



## Capital University of Science and Technology

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### 3<sup>rd</sup> Meeting of Institutional Quality Circle (IQC)

#### Minutes of Meeting held on October 28<sup>th</sup>, 2025

The 3<sup>rd</sup> Institutional Quality Circle (IQC) meeting was held on Tuesday, October 28<sup>th</sup>, 2025, in Conference Room, D-Block (Ground Floor).

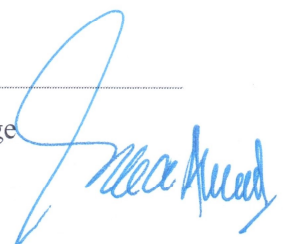
The following were present: -

• Professor Dr. Muhammad Mansoor, Vice Chancellor	Chairman
• Dr. M. Abdul Qadir, Dean FOC	Deputy Chairman
• Dr. Muzaffar Abbas, Dean FoP	Member
• Dr. Sahar Fazal, Dean FHLS	Member
• Dr. Tahir Hameedullah Khan, Registrar	Member
• Mr. Fida Hussain, Director QEC	Member
• Dr. Muhammad Sagheer, Director Student Affairs	Member
• Mr. Khalid Mehmood, Director Graduate Studies	Member
• Dr. Muhammad Usman Farooqi, CUST Alumni	Member
• Dr. Maria Mashkoor, CUST Alumni	Member
• Dr. Nosheen Qayyum, HoD Law	On Invitation
• Dr. Rizwan Bin Faiz, Associate Professor, SE	On Invitation
• Dr. Noshewan Khan, Assistant Professor, A&F	On Invitation
• Dr. Imran Riaz, Director CSO	On Invitation
• Mr. Danish Hafeez	Manager QEC

Vice Chancellor/Chairman of the Institutional Quality Circle (IQC), Prof. Dr. Mansoor Ahmad, chaired the meeting. IQC members were present at the meeting, except Dr. Imtiaz Ahmad Taj, Dean FoE, and Dr. Arshad Hassan, Dean FMSS, because of their official commitments. The chair welcomed IQC members to the meeting. The meeting started with the recitation of the holy Quran. The chairman IQC invited the Director QEC to brief the forum regarding agenda items. Subsequently, the following agenda items were taken for discussion.

## **Item # 1 QEC Accomplishments 2024-2025**

- 1.1) The Director QEC presented a comprehensive overview of the Quality Enhancement Cell's (QEC) accomplishments for the year 2024-2025. He reported the successful adoption and implementation of the Pakistan Precepts, Standards, and Guidelines (PSG-2023) at CUST, reflecting the university's strong commitment towards aligning its academic and administrative practices with National Quality Assurance Standards set by HEC under PSG-2023. He also briefed about the constitution of the Institutional Quality Circle (IQC) forum and the proceedings of previous IQC meetings, including the compliance against the decisions taken.
- 1.2) He informed the forum that Under Review of Institutional Performance and Enhancement (RIPE) process, the Institutional Performance Report (IPR) document for the year 2024-2025 was prepared through a collective deliberation and inputs of a committee constituted for the purpose. The process of Self-RIPE 2024-2025 of the CUST was conducted on the basis of IPR document having fifteen standards, their expectations and Expected Outcome Indicators (EOIs) by the evaluation committee comprising of Internal and External members.
- 1.3) He told the forum that 24 Self-Assessment Reports (SARs) of CUST undergraduate and graduate programs were prepared on the basis of Program Review for Effectiveness and Enhancement (PREE) eight standards, their expectations, and evidences by the academic departments. Three consecutive workshops for building the capacity of faculty regarding the preparation of SARs were conducted.
- 1.4) He briefed the forum that CUST conducted feedback surveys in line with HEC guidelines, including the Exit Survey (Fall 2024, Spring 2025), Course & Teacher Survey (Fall 2024, Spring 2025), Freshman Survey (Fall 2024, Spring 2025, Fall 2025), Alumni Survey (2024), Employer Survey (2024), and Faculty Satisfaction Survey (2024). The collected quantitative and qualitative data were analyzed and comprehensive reports containing findings and recommendations were shared with the concerned quarters for taking necessary remedial actions.



- 1.5) He shared details on the organization of several Professional Development Workshops, aimed at enhancing the teaching and learning capacity of CUST faculty. He further informed the forum that the Yearly Progress Report (YPR) 2024-2025 was submitted timely within the targeted deadline to the QAA-HEC.
- 1.6) The detailed evaluation and information of the QEC scorecard attained for the year 2023-2024 against each parameter were deliberated. The areas/parameters regarding Accreditation of BS Accounting & Finance and QEC contribution at the National and International level were also discussed in detail.
- 1.7) The information about the constitution of the Departmental Quality Coordinators Committee (DQCC) was also shared with the IQC forum.

**Decision**

- a. The IQC forum applauded the tireless efforts of the QEC in following the QAA-HEC targets set for the year 2024-2025 and expected that the QEC would accomplished its activities in the same spirit and zeal to achieve HEC targets for the year 2025-2026.

