

Actg Dir QEC
DPP discuss terms + mandate
of the IQC.
② Meeting frequency?
Vice Chancellor
③ Any overlapping mandate?
Registrar

NOTA.
- This part case pertains to notification of IQC only.
- A detailed PC shall be forwarded for perusal after this PC, covering all aspects as highlighted.
IDP/AU/941/2/QEC
23/7.

Director DEC may give presentation on the IQC concept in next Deans-Director forum meeting and set frequency of meeting with goals and objectives in the light of TORs given by HEC. Recommended for approval of para 4. Am 19/7/24

1. This case pertains to the establishment of the "Institutional Quality Circle (IQC)" as mandated by the Higher Education Commission (HEC).

2. In light of the newly revised quality framework introduced by the HEC, all Higher Education Institutions (HEIs) are required to establish an IQC to maintain a culture of quality within the institution.

3. The circle shall be headed by the Vice Chancellor and has members, including the Director QEC, Deans, Heads of Departments, and two Student Council Representatives. The terms of reference for IQC are placed opposite.

4. Foregone in view, it is requested to establish an "Institutional Quality Circle" at Air University Islamabad.

5. Submitted for your kind perusal and approval of Para-4, please.

Approved
A
(ABDUL QADER KHAN)
Air Marshal
Vice Chancellor
Air University, Islamabad

(AHMED HASSAN)
Air Commodore (R)
Actg Director Quality
Air University, Islamabad
Tel 289

18 July, 2024



IQC First Meeting

MINUTES OF THE FIRST INSTITUTIONAL QUALITY CIRCLE (IQC) MEETING
HELD AT AIR UNIVERSITY ISLAMABAD DATED 11 DECEMBER 2024
FROM 1030 TO 1300 HOURS

1. Participants	Designation
AM Abdul Moeed Khan	Vice Chancellor
Air Cdre Abdul Wahab Motla (R)	Registrar
Air Cdre Ahmed Hassan (R)	Director Academics
Dr. Salman Hasan Khan	Director Quality
Prof Dr. Jehanzeb Masud	Dean Graduate Studies
Dr. Adil Sultan	Dean FASS
Dr. Rana Iqtedar Shakoor	Dean Engineering
Prof Dr. Wasima Shehzad	Dean Faculty of Social Sciences
Dr. Habib Ahmed	Actg. Dean AUSOM
Dr. Ammar Masood	Dean Faculty of Computing & AI
Dr. Muhammad Atif	Dean Faculty of Basic & Applied Sciences
Dr. Nouman Naseer	Chair Deptt. Mechatronics Engineering
Dr. Zunera Jalil	Chair Deptt. Computer Sciences
Dr. Ansa Quratulain	Chair Deptt. Psychology
Dr. Iffat Zehra	Chair Deptt. Mathematics
Dr. Farzana Masroor	Chair Deptt. English
Dr. Sohaib Sultan	Chair Deptt. Humanities
Dr. Zahid Mehmood	Assistant Professor, FASS
Dr. Imran Ihsan	Chair Deptt. Creative Technologies
Dr. Ashiq Hussain	Chair Deptt. Computer & Electrical Engineering
Dr. Hameed Ur Rehman	Chair Deptt. of Computer Games Development
Dr. Amir Ishaque	Chair Deptt. Business Studies
Dr. Zia Mohyuddin	Chair Deptt. Biomedical Engineering
Dr. Waqas Khalid	Chair Deptt. Physics
Ms. Naima Mehmood	Alumni Representative
Mr. Ehtisham Amjad	Student Representative
Ms. Laiba Sabir	Student Representative
Lt. Col Amir Toor (Retd.)	Deputy Director, QEC
Ms. Mehreen Ishtiaq	Assistant Director, QEC
M. Mohammad Shehryar	Data Analyst, QEC



1. Welcome Address

The Vice-Chancellor welcomed all esteemed members to the "First Institutional Quality Circle (IQC)" meeting. He expressed gratitude to the Higher Education Commission (HEC) for introducing the revamped Quality Framework, a forward-looking initiative aimed at enhancing the quality of academic programs and research across higher education institutions. The Vice-Chancellor underscored the critical importance of

adopting globally recognized best practices to maintain competitive academic standards and ensure continuous improvement in institutional performance.

He further highlighted Air University's commitment to delivering education that meets international benchmarks while fostering an environment conducive to innovation, research, and holistic learning. The Vice-Chancellor invited the Director Quality to formally present the details of the Revamped Quality Framework with a specific focus on the IQC's role in its implementation.

