



# Governance

## Overview

Air University Islamabad is dedicated to upholding strong governance practices grounded in the principles of ethics, transparency, inclusivity, and institutional accountability. Through comprehensive policy frameworks, structured oversight bodies, and inclusive representation, the university ensures responsible decision-making and equitable institutional management. The governance model emphasizes both compliance and a proactive commitment to sustainability, academic freedom, and stakeholder engagement.

## GG1 – Ethics Culture

### Status & Progress:

Air University fosters a holistic ethical culture, emphasizing integrity, transparency, and accountability at all levels. The institution has established frameworks for addressing ethical concerns and promoting a respectful, inclusive environment.

### Highlights:

- Implementation of a university-wide ethical culture rooted in fairness and integrity
- Institutional mechanisms for addressing conflicts of interest
- Functioning of the Air University Human Research Ethics Committee (AU-HREC) to uphold ethical research standards
- Existence of anti-corruption and anti-bribery policies with a zero-tolerance approach

### Strategic Focus:

To strengthen the ethical framework through continuous policy review, capacity-building, and awareness programs.

## GG2 – Open-Access Publishing

### Status & Progress:

Although an explicit open-access policy has not been formalized, the emphasis on ethical research dissemination indicates a commitment to responsible and equitable access to knowledge.

### Highlights:

- Ethical conduct in academic publishing is overseen by the AU-HREC
- Plans underway to develop a formal open-access policy to enhance research visibility

**Strategic Focus:**

To establish a clear institutional policy on open-access publishing and research dissemination.

**GG3 – Dedicated Staff / Team for Sustainable Development****Status & Progress:**

A dedicated Sustainability Committee functions under the Quality Enhancement Cell (QEC), comprising faculty and staff across disciplines to drive sustainability efforts.

**Highlights:**

- Interdepartmental representation in the Sustainability Committee
- Faculty participation in cross-cutting sustainability initiatives and curriculum integration

**Strategic Focus:**

To strengthen the committee's mandate, expand membership, and institutionalize sustainability coordination mechanisms.

**GG4 – Transparent Financial Reporting****Status & Progress:**

Air University ensures financial accountability through the availability of annual financial reports.

**Highlights:**

- Financial statements are produced and maintained for stakeholder accountability

**Strategic Focus:**

To improve the public accessibility and presentation of financial reports in alignment with best governance practices.

**GG5 – Student Union****Status & Progress:**

While a formal, structured student union is not explicitly documented, students actively participate in sustainability and community engagement initiatives.

**Highlights:**

- Active involvement of students in sustainability societies and university-wide campaigns

**Strategic Focus:**

To explore the establishment or recognition of a formal student union and expand student representation in university governance.

## **GG6 – Student Representation in Governance**

### **Status & Progress:**

Student engagement is encouraged through participation in co-curricular activities; however, formal representation mechanisms in governance bodies require enhancement.

### **Highlights:**

- Student societies contribute to sustainability-focused initiatives and community development

### **Strategic Focus:**

To establish formal channels for student representation in governance and policy committees.

## **GG7 – Published Governance Minutes**

### **Status & Progress:**

Governance meeting minutes are internally maintained; however, they are not currently published for public access.

### **Highlights:**

- Internal records of committee deliberations exist

### **Strategic Focus:**

To implement a public-facing portal for publishing minutes of key governance meetings to enhance institutional transparency.

## **GG8 – National Signatory to UN Charter Against Torture**

### **Status & Progress:**

As a higher education institution operating under the national framework, Air University aligns its policies with Pakistan's commitments under the UN Charter, particularly in promoting ethical conduct and human dignity.

### **Highlights:**

- Institutional emphasis on anti-discrimination, anti-harassment, and ethical treatment of individuals

### **Strategic Focus:**

To highlight the alignment of university practices with global conventions on human rights and dignity.

## **GG9 – Staff Perception**

### **Status & Progress:**

Air University is implementing a Sustainability Literacy and Knowledge Assessment Tool



for staff, supporting data-driven insights into staff perceptions. A grievance redressal mechanism also exists to address internal concerns.

**Highlights:**

- Staff assessment on governance and sustainability-related awareness
- Internal reporting channels for ethical and professional grievances

**Strategic Focus:**

To integrate staff feedback into governance development and training initiatives.

**GG10 – Policy Citations (Governance)**

**Status & Progress:**

The university has a range of governance-related policies. While direct external policy citations are not yet tracked, institutional policies on ethics, anti-corruption, and inclusion are in place.

**Highlights:**

- Anti-corruption and anti-discrimination policy frameworks
- Institutional ethics and professional conduct guidelines

**Strategic Focus:**

To begin monitoring policy citations and referencing of AU governance practices in national and international frameworks.

