



Self-Review of Institutional Performance and Enhancement (Self-RIPE)

Muhammad Ali Jinnah University (MAJU), Karachi

Visit Date: 18-20 May, 2026

Reporting Date: 28 May, 2026

Prepared By: Prof. Dr. Riaz Ahmed Shaikh

(Certified External Reviewer)

Shah Abdul Latif University, Khairpur

Mohammad Ali Jinnah University (MAJU), established in 1998 under a charter granted by the Government of Sindh, is a private-sector higher education institution located in Karachi. Recognized by the Higher Education Commission (HEC) of Pakistan, the University offers undergraduate, graduate, and postgraduate programmes in diverse disciplines, including Engineering, Computer Science, Business Administration, Biosciences, and Social Sciences. MAJU is committed to academic excellence, research, innovation, and the development of competent graduates through outcome-based education in engineering disciplines, industry-relevant curricula, and an enabling learning environment. The University has established institutional mechanisms to support continuous quality enhancement, including an active Quality Enhancement Cell (QEC), qualified faculty, and effective governance and administrative structures.

This report presents the findings of the Review of Institutional Performance and Enhancement (RIPE) of Mohammad Ali Jinnah University (MAJU) for the academic year 2025–2026. The evaluation was carried out on the basis of the Institutional Performance Enhancement Report (IPER), Self-Assessment Reports (SARs), and other supporting evidence submitted by the University, together with observations made during the on-site review conducted from 18–20 May 2026. The review focused on evaluating institutional performance against the Quality Assurance Framework (PSG-2023), with particular emphasis on governance and leadership, academic quality assurance, teaching and learning, research and innovation, faculty development, student support services, infrastructure, resource management, community engagement, and institutional planning.

At the request of Mohammad Ali Jinnah University (Ref. No. MAJU/QEC/RIPE/Notification/2026/03/01, dated 04 March 2026), a Self-RIPE Committee comprising internal and external reviewers was constituted to conduct the annual institutional review for the academic year 2025–2026. The review was undertaken to assess the University's institutional performance, evaluate the effectiveness of its quality assurance mechanisms, and determine its level of alignment with the Higher Education Commission's Quality Assurance Framework (PSG-2023). The Self-RIPE Committee consisted of the following members.

1)	Dr. Huma Javed (Director QEC)	Chairperson
2)	Prof. Dr. Riaz Ahmed Shaikh	External Reviewer
3)	Prof. Dr. Syed Imran Jami (Dean Academics)	Internal Reviewer
4)	Prof. Dr. Shaukat Wasi (Dean FoC)	Member
5)	Prof. Dr. Hina Fatima (Dean FoBA)	Member
6)	Dr. Nadeem Kafi Khan (Dean FoE)	Member
7)	Muhammad Kashif Khan (Registrar)	Member
8)	Dr. Ibrahim Shamsi (HoD Business Administration)	Member
9)	Dr. Bushra Bilal (HoD Biosciences)	Member
10)	Ms. Fouzia Naz (HoD Computer Sciences)	Member
11)	Ms. Saira Niazi Khan (HoD Psychology)	Member
12)	Mr. Ibtesam Mazahir (HoD Social Sciences)	Member
13)	Mr. Muhammad Sufiyan (HoD ECE)	Member
14)	Engr. Alina Aziz (Deputy Director QEC)	Member
15)	Engr. Haris Ahmed (Manager QEC)	Member
16)	Sheeraz Ahmed Soomro (Assistant Manager QEC)	Secretary

Executive Summary:

The Self Review of Institutional Performance and Enhancement (Self-RIPE) of Mohammad Ali Jinnah University (MAJU), Karachi, was conducted from 18–20 May 2026 by a committee comprising internal and external reviewers in accordance with the Higher Education Commission's (HEC) Quality Assurance Framework (PSG-2023). The review was based on the University's Institutional Performance Enhancement Report (IPER), Self-Assessment Reports (SARs), and a comprehensive set of supporting evidence submitted by the University.