2. **Agenda Points.** The following agenda items were tabled for discussion:-

- (a) Introduction to PSG 2023
- (b) Introduction to Institutional Quality Circle (IQC), RIPE, PREE, and GPR
- (c) Comparison between IPE and RIPE
- (d) Approval of PT Teams

3. The **Director Quality** delivered a comprehensive presentation on the agenda items. He informed the members that the HEC's **revamped Quality Framework** is being implemented in a phased approach, with Air University selected as part of the pilot phase. He elaborated on the formal constitution of the IQC as required by PSG 2023, emphasizing its pivotal role in streamlining the functions of the Institutional Quality Assurance Entity (IQAE). The updated framework places a strong emphasis on fostering stakeholder collaboration and merging authority with responsibility within a cohesive and transparent system.

The Director Quality provided comprehensive insights into the framework's newly introduced components, including **RIPE** (Revised Institutional Performance Evaluation), **PREE** (Program Review and Evaluation Exercise), **REQAAB** (Review of Quality Assurance and Accreditation Bodies), and **GPR** (Graduate Program Review). He emphasized the critical role of collaboration between the **Office of Director Quality**, Deans, and Heads of Departments (HoDs) in ensuring effective audits and continuous process improvements.

Addressing institutional gaps, he highlighted the need to focus on **SDG-aligned research** and to standardize processes across departments to meet global benchmarks. He also informed the house that, as per the latest directives from HEC, all Deans and Statutory Officers are required to be part of the **Institutional Quality Circle (IQC)**. However, the **Office of Director Quality** has secured an exemption for this year, as the current IQC composition was approved based on earlier HEC guidelines. Starting next year, the IQC's composition will be updated to align with the latest requirements.

4. **Discussion Points.**

- (a) The **Dean Graduate Studies** emphasized the necessity of robust implementation of alumni and employer feedback mechanisms as essential tools for continuous quality improvement. He acknowledged the alignment of Air University's engineering programs with the **Pakistan**

Engineering Council (PEC) guidelines but urged the identification of discrepancies between PEC requirements and HEC's revamped Quality Framework, particularly in terms of teaching methodologies, research opportunities, and institutional support systems. He further stressed that Self-Assessment Reports (SARs) must meet minimum quality standards while eliminating redundancy. By adopting globally acknowledged best practices, Air University can further enhance its quality assurance measures.

- (b) **Director QEC** addressed the Dean's concerns and assured the members that the QEC would prioritize reducing redundancies and improving the productivity of Self-Assessment Reports. He reaffirmed that IQC will actively identify existing gaps and propose actionable improvements, which will be presented in the **2nd IQC meeting scheduled for March 2024**.
- (c) The Dean Engineering emphasized the importance of upgrading the existing automation system to streamline the collection and real-time analysis of alumni, employer, and student feedback. He highlighted that an enhanced system would provide valuable insights for continuous improvement, enhance program quality, and strengthen employer satisfaction. Establishing a centralized and efficient feedback mechanism would further solidify Air University's position as a leader in delivering quality education
- (d) The **Dean Faculty of Social Sciences** appreciated the initiative and suggested developing a **centralized system** to ensure transparency, accountability, and consistency across departments. This system would standardize processes for managing feedback and addressing audit findings. Additionally, she recommended introducing mechanisms to **monitor and evaluate the progress of MS and PhD research** under the revamped framework, ensuring timely completion and quality research output.
- (e) The **Acting Dean AUSOM** emphasized the importance of analyzing descriptive student feedback forms and behavioral insights to enhance teaching and learning outcomes. He proposed the development of **Faculty Development Programs (FDPs)** customized to faculty needs, focusing on communication, course design, teaching strategies, and student engagement. Feedback gathered from students and faculty should be systematically used to refine course content, align learning outcomes, and improve the overall learning experience. The Director Quality welcomed suggestions for revising the existing feedback forms and shared that the current forms cover institutional feedback, course content, and curriculum aspects and will be upgraded by Fall 2025.