## Annexes for Governance Indicators

Indicator	Annex & Evidence Suggestions
GG1 – Ethics Culture	Annex A: AU Ethics Policy, Human Research Ethics Committee documentation, anti-bribery policy
GG2 – Open-Access Publishing	Annex B: AU-HREC research guidelines, draft open-access policy (if any)
GG3 – Dedicated Staff	Annex C: List of Sustainability Committee members, meeting records
GG4 – Financial Reporting	Annex D: 2024–2025 Financial Report, budget summaries
GG5 – Student Union	Annex E: Documentation of student societies, event reports
GG6 – Student Representation	Annex F: Records of student participation in advisory boards or QEC feedback panels
GG7 – Governance Minutes	Annex G: Internal governance meeting minutes or templates
GG8 – UN Charter Alignment	Annex H: Anti-discrimination, anti-harassment policies
GG9 – Staff Perception	Annex I: Staff sustainability survey results, grievance mechanism document
GG10 – Policy Citations	Annex J: List of internal policies, any external mentions or endorsements



## Open-Access Publishing

Link:

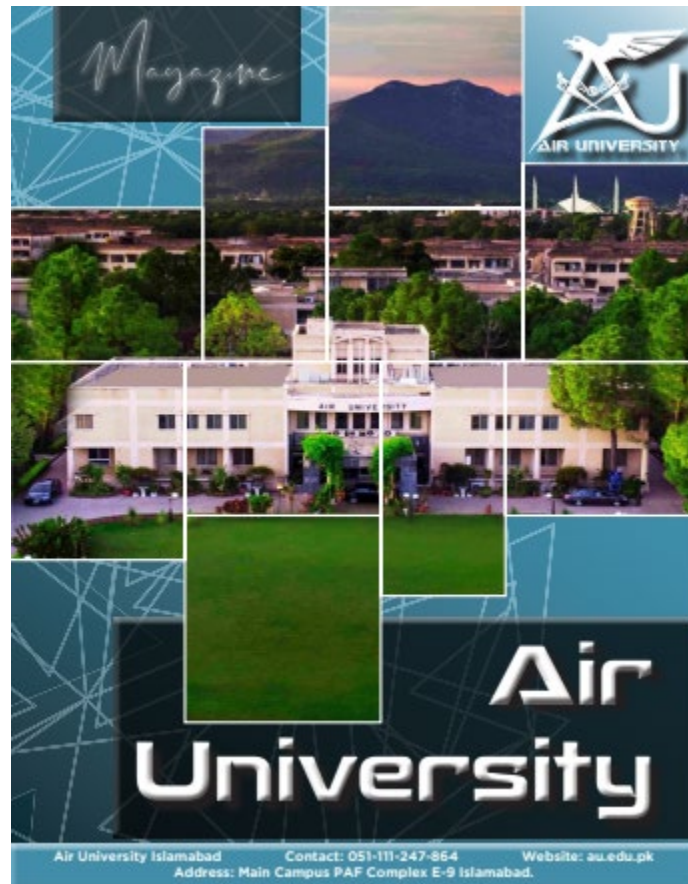
<http://111.68.96.114:2083/>

The screenshot shows the homepage of the AUCL Online Public Access Catalogue. At the top, there is a navigation bar with the Koha logo, a cart icon, and a lists menu. On the right, there are links for 'Log in to your account' and 'Search history'. Below this is a large banner with the AUCL logo and the text 'ONLINE PUBLIC ACCESS CATALOGUE'. A message below the banner reads: 'as your student ID number or Employee ID number for password, please contact Circulation Staff)'. Below the banner is a search bar with a dropdown menu for 'Library catalog', a search input field with the placeholder 'Search the catalog by keyword', and a dropdown for 'All libraries'. Below the search bar is a navigation menu with links: 'Advanced search | Authority search | Tag cloud | Libraries | Theses & Project List | AUCL & FMC Digital Library | Library Handbook |'. The main content area is divided into several sections. On the left is a sidebar for 'HEC Digital Library' with logos for EBSCOhost, IEEE Xplore, Association for Computing Machinery, SpringerLink, Taylor & Francis, and Wiley-Blackwell. The main content area features a 'Quote of the day' by Gerald R. Ford, a 'Quote of the day' section with the text 'Our constitution works. Our great republic is a government of laws, not of men. - Gerald R. Ford', and a 'AUCL Fresh Arrival' section displaying a carousel of book covers including 'Web Hacking Arsenal: A Practical Guide to Modern Web Pentesting', 'Data Structures & Algorithms in C++', and 'U for GAMES'. On the right is a 'Log in to your account' section with fields for 'Card number or username:' and 'Password:', and a 'Log in' button. Below this is a 'NEWS & ANNOUNCEMENTS' section with 'Library Timing' (Monday to Friday, 08:00 AM to 08:30 PM) and an 'Important Notice:-' section stating 'Eatables: Food and drinks are not allowed to maintain'.

