

# Continuous Quality Improvement (CQI) Mechanism



QUALITY ENHANCEMENT CELL

Version: 1.0

**NATIONAL DEFENCE UNIVERSITY ISLAMABAD**

This Mechanism contains 05 pages and comprises of a comprehensive framework of Continuous Quality Improvement (CQI) processes and practices at National Defence University (NDU), Islamabad. It is aligned with the Higher Education Commission (HEC) Quality Assurance (QA) Framework, particularly the "Pakistan Precepts, Standards, and Guidelines (PSG) 2023." This policy shall remain effective until amended, superseded, or cancelled by the Competent Authority. Any changes in HEC's QA Framework or institutional requirements will warrant a revision of this document as deemed necessary.

### Record of Approvals

| Ver | Approval Date | Effective Date | Approving Authority | Revision Details |
|-----|---------------|----------------|---------------------|------------------|
| 1.0 | 09-02-2026    | 13-02-2026     | President NDU       | New devised      |
|     |               |                |                     |                  |
|     |               |                |                     |                  |

## **List of Abbreviations**

|              |                                                     |
|--------------|-----------------------------------------------------|
| <b>BoF</b>   | Board of Facilities                                 |
| <b>BoS</b>   | Board of Studies                                    |
| <b>CLO</b>   | Course Learning Outcomes                            |
| <b>CQI</b>   | Continuous Quality Improvement                      |
| <b>GPR</b>   | Graduate Program Review                             |
| <b>HEC</b>   | Higher Education Commission                         |
| <b>IQC</b>   | Institutional Quality Circle                        |
| <b>NDU</b>   | National Defence University                         |
| <b>OBE</b>   | Outcome-Based Education                             |
| <b>PEO</b>   | Program Educational Objectives                      |
| <b>PLO</b>   | Program Learning Outcomes                           |
| <b>PREE</b>  | Programme Review for Effectiveness and Enhancement  |
| <b>PSG</b>   | Pakistan Precepts, Standards, and Guidelines        |
| <b>PT</b>    | Program Team                                        |
| <b>QA</b>    | Quality Assurance                                   |
| <b>QEC</b>   | Quality Enhancement Cell                            |
| <b>RIPE</b>  | Review of Institutional Performance and Enhancement |
| <b>SAR</b>   | Self-Assessment Report                              |
| <b>SCALE</b> | Student Council for Academic Learning & Enhancement |

## Continuous Quality Improvement (CQI) Mechanism

1. **General:** Continuous Quality Improvement (CQI) is an ongoing, cyclical process of assessing, planning, implementing, and evaluating efforts to enhance academic, research, and administrative performance. This mechanism ensures that NDU fosters a culture of excellence, innovation, and accountability in line with its vision and mission.
2. **Purpose:** The CQI mechanism aims to:
  - a. Align institutional practices with Higher Education Commission's (HEC) Pakistan Precepts, Standards, and Guidelines (PSG 2023) for Quality Assurance (QA)<sup>1</sup> and international best practices.
  - b. Embed a culture of ongoing assessment, reflection, and quality enhancement.
  - c. Establish clear roles and responsibilities for stakeholders in the quality assurance cycle.
  - d. Ensure that decision-making processes are data-driven and outcome-oriented.
  - e. Maintain transparency and accountability through effective monitoring and feedback mechanisms.
3. **Scope:** This CQI mechanism applies to all:
  - a. Academic programs (BS/ MS/ MPhil/ PGD/ PhD)
  - b. Teaching and learning processes
  - c. Research activities
  - d. Academic and non-academic departments (Admin/ support depts.)
  - e. Constituent colleges of NDU
  - f. Stakeholders including students, faculty, staff, alumni, and employers

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<sup>1</sup> Pakistan Precepts, Standards, and Guidelines for Quality Assurance in Higher Education PSG-2023 (Version 1.0)  
<https://www.hec.gov.pk/english/services/universities/QAA/Pages/Revamped-QA-Framework.aspx>

#### 4. Key Components of CQI at NDU:

##### a. Academic Program Quality:

- (1) Self-Assessment Reports (SARs)/ Programme Review for Effectiveness and Enhancement (PREE)<sup>2</sup>, conducted annually, as per HEC QA policy, by each academic department.
- (2) Review of Institutional Performance and Enhancement (RIPE)<sup>3</sup>, conducted annually, as per HEC QA policy by the university. RIPE standards covers both academic and administrative quality parameters.
- (3) Graduate programs review, conducted annually based on PREE standards, as per HEC QA policy, by each academic department.
- (4) Course/ teacher feedbacks collected each semester by students.
- (5) Graduate feedback survey administered at graduation/ convocation.
- (6) Faculty course review feedback collected each semester by faculty.
- (7) Alumni/ employer surveys, conducted annually.
- (8) Curriculum review, as recommended by feedback reports/ HEC req.

##### b. Faculty Development<sup>4</sup>:

- (1) Training workshops on pedagogy, assessment methods, Acadmax/ IT facilities usage and research matters etc.
- (2) Peer review/ internal reviews of classroom teaching by experienced senior faculty/ HoDs.
- (3) Faculty annual performance evaluations/ appraisals based on teaching, research, and other associated responsibilities

##### c. Research Quality:

- (1) Monitoring research output, tracking publications, conference participation, and funded research projects for NDU ranking.