- (f) The Dean FASS proposed granting Deans and HoDs greater authority to initiate new academic programs and approve essential actions at the departmental level. He emphasized that this empowerment would expedite decision-making, reduce bureaucratic delays, and enhance institutional efficiency. While the Director Quality appreciated the suggestion, he clarified that its implementation is currently not feasible due to several underlying factors
- (g) The **HoD English Department** stressed the need for **targeted training sessions** to equip Deans, HODs, faculty, and Program Team (PT) members with the skills to produce high-quality **PREE reports**. The Director Quality assured participants that dedicated training sessions would be conducted to facilitate the transition from SAR to PREE processes for all the PT team members in the coming week.
- (i) The **Alumni Representative** highlighted the importance of modern, well-equipped laboratories to promote **hands-on learning and practical applications**. Improved lab facilities, she noted, would encourage students to engage in innovative, project-based research and develop technical competencies.
- (j) Student Representative Mr. Ehtisham Amjad thanked Air University's management for providing him the opportunity to represent students on this esteemed forum. He emphasized the importance of fostering a culture of motivation and academic engagement and proposed that the management devise strategies to enhance student interest and involvement in their respective academic disciplines
- (k) Second Student Representative Ms Laiba Sabir raised concerns about the class duration, highlighting its adverse impact on student productivity and engagement. The Vice-Chancellor and Registrar explained that the decision was made after comprehensive deliberations with all stakeholders. They emphasized that the class duration was designed to align with academic objectives and operational efficiency while considering broader institutional requirements.

5. **Vice-Chancellor's Directives.**

The Vice-Chancellor appreciated the depth and quality of the discussions and issued the following directives:-

- (a) **Change Management:** Stakeholders must adopt and embrace the revamped framework, fostering a transition towards modern methodologies in teaching, research, and quality assurance. A one-page strategic plan will serve as a guiding document for this transformation. The **credo of prevention and facilitation** should be embedded as core values of Air University to reinforce this change.

- (b) **Decentralization of IQC:** Sub-IQC committees will be established within all departments to ensure the effective implementation and compliance with the new framework. These committees will also monitor academic operations to guarantee the consistent delivery of quality education. The **Office of Director Quality** will coordinate and anchor this initiative, including development of ToRs and ensuring its seamless execution.
- (c) **Stakeholder Engagement:** Alumni and student participation in IQC processes will be increased to ensure the representation of their perspectives, particularly regarding quality and ethical standards.
- (d) **Capacity Building:** Authority and responsibilities will be decentralized to foster accountability, efficiency, and capacity building among key stakeholders.

6. Decisions.

After extensive deliberations, the Vice-Chancellor formally approved the continuation of IQC operations under the new guidelines. It was agreed that IQC meetings will be held **quarterly** throughout each academic year.

7. Closing Remarks.

The **Director Quality** concluded the meeting by expressing sincere gratitude to all participants for their valuable contributions, active engagement, and commitment to the university's quality enhancement initiatives. There being no further items for discussion, the meeting was officially adjourned.



23 December 2024

IBD/AU/941/3/QEC


(Dr. Salman Hasan Khan)
Director Quality
Air University, Islamabad
Extn: 289

Distribution: -

Academics

1. Dean Graduate Studies
2. Dean AUSOM
3. Dean Faculty of Computing & AI
4. Dean Faculty of Social Sciences
5. Dean FASS
6. Dean Faculty of Engineering
7. Dean Faculty of Basic & Applied Sciences
8. Chair Deptt. Mechatronics Engineering
9. Chair Deptt. Mechanical Engineering
10. Chair Deptt. Computer & Electrical Engineering
11. Chair Deptt. Computer Sciences
12. Chair Deptt. Creative Technologies
13. Chair Deptt. Computer Games Development
14. Chair Deptt. Psychology
15. Chair Deptt. English
16. Chair Deptt. Humanities and Education
17. Chair Deptt. Business Studies
18. Chair Deptt. Mathematics
19. Chair Deptt. Physics
20. Chair Deptt. Biomedical Engineering

Management

1. Vice Chancellor (for info)
2. Registrar
3. Director Academics
4. Director Exams
5. Director ORIC



IQC 2nd Meeting

**MINUTES OF THE SECOND INSTITUTIONAL QUALITY CIRCLE (IQC) MEETING
HELD AT AIR UNIVERSITY ISLAMABAD DATED 14 MAY 2025
FROM 1400 TO 1630 HOURS**

Participants	Designation
1. AM Abdul Moeed Khan	Vice Chancellor
2. Air Cdre Ahmed Hassan (R)	Registrar/Actg. Director Academics
3. Dr. Salman Hasan Khan	Director Quality
4. Prof Dr. Jehanzeb Masud	Dean Graduate Studies
5. Dr. Adil Sultan	Dean FASS
6. Dr. Rana Iqtedar Shakoor	Dean Engineering
7. Prof Dr. Wasima Shehzad	Dean Faculty of Social Sciences
8. Dr. Habib Ahmed	Dean AUSOM
9. Dr. Ammar Masood	Dean Faculty of Computing & AI
10. Dr. Muhammad Atif	Dean Faculty of Basic & Applied Sciences
11. AVM (R) Shams Ur Rehman	Director A&A Campus Kamra
12. Dr Ghulam Ali	Director AUMC
13. Air Cdr (R) Moin Rana	Director Kharian campus
14. Dr Mehdi Hassan	Chair Deptt of CS
15. Dr. Amir Ishaque	Chair Deptt. Business Studies