The review evaluated institutional performance across the prescribed quality assurance standards, including governance and leadership, academic quality assurance, teaching and

learning, research and innovation, faculty development, resource management, student support services, community engagement, and institutional planning. In addition to the review of documentary evidence, the Committee conducted meetings with relevant stakeholders and visited academic and administrative units to verify institutional practices and supporting evidence.

The review found that MAJU has established effective governance and quality assurance mechanisms that support institutional planning, academic administration, and continuous quality enhancement. The University has demonstrated progress in strategic planning, technology-enabled teaching and learning, curriculum management, compliance with HEC requirements for graduate programmes, research governance, and the provision of student support services, including digital learning resources, counselling and wellness facilities, sports amenities, daycare services, and one-window student facilitation.

The Committee also identified several opportunities for further enhancement. These include strengthening faculty research capacity and increasing participation in externally funded research projects; expanding international collaborations through strategic partnerships and faculty/student exchange programmes; improving faculty retention and academic career development; promoting innovation through intellectual property protection and commercialization of research outcomes; strengthening postgraduate research policies and support mechanisms; implementing Outcome-Based Education (OBE) in the Computing programmes; and enhancing institutional quality assurance through broader departmental participation and continuous monitoring of academic performance.

Overall, the Committee acknowledges MAJU's continued commitment to institutional quality enhancement and recognizes the significant role of the QEC in supporting the implementation of quality assurance processes across the University. The Committee is of the view that, by addressing the identified opportunities for improvement, MAJU will be well positioned to further enhance its institutional effectiveness, academic quality, and national and international standing.

Scope of Review

The scope of the RIPE at Mohammad Ali Jinnah University (MAJU), Karachi, encompassed a comprehensive evaluation of the University's institutional performance against the Higher Education Commission's (HEC) Quality Assurance Framework (PSG-2023). The review examined the effectiveness of institutional policies, governance arrangements, academic and administrative processes, quality assurance mechanisms, and support systems in promoting academic excellence, research, innovation, and continuous quality enhancement. The review covered, but was not limited to, the following areas:

- Institutional governance, leadership, strategic planning, and alignment of the University's vision, mission, and strategic objectives.
- Academic quality assurance, programme planning, curriculum development and review, and compliance with HEC policies and regulatory requirements.
- Faculty recruitment, development, performance management, workload distribution, and research engagement.
- Teaching, learning, assessment, and the effective integration of educational technologies and digital learning resources.
- Research management, innovation, graduate studies, research ethics, intellectual property, and scholarly dissemination.
- Student support services, including admissions, academic advising, counselling, career development, co-curricular activities, and student welfare.
- Physical infrastructure, laboratories, library resources, information technology facilities, campus services, and accessibility.
- Financial planning, resource management, institutional effectiveness, risk management, and performance monitoring.
- Community engagement, industry collaboration, alumni relations, internationalization, and contributions towards the Sustainable Development Goals (SDGs).

The review was conducted through an examination of institutional documents, meetings with University management and academic leadership, and verification of evidence during visits to academic and administrative units. The findings presented in this report are based on

documentary evidence, stakeholder interactions, and observations made during the on-site review.

Meeting with Deans and Heads of the Departments (HoDs)

As part of the RIPE visit, the Committee held a meeting with the Deans and Heads of Departments (HoDs) to discuss academic leadership, programme management, quality assurance practices, and departmental operations. The discussion focused on curriculum development and review processes, faculty workload management, research supervision, industry engagement, student support mechanisms, and the alignment of departmental activities with the University's strategic objectives. The meeting also provided an opportunity to discuss achievements, ongoing initiatives, and challenges faced by the academic units. The information shared during the meeting complemented the documentary evidence reviewed and assisted the Committee in evaluating the effectiveness of academic governance and the implementation of quality assurance practices across the University.

On-Site Evaluation

The on-site evaluation at Mohammad Ali Jinnah University Karachi was conducted as an integral component of the RIPE. The purpose of the visit was to verify the implementation of institutional policies, validate the documentary evidence submitted by the University, and assess the adequacy of academic, administrative, and support facilities.