<sup>2</sup> Programme level IQA -EQA Guidance- PREE: Program Review for Effectiveness and Enhancement - (Version 1.0)  
<https://www.hec.gov.pk/english/services/universities/QAA/Pages/Revamped-QA-Framework.aspx>

<sup>3</sup> Institutional level IQA -EQA Guidance - RIPE: Review of Institutional Performance & Enhancement (Version 1.0)  
<https://www.hec.gov.pk/english/services/universities/QAA/Pages/Revamped-QA-Framework.aspx>

<sup>4</sup> ORIC Faculty Development Mechanism

(2) Ensuring originality of work through Turnitin and compliance with HEC/ NDU Anti-plagiarism policy<sup>5</sup>.

(3) NDU Research Ethics Committee<sup>6</sup> reviews and approves research involving sensitive issues.

**d. Learning Outcomes:**

(1) Outcome-Based Education (OBE) via mapping of CLOs to PLOs and PLOs to PEOs, in all academic programs.

(2) Assessment of learning outcomes, through assignments, quizzes, exams, and capstone projects.

(3) Tracking graduate employability tracking, in collaboration with PRSA

**e. Non- Academic Departments (administrative/ support units):**

(1) Committee<sup>7</sup> will annually conduct a well-structured feedback to improve the services of non-academic depts. through a digital portal.

(2) Evaluation/ review Key performance Indicators (KPIs), set/ defined as per RIPE and NDU Strategic Plan, annually.

**5. Continuous Quality Improvement (CQI) Mechanism.**

a. The university's Continuous Quality Improvement (CQI) framework systematically enhances academic quality through evidence-based evaluation and corrective measures. Data from learning outcome assessments, faculty reports, capstone projects, internships, surveys, and stakeholder feedback is consolidated by HoDs and the QEC, examined at the departmental level, and documented in the PREE/SAR report. The Program Team refines recommendations in consultation with industry and academic experts, which are subsequently validated by the BoS, BoF, and university governance bodies. Approved actions are implemented by departments, completing a structured, multi-tiered cycle that drives continuous improvement of programs and learning outcomes.

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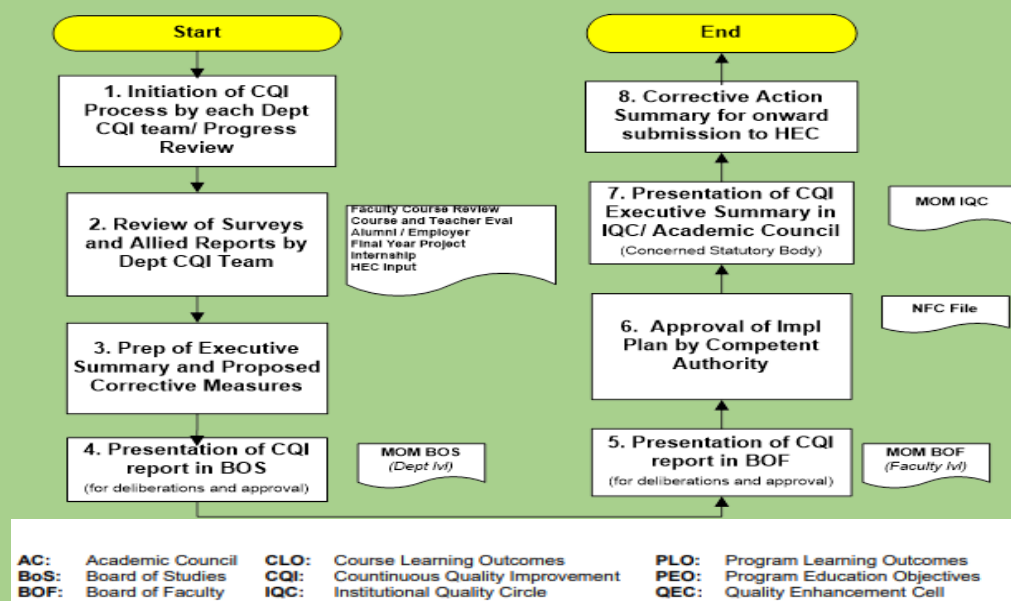
<sup>5</sup> HEC/ NDU Anti-plagiarism policy in vogue.

<sup>6</sup> SOP: Research Ethics (Ver 1.0)

<sup>7</sup> Committee to Develop Institutional Mechanism to get Feedbacks for Non Academics Offices (Reg Noti No.818/NDU/REG/FCS/64 dated 23 April 2025)

- b. In alignment with RIPE (Review of Institutional Performance and Enhancement) standards, which encompass both academic and administrative functions, relevant data is systematically compiled by the designated committee for external audits. The audit findings are then submitted to the Institutional Quality Circle (IQC) for appropriate implementation by the respective departments. Corrective actions are closely monitored and tracked by the QEC, which maintains records for reference and reports progress to the IQC. Flow charts of NDU CQI for surveys and statutory audits are as follows:

#### a. CQI for Surveys (Academic and Administrative)



#### b. CQI for Statutory Audits



**PSG:** Pakistan Precepts, Standards and Guidelines  
**PREE:** Program Review Effectiveness and Enhancement  
**RIPE:** Review of Institutional Performance and Enhancement

6. **Diagrammatic Representation of CQI Mechanism.** The following model illustrates the Continuous