**Action By**

QEC

**Item # 2 QEC Targets 2025-2026**

**2.a) Yearly Progress Report 2025-26**

- 2.a.1) Director QEC briefed the IQC forum regarding the targets received from the Quality Assurance Agency (QAA) of the Higher Education Commission (HEC) for the year 2025-2026. He highlighted all the activities as per HEC set targets would be made part of (YPR) 2025-2026. He informed the forum that the process of data collection/information gathering has already been initiated from the relevant university offices/departments.

**Decision**

- a. The Chairman of IQC directed QEC to enlist the indicative targets assigned by QAA-HEC for the year 2025-2026 and directed all the relevant office bearers/HoDs to coordinate with QEC in the process of compilation of relevant data/information/ evidences for YPR 2025-2026.
- b. It was also concluded that QEC will perform its webpage audit and list down

**Action By**

QEC/All  
relevant  
Academic  
Depts/  
Offices



the possible updates within fields/tabs for the perusal of the Competent Authority .

## **2.b) QEC Activity Calendar 2025-26**

2.b.1) Director QEC presented the QEC Activity Calendar for the year 2025-2026, outlining all monthly planned Quality Assurance (QA) activities, including institutional academic reviews, feedback surveys, faculty development programs, institutional evaluation exercises, and other QA related activities to be accomplished during the year 2025-2026. The IQC forum showed its satisfaction regarding the proposed activities of QEC for the year 2025-2026.

### **Decision**

- a. The forum thoroughly reviewed and deliberated on the proposed calendar and approved it for implementation and onward submission to the QAA-HEC within the stipulated timeline.

### **Action By**

QEC

## **2.c) PREE SARs Preparation**

2.c.1) The Director QEC briefed the forum on the Program Review for Effectiveness and Enhancement (PREE) for both undergraduate and graduate programs. He informed that the PREE SARs process has been formally initiated, and the notification for the constitution of Departmental Program Teams (PTs) have been issued after the approval of the Competent Authority. The PT members identified by the HoDs have already been given an orientation on how to prepare SARs as per the designated format of PREE for program levels 5-8. He further communicated that the deadline for the completion and submission of all SARs from the academic departments is December 31, 2025.

2.c.2) The forum acknowledged the efforts of QEC and academic departments in the compilation of PREE SARs as per eight standards, their expectations, and evidences.

### **Decision**

- a. The IQC forum expected that the academic departments would give preference and put their extra efforts into the compilation of SARs within the stipulated time period and ensure their timely submission to QEC.

### **Action By**

QEC and  
Academic  
Departments



## **2.d) Institutional Performance Report (IPR) Updation**

2.d.1) The Director QEC briefed the forum regarding the Institutional Performance Report (IPR), which was initially prepared against fifteen standards, their expectations and EOIs, through a representative committee during the year 2024-2025. He informed that the IPR document 2024-2025 need to be updated for the year 2025-2026 as per HEC targets and against the compliance status of self-RIPE 2024-2025. The Self-RIPE for the year 2025-2026 would be conducted on the basis of updated IPR version.

### **Decision**

- a. It was unanimously agreed and approved to initiate the process of the IPR updation as per self-RIPE 2024-2025 compliance status. The following committee was proposed for updation of IPR document;
  - i. Dr. Rizwan Bin Faiz, Department of S.E. (Convener)
  - ii. Dr. Noshewan Khan, Department of A&F (Member)
  - iii. Dr. Muhammad Saalim, Department of Pharmacy (Member)
- b. The Registrar office was requested to formally notify the IPR updation committee with the following ToRs;
  - i. Prepare a document as per the HEC PSG-2023 Framework described format.
  - ii. Update the IPR 2024-2025 document in view of the recommendations given by the Self-RIPE 2024-2025 review committee.
  - iii. Review IPR document contents and list of evidences.

### **Action By**

Registrar  
Office and IPR  
Committee

## **2.e) Departmental Quality Coordinators Committee (DQCC)**

- 2.e.1) Director QEC briefed the forum regarding the constitution of the Departmental Quality Coordinators Committee (DQCC) along with the details of the 1st DQCC meeting held on 17th September 2025.
- 2.e.2) He also highlighted the purpose of the forum responsible for planning, executing, and monitoring of all departmental External and Internal Quality Assurance (EQA and IQA) processes under the guidance of IQC, QEC, and HEC. The list of DQCC members was also discussed.



### **Decision**

- a. The IQC forum approved the nomination of Dr. Zunoorain Khan, Associate Professor, in place of Dr. Ahsan Ahmed, Assistant Professor, as a nominee to represent DQCC on behalf of the Department of Management Sciences.
- b. The Registrar office was requested to issue a revised notification of the Departmental Quality Coordinators Committee (DQCC).