During the visit, the Committee inspected a range of academic and administrative units, including classrooms, departmental offices, specialized laboratories, the central library, faculty offices, information technology facilities, student support centers, wellness and daycare facilities, sports amenities, and other campus infrastructure. The Committee also reviewed the availability and utilization of teaching and learning resources, laboratory equipment, digital learning systems, and campus support services.

The observations made during the site visit were consistent with the documentary evidence provided by the University. The Committee found that the University's academic and physical

infrastructure generally supports the effective delivery of academic programmes, research activities, and student services. The on-site evaluation also enabled the Committee to verify institutional practices and assess the implementation of quality assurance mechanisms across the University. Based on the review of documentary evidence and the on-site evaluation, the following commendations, observations, and recommendations are presented.

Commendations

- MAJU has established a clearly defined governance structure with well-documented policies, procedures, and committees that support institutional management and quality assurance.
- The University's mission statement was reviewed and approved by the Board of Governors and is effectively communicated across the campus.
- The University has demonstrated commitment to continuous quality enhancement by implementing compliance actions against recommendations from previous RIPE and Graduate Programme Reviews.
- Student representation has been incorporated into the Institutional Quality Circle (IQC), promoting stakeholder participation in institutional quality assurance processes.
- The University has adopted the Graduate Education Policy (GEP) in accordance with HEC guidelines to strengthen the governance of postgraduate education.
- Artificial Intelligence (AI) has been incorporated as a mandatory course in accordance with HEC directives.
- The University actively utilizes recommendations of the Industry Advisory Board during curriculum review and programme enhancement.
- Institutional policies including Conflict of Interest, Grievance Redressal, and Harassment Prevention are established and operational.
- A structured course and teacher evaluation system is implemented, with feedback utilized by Heads of Departments for continuous improvement.
- MAJU maintains a qualified faculty body and adequate student enrolment to support its academic programmes.
- Faculty development workshops are regularly organized to enhance teaching effectiveness, research capacity, and professional competencies.

- A dedicated Internship Office effectively facilitates industry placement opportunities for students.
- The University has introduced incentive mechanisms to encourage faculty research publications.
- Student societies provide opportunities for leadership development, professional growth, and co-curricular engagement.
- The University provides appropriate academic infrastructure, learning resources, laboratories, library facilities, and digital learning systems to support teaching and research.

Observations and Recommendations

- Heads of Departments are not represented in the Institutional Quality Circle (IQC).
Recommendation:
Include Heads of Departments in the IQC to strengthen departmental participation in institutional quality assurance and implementation of quality initiatives.
- Limited evidence was available regarding externally funded research projects secured by faculty.
Recommendation:
Develop institutional mechanisms to support faculty in securing competitive national and international research grants.
- The University has limited international collaborations.
Recommendation:
Expand international partnerships through strategic Memoranda of Understanding (MoUs) supporting research, teaching, and institutional development.
- No faculty or student exchange activities were reported during the review period.
Recommendation:
Develop an institutional internationalization strategy to facilitate faculty and student mobility programmes.
- No patents have been registered.
Recommendation:
Develop institutional support mechanisms for intellectual property management and patent registration.
- Commercialization of research outputs has not yet been demonstrated.
Recommendation:
Strengthen technology transfer mechanisms and encourage commercialization of research outcomes.

- Faculty retention remains a challenge.

Recommendation:

Develop a comprehensive faculty retention strategy focusing on career progression, research support, and competitive incentives.

- Institutional research funding opportunities require further strengthening.

Recommendation:

Increase internal research funding and establish seed grants for faculty and student research projects.

- Monitoring of institutional KPIs can be further strengthened.

Recommendation:

Develop an institutional performance dashboard for periodic monitoring of strategic objectives and quality indicators.

- International research visibility remains limited.

Recommendation:

Encourage collaborative international research projects, joint publications, and participation in international academic networks.

-----End of Report-----



Prof. Dr. Riaz Ahmed Shaikh



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Institutional Quality Circle (IQC)

Minutes of the 6th IQC Meeting held on June 19th 2026 at Mohammad Ali Jinnah University

The Institutional Quality Circle (IQC) Meeting of the Mohammad Ali Jinnah University was held on Friday, 19th June 2026, at 10:00 AM, in the President Conference Room (Block-A). The Meeting was presided by Dr. Zubair Ahmed Shaikh, Chairperson, President, MAJU.