1. Welcome Address: -

The Vice Chancellor welcomed all members to the second Institutional Quality Circle (IQC) meeting and emphasized the importance of improving the quality of research at the postgraduate level. He reiterated the university's vision to align its academic and research programs with international standards, with a particular focus on MS and PhD programs. He invited the Director Quality to initiate the proceedings.

2. Agenda:-

The meeting was convened to deliberate on strategies to improve the quality and output of MS and PhD research across all faculties of Air University.

3. Presentation by Director Quality: -

The Director Quality presented the background, vision, and current challenges facing MS and PhD programs. He highlighted low visibility, limited industry linkages, and lack of interdisciplinary research. Emphasizing the need for structured reforms, he outlined

proposals for research infrastructure, curriculum updates, industry collaboration, and student support. Key elements from the “Brainstorming Presentation” were also shared to contextualize faculty-level recommendations within broader quality assurance priorities.

4. Faculty-wise Suggestions and Discussion Points

A. Faculty of Engineering: -

- Curriculum modernization is essential to ensure relevance to local and global contexts.
- Interdisciplinary research must be actively promoted.
- Elective courses should be open across faculties/universities with proper approvals.
- Lack of research funding and conference participation opportunities needs urgent resolution.
- Dedicated spaces for graduate students and updated lab equipment are required.
- National and international university collaborations must be established.

B. Faculty of Computing & AI (FCAI): -

- Assign designated research sitting areas for graduate students.
- Department-level committees should recommend PhD coursework.
- Research Assistantship (RA) policies should be introduced to attract high-quality students.
- Improved research infrastructure and digital libraries are needed.
- Weekly colloquiums should be organized to facilitate scholarly exchange.
- Encourage locally relevant problem-solving and conference participation.
- Support with publication charges or journal subscriptions.

C. AUSOM: -

- Conduct regular research seminars and open forums.
- Establish a neutral Graduate Evaluation Committee (GEC).
- Encourage alignment of research with SDGs.
- Make student research presentations mandatory.

D. Faculty of Social Sciences (FSS): -

- Introduce remedial measures for students failing the Comprehensive Exam.
- Allow extensions beyond six years under exceptional circumstances.
- Define pathways for slow-progressing students with academic support.
- Department-specific plagiarism thresholds.
- Introduce inclusive policies for students with disabilities.
- Move towards digital thesis submissions.
- Establish an appeal mechanism for dismissed students.
- Encourage industry-academia collaboration through co-supervision.
- Clarify PhD timelines and options for part-time students.
- Integrate mental health support in graduate programs.
- Emphasize project-based assessments over traditional exams.
- Incentivize high-impact publications through awards.
- Train students in AI tools for academic research.

E. Additional Suggestions by Dr. Amir Ishaque and Dr. Mehdi: -

- Periodic research review sessions and progress tracking.
- Publication support and enhanced research engagement platforms.

5. Vice Chancellor's Directives: -

- A comprehensive policy document addressing the discussed points will be developed.
- QEC will coordinate with Deans to prioritize actionable items.
- Funding and infrastructure gaps will be highlighted in the upcoming budget proposal.
- A roadmap for implementation will be presented in the next IQC meeting.

6. Decisions: -

- Regular research seminars and colloquiums must be institutionalized for MS and PhD students on fortnightly or monthly basis starting Fall 2025 as part of the revised postgraduate policy. These will enhance scholarly discourse, ensure continuous monitoring of progress, and build a collaborative research culture across faculties

- A comprehensive policy document addressing the discussed points will be developed.
- QEC will coordinate with Deans to prioritize actionable items.
- Funding and infrastructure gaps will be highlighted in the upcoming budget proposal.
- A roadmap for implementation will be presented in the next IQC meeting.

7. Closing Remarks: -

The Director Quality thanked all members for their valuable inputs and committed to integrating the suggestions into the institution's strategic quality enhancement plan. The meeting was officially adjourned at 1630 hrs.

16 May 2025

IBD/AU/941/6/QEC

(Dr. Salman Hasan Khan)
Director Quality
Air University, Islamabad

Distribution: -

Academics

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2. Dean Faculty of Engineering
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