### **Action By**

QEC and  
Registrar  
Office

### **2.f) Student Council for Academic Learning & Enhancement (SCALE) Forum and Departmental Lead Student Representatives (LSRs)**

- 2.f.1) The Director QEC briefed the forum regarding the establishment of the Student Council for Academic Learning and Enhancement (SCALE), as mandated for all Higher Education Institutions (HEIs) under the HEC PSG-2023 framework. He explained that the SCALE forum aims to provide students with a structured platform to actively engage in and contribute to quality assurance processes through meaningful consultation and participation. The forum will enable student representation in key areas such as curriculum review, academic evaluation, feedback mechanisms, and continuous quality improvement initiatives. He also highlighted that the concept was already deliberated in the 2<sup>nd</sup> Institutional Quality Committee (IQC) meeting.

### **Decision**

- a. The following decisions were made regarding the establishment of SCALE forum;
  - i. The establishment of the SCALE forum at CUST was approved in principle by IQC.
  - ii. Dr. Nowsherwan Khan, Assistant Professor, Department of A&F, detailed as Convener of the SCALE forum.
  - iii. The Convener of SCALE was directed to coordinate with all HoDs for seeking nominations of departmental Lead Student Representatives (LSRs) for the SCALE forum.
  - iv. Departmental LSRs would be allowed to participate in the departmental Board of Studies (BoS) as a member.
  - v. The SCALE Convener and QEC in coordination would prepare the SCALE forum and LSRs Terms of Reference (ToRs).

### **Action By**

QEC, Dr.  
Nowsherwan  
Khan, Registrar  
Office, and  
HoDs



- vi. The SCALE forum will meet twice in a semester.
- b. Registrar office was requested to issue the following notifications;
  - i. Establishment of the Student Council for Academic Learning and Enhancement (SCALE) forum at CUST.
  - ii. Notification regarding the SCALE Convener
  - iii. Notification regarding nominated departmental LSR.

**2.g) Inclusion of the Additional Members in The Institutional Quality Circle (IQC)**

2.g.1) The Director QEC elucidated that considering the expanded scope of activities and performance targets defined by HEC PSG-2023, there is a growing need to add more committee members in the IQC forum. He proposed that additional senior members from academic and administrative departments be included to strengthen the forum representation and effective deliberations/decision-making.

**Decision**

**Action By**

- a. The IQC forum agreed unanimously with the proposal and approved nomination of the following additional members in the IQC:
  - i. Dr. Imran Riaz, Director Career Service Office (CSO)
  - ii. Dr. Nosheen Qayyum, HoD, Department of Law
  - iii. Dr. Rizwan Bin Faiz, Associate Professor, Department of S.E.
- b. The Registrar office was requested to revise the Institutional Quality Circle (IQC) notification in light of the above additional nominees.

Registrar  
Office

**Item # 3 Times Higher Education (THE) Ranking 2026**

3.1) Dr. Nowsherwan Khan presented the Times Higher Education (THE) World University Ranking 2026 results for the Capital University of Science and Technology (CUST). He informed the forum that CUST has achieved a position within the 801–1000 band in the global ranking, marking a significant milestone in the university's progress toward international academic recognition. He further provided a comparative analysis of CUST's performance trends from previous years, identifying key strengths and areas requiring improvement based on THE's performance indicators, including teaching, research quality, citations,



international outlook, and industry engagement. He further elucidated strategic measures to address identified gaps and enhance institutional performance in future ranking cycles.

#### **Decision**

#### **Action By**

Dr.  
Nowsherwan  
Khan


- a. The IQC forum deliberated about how to improve CUST's future ranking performance in the Times Higher Education Ranking 2026. After discussion, the following decisions were made;
  - i. A detailed list of THE ranking parameters, including their respective weightages and precise definitions, has to be compiled for future focused reference.
  - ii. Faculty members and students of CUST holding dual nationality have to be considered against the ranking parameter of the "International faculty and student", in order to meet the Times Higher Education (THE) ranking criteria in future.
  - iii. Remote or online International lectures delivered by international faculty members have to be encouraged by each academic department. International Professors/Speakers have to be introduced by each academic department of CUST, in order to address the ranking score against the "internationalization" parameter.

#### **Prepared By**

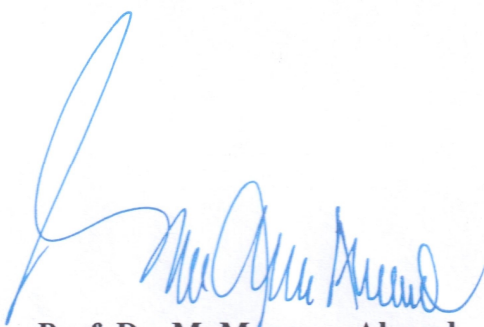


**Mr. Danish Hafeez**  
Manager QEC

#### **Approved By**



**Mr. Fida Hussain**  
Director QEC



**Prof. Dr. M. Mansoor Ahmed**  
Vice Chancellor

4/11/25