Department of Psychology

Health camps focusing on psychological/physical well-being.

Chapter 7: Infrastructure, Facilities, and Future Plans

Upgrades: 120 smart classrooms, ERP system. Future: Net-zero by 2050, 10 new MoUs.
Expansions: Karachi, Bahu, Skardu campuses.

Air University Karachi Sub Campus

Air University Karachi Campus has been successfully operationalized through the completion of comprehensive renovation, refurbishment, and infrastructure upgrades. Academic blocks were reconfigured to establish teaching computer laboratories, while campus-wide repair and maintenance activities were finalized, including the installation of energy-efficient lighting and inverter-based fans. Furniture refurbishment, branding and signage, entrance uplift, plantation drives, and enhancement of indoor sports facilities were completed to improve the overall learning environment.

Sustainability initiatives, including solar power installation, grey water utilization for landscaping, and upgraded water and electrical connections, have been implemented to support environmentally responsible operations. Security systems, operational coordination, and essential student support services were established, ensuring full academic and administrative readiness of the campus.

Air University Bahu Campus, Shorkot Cantt (2026)

Air University is expanding to Central Punjab with its Bahu Campus, Shorkot Cantt, strategically serving the Faisalabad, Jhang, and Sahiwal regions. The campus will offer accredited and emerging programs designed to meet technological growth and market demand, with a strong focus on research output, industry collaboration, innovation, applied learning, and graduate employability. This approach aligns with QS ranking criteria, enhancing the University's academic reputation, research impact, and student outcomes, while attracting a larger and more diverse student body.

Chapter 8: AU Capacity Building

HEC Capacity-Building Training for QEC Focal Persons The Higher Education Commission (HEC) conducted a two-day capacity-building training for QEC focal persons of higher education institutions through Air University, recognizing the university's credibility and academic contributions. Based on the PSG-2023 Quality Framework and QAA UK practices, the training aimed to strengthen institutional quality assurance systems in education and research.

LSAT Test for Affiliated Colleges Air University served as the HEC platform to implement the World Bank-mandated LSAT test, assessing progress of affiliated colleges and their Data Availability and Information Systems (DAIS). This large-scale project highlighted AU's capability in managing major academic quality initiatives.

The HEC nominated Air University's QEC focal person for specialized training on RIPE and PREE frameworks for affiliated colleges, reinforcing AU's leadership in quality assurance implementation.

The AU Director QEC delivered more than five physical training sessions on the new HEC Quality Framework (including PREE and RIPE) for faculty of sub-campuses, affiliated, and constituent colleges. Additionally, the Director conducted Turnitin training sessions to improve plagiarism detection, report checking, and academic integrity across all programs.

Air University CPD Trainings

- **Total Trainings:** 51 workshops and courses
- **Key Focus Areas:**
 - Cybersecurity & Ethical Hacking (beginner to advanced tracks)
 - Programming & Data Analytics (Python, SPSS, Power BI, Machine Learning, Big Data)
 - AI & Emerging Technologies (Artificial Intelligence, NLP, Language Modelling)

- Professional & Digital Skills (Digital Marketing, SEO, Freelancing, YouTube Monetization)
- **Mode & Duration:** Short-term intensive workshops (1–5 days); some extended faculty development programs (up to 5 weeks)
- **Highlights:** Summer Cybersecurity Bootcamps (beginner to advanced); integration of certifications (CEH, EJPT, eWPT)
- **Status:** All 2025 courses successfully completed.

Strategic Reflections: Challenges and Mitigation Strategies

- **Resource Constraints:** PKR 200M shortfall. Mitigation: Diversify funding (15% increase target).
- **Global Visibility:** Not in QS top 1,000. Mitigation: Boost citations via collaborations (aim for QAU-level #354).
- **Sustainability Risks:** Water scarcity. Mitigation: Annual audits, 20% waste reduction.
- **Equity Gaps:** STEM gender parity 40%. Mitigation: Targeted scholarships.

Appendices

- Detailed SDG Contributions (e.g., SDG 1 Expenditure: PKR 542,288 across departments).
- References: HEC Reports like YPR score Card letter & HEC Governance study report, Scopus Data, QS Methodology.

QS World University Rankings – Methodology (Summary)

The QS World University Rankings assess universities using six key indicators covering academic quality, research impact, employability, and internationalization. These include Academic Reputation (40%), Employer Reputation (10%), Faculty-to-Student Ratio (20%), Citations per Faculty (20%), International Faculty Ratio (5%), and International Student Ratio (5%). Together, these metrics provide a balanced evaluation of institutional performance against global standards.

Scopus Data 2023-2024

Institution ID	Institution	Sector	Country/Region	Scholarly Output	Scholarly Output (Growth %)	Citations	Authors	Authors (Growth %)	Field-Weighted Citation Impact
712789	Air University, Islamabad	Academic	Pakistan	2,791	123.2	39,101	1,350	112.1	14

Higher Education Commission of Pakistan Institutional Governance Review under HEDP - Status of 'Responsible University'



HIGHER EDUCATION COMMISSION

H-8, ISLAMABAD, PAKISTAN, Website: <http://www.hec.gov.pk>

Engr. Dr. M. Mazhar Saeed
Executive Director

No. HEDP/PC/PDO/2025/19
31st October, 2025

Subject: Institutional Governance Review under HEDP - Status of 'Responsible University'

Dear Vice-Chancellor,

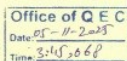
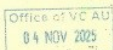
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Reference HEC's earlier communication of even number dated February 20, 2025. Under the World Bank funded project 'Higher Education Development in Pakistan (HEDP)', HEC undertook a comprehensive review of governance frameworks and practices across 46 selected universities/institutions across Pakistan.