## Dedicated Staff

Link:

[https://www.au.edu.pk/Pages/QEC\\_WEB/manuals/Magazine\\_Detail.pdf](https://www.au.edu.pk/Pages/QEC_WEB/manuals/Magazine_Detail.pdf)



## Student Union



## Governance Minutes

MINUTES OF THE ACADEMIC COUNCIL MEETING No 07/2022, HELD ONLINE  
(ZOOM) AT AIR UNIVERSITY AT 1000 HRS ON 30 AUGUST 2022

**Present**

1. AVM Tariq Matin (R)	Director Academics (Secretary)
2. Air Cdre Abdul Wahab Motla (R)	Registrar
3. AVM Faheem Arshad Lodhi (R)	Director AU A&A Campus Kamra
4. Air Cdre Omar Ameen Qazi (R)	Director Examinations
5. Prof Dr. Ghulam Ali	Director AUMC
6. Prof Dr. Ibrahim Haneef	DG IAA
7. Prof Dr. Rana Iqtedar Shakoor	Dean Faculty of Engineering
8. Dr. Rashid Mehmood	Dean Faculty of Basic & Applied Sciences
9. Dr. Adil Sultan	Dean Faculty of Aerospace & Strategic Studies
10. Dr. Ammar Masood	Associate Dean Faculty of Computing & AI
11. Dr. Aman Ullah Yasin	Chair Deptt of Creative Technologies
12. Dr. Mozaffar Hussain	Chair Deptt of Physics
13. Dr. Muhammad Ashraf	Chair Deptt of Avionics Engineering
14. Dr. Iffat Zehra	Chair Deptt of Mathematics
15. Dr. Hafiz Ashiq Hussain	Chair Deptt of Electrical & Computer Engineering
16. Dr. Noman Naseer	Chair Deptt of Mechatronics Engineering
17. Dr. Zia Mohyuddin	Chair Deptt of Biomedical Engineering
18. Dr. Farzana Masroor	Chair Deptt of English
19. Dr. Husan Ali	Chair Deptt of Electrical Engineering AU A&A Kamra
20. Dr. Suhaib Sultan	Actg Chair Deptt of Humanities, Education & Psychology
21. Dr. Hina Nasir	Rep Chair Deptt of Computer Science

**1. Opening Remarks**

Director Academics welcomed all members and asked to present the agenda items.

**2. Agenda Items & Details:**

- Approval of Revised Nomenclature of BEE Program of AU A&A Campus Kamra
- Approval of Revised Road maps for Fall-20, 21 and 22 Intakes of AU A&A Campus Kamra
- Approval of Departmental Mission and Program Educational Objectives (PEOs): Deptt of Biomedical Engineering
- Mapping of PEOs with University Mission and Departmental Mission
- Mapping of Program Learning Outcomes (PLOs) with Program Educational Objectives

## UN Charter Alignment



## AU Policy on Harassment

### 1. Introduction

- 1.1 Air University is committed to providing its students, faculty and staff a safe, comfortable and conducive educational and working environment where their rights and privileges are always protected and their personal equity, dignity and safety is never compromised.
- 1.2 Harassment may consist of unwelcome or offensive behavior that contributes to a hostile educational or work environment. These can come from a student, a faculty member, a co-worker, supervisor, boss, or vendor that can cause a person to feel uncomfortable, humiliated or threatened. All the unwelcome or offensive actions are categorized as harassment when done physically, verbally as well as electronically such as through the internet, e- mails, social media, texting, telephone, voicemail etc.
- 1.3. Air University protects its members from all types of workplace harassment which include:
  - 1.3.1. **Physical Harassment:** Includes violence, both physically or to property and other types of physical abuse
  - 1.3.2. **Personal harassment:** Also called bullying, involves unwanted remarks, insults, offensive and derogatory statements, putting constantly someone down with condescending statements
  - 1.3.3. **Discriminatory Harassment:** Directed at someone's gender, age, cast, ethnicity, religious sect, life style or some other form of protected class who is subjected to offensive or intimidating remarks
  - 1.3.4. **Psychological Harassment:** The victim is often put down, belittled or has to listen to needless condescending remarks (both at professional as well as personal level) that can affect his or her psychological well-being or mental health. These negative remarks can be aimed at the victim from.
  - 1.3.5. **Cyber bullying:** Done online. Involves threatening statements, spreading rumors, fake news against the victim and making one's private data (whether real or forged) viral on social media with the aim to ham his/her mental health, personal reputation and integrity.

### Staff Perception

#### Link:

[https://www.au.edu.pk/Pages/QEC WEB/SDG Annual Report 2024.html](https://www.au.edu.pk/Pages/QEC_WEB/SDG_Annual_Report_2024.html)

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**SDGS**

**A MESSAGE FROM OUR 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 change.

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 develop 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 continue to drive positive change within



**AIR MARSHAL  
ABDUL MOED KHAN**

  
**(DR. SALMAN HASAN KHAN)**  
 Director Quality  
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