The following were present in the meeting:

• Prof. Dr. Zubair A. Shaikh	Chairperson
• Prof. Dr. Syed Imran Jami	Member
• Prof. Dr. Shaukat Wasi	Member
• Prof. Dr. Kashif Ishaque	Member
• Prof. Dr. Hina Fatima	Member
• Dr. Huma Jawed	Member
• Muhammad Kashif Khan	Member
• Parkash Lohana	Member
• Shahla Ahmed	Member
• Nauman Hafeez Ansari	Member
• Abdul Khaliq – Student Representative, FOC	Member
• Amna Bukhari – Student Representative, FOBA	Member
• Alina Aziz	Secretary
• Haris Ahmed	Member
• Sheeraz Ahmed	Member

Agenda # 1 Welcome note by Chairperson

The Chairperson welcomed the members and highlighted the importance of continuous improvement, student engagement, and evidence-based decision-making. The meeting focused on reviewing the actions taken during the



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previous IQC cycles and strengthening mechanisms for sustained improvement.

Agenda # 2 Follow-up on Previous IQC Decisions

The Director QEC presented the status of action points arising from the previous IQC meeting and highlighted the progress made during the 2025–26 quality cycle.

- IPER/quality review activities continued with evidence compilation and departmental coordination under QEC supervision.
- The 2026 RIPE preparation process was completed through pre-visit briefings, evidence review, departmental coordination, and follow-up by QEC.
- Student participation mechanisms were strengthened through student representation, orientation, feedback, and engagement in quality-related activities.
- QEC continued monitoring institutional quality indicators, survey feedback, corrective actions, and departmental compliance.

Agenda # 3 RIPE 2025-26 Visit Completion & Report Presentation

The Director QEC formally reported that the Self-RIPE 2026 review visit was conducted from Monday to Wednesday, 18–20 May 2026, at Mohammad Ali Jinnah University, Karachi. The visit was coordinated by RIPE Committee including certified external reviewer Prof. Dr. Riaz Shaikh along with QEC in collaboration with academic and administrative departments. The required documentation, presentations, evidence, and stakeholder interactions were facilitated during the review.



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The RIPE 2026 report/observations were presented to the IQC, covering:

- Compliance status against applicable quality standards and expectation outcome indicators.
- Strengths and good practices identified during the review.
- Areas require improvement and corrective actions.
- Evidence gaps identified during the review.
- Recommendations for institutional and program-level continuous improvement.

The Chairperson appreciated the efforts of QEC and all academic and administrative departments for their cooperation and approved the presented RIPE Report 2025-26.

Agenda # 4 Discussion on RIPE 2026 Observations & Corrective Action Report 2024-25

The key observations arising from the 2025-26 RIPE review were discussed in detail in Annexure 4.1. The IQC acknowledged the observations and reviewed the Implementation Plan Annexure 4.2 to be initiated by QEC to the relevant offices. Also IQC reviewed the evidences for Corrective actions taken against previous RIPE 2024-25 Observations and approved the Corrective Actions Report 2024-25.

Agenda # 5 Review of Continuous Quality Improvement (CQI)

The IQC emphasized that quality assurance findings and stakeholder feedback should lead to measurable improvement.

The CQI cycle was reaffirmed as:

Evidence/Feedback → Analysis → Identification of Issue



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→ Corrective Action → Implementation → Effectiveness

Review → Closing the Loop



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QEC continued maintaining action trackers, corrective action records and closing-the-loop evidence to demonstrate the effectiveness and sustainability of improvements.

Agenda # 6 Adjournment

There being no further business, the meeting was adjourned with a vote of thanks to the Chairperson and all participants for their continued commitment to institutional quality and continuous improvement.

Recommended by,

A handwritten signature in black ink, appearing to read "Huma Jawed".

Dr. Huma Jawed

Director QEC

Approved by,

A handwritten signature in black ink, appearing to read "Zubair A. Shaikh".

Prof. Dr. Zubair A. Shaikh

President MAJU