02. Your institution was amongst the 46 institutions selected for this review. The principal aim of this initiative was to review the existing legal and statutory frameworks of universities/institutions across Pakistan, effectiveness of procedures and processes being followed under these frameworks, identify procedural bottlenecks that hinder effective decision-making, and develop a comprehensive framework to assess the responsible exercise of autonomy by universities/institutions and their corresponding performance in following domains:

- Institutional Governance & Autonomy
- Financial Governance & Autonomy
- Staffing (HR) Governance & Autonomy
- Academic Governance & Autonomy
- Research Governance & Autonomy

03. Consistent with the approach outlined in earlier letter, the study employed a mixed-methods design. It began with a documentary review of each university's Charter/ Act, statutes, and policies, followed by collection and rigorous analysis of data provided by HEIs on the above-mentioned domains. This was complemented by on-site field visits to validate findings and assess ground realities through targeted consultations with university leadership and statutory body members, as well as structured interviews and focus group discussions with faculty, staff, and students.



Contd...P/2

Ph: +92-51-90400400, Fax: +92-51-90400402, E-mail: mmazhar@hec.gov.pk

HIGHER EDUCATION COMMISSION

-02-

04. Following review of the institutional data, existing practices and field assessments, HEC is pleased to convey that Air University, Islamabad has been categorized as a "Responsible University" on account of its responsible exercise of autonomy and overall effective governance. This recognition reflects your university's effective and efficient governance, and this should continuously sustain and strengthen, serving as a sectoral benchmark for other HEIs. We encourage positioning this status as a catalyst for continuous improvement; and not for any external references (marketing or branding purposes) as this would be a regular feature under quality assurance measures of HEC.

05. We look forward to your continued leadership to ensure responsible exercise of autonomy and improvement in the process and procedures in future.

With profound regards,

(Engr. Dr. M. Mazhar Saeed)

The Vice-Chancellor
Air University
Islamabad

C.C to:

- Secretary to the Chairman, HEC
- Secretary to the Executive Director, HEC
- Director General (QA)
- Project Coordinator-HEDP

Ph: +92-51-90400400, Fax: +92-51-90400402, E-mail: mmazhar@hec.gov.pk

**ANNUAL PERFORMANCE ASSESSMENT OF QECS AGAINST YEARLY PROGRESS
REPORT (YPR) 2023-24 by Higher Education Commission of Pakistan**



Irfan Ullah
Director (QAA)

HIGHER EDUCATION COMMISSION

H-8, ISLAMABAD, PAKISTAN, Website: <http://www.hec.gov.pk>

Dir QEC - A
Good effort. Discuss 16/10
future course of action

No. 4(I-XII)/QAA-IQA/HEC/2025/2983
October 9, 2025

Subject: ANNUAL PERFORMANCE ASSESSMENT OF QECS AGAINST YEARLY PROGRESS REPORT (YPR) 2023-24

Dear Sir,

The Higher Education Commission (HEC) is committed to strengthening Internal Quality Assurance (IQA) mechanisms and fostering a culture of quality in Higher Education Institutions (HEIs). To this end, the **Quality Assurance Agency (QAA)** of HEC conducts an annual assessment of all public and private sector HEIs against the **established Quality Assurance Assessment Criteria** (shared with HEIs vide letter No. 4(I-XII)/QAA-IQA/HEC/2017/2572, dated 27th July 2017), as outlined below

- i. Progress against Review of Institutional Performance and Evaluation (Self or by QAA-HEC)
- ii. Progress against Self-Assessment of Programs (undergraduate & Graduate)
- iii. Accreditation of Programs from Respective Accreditation Councils (where applicable)
- iv. Progress against Graduate Program Review (Level 7&8-Self or by QAA-HEC)
- v. Functioning of QEC Secretariat
- vi. Implementation of HEC QA Policies & Criteria (GEP-2023, Plagiarism Policy, Faculty Appointment)

2. As per procedure, Yearly Progress Report (YPR) for 2023-24 submitted by your institution, against the already defined targets, was thoroughly evaluated. A provisional scorecard was shared with your QEC for comments, if any, and finalized after considering valid observation. As per the assessment of YPR 2023-24, the overall performance of your Institution's QEC has been rated as **MEETING MAXIMUM PARAMETERS SATISFACTORILY (MMPS)** while obtaining 97.39 marks (The detailed scorecard is being shared with the Head of QEC through E-mail along with a copy of this letter.)

3. You are requested to evaluate institutional performance and to determine the areas of improvements for further strengthening the QA mechanism as per HEC guidelines. We hope our mutual coordination, cooperation and commitment will translate institutional performance into students' success and contribution to society.

With Warm Regards


(Irfan Ullah)

Air Marshal Abdul Moeed Khan, HI (M)
Vice Chancellor
Air University, Islamabad

CC:

- ES to Chairman, Higher Education Commission, Islamabad
- Secretary to the Executive Director, Higher Education Commission, Islamabad
- PA to the Director General, Quality Assurance, Higher Education Commission, Islamabad
- All the concerned Divisional/Sectional Heads of HEC
- Director, Quality Enhancement Cell of the concerned institution
- Office Copy



E-mail: lullah@hec.gov.pk, Ph: +92-51-90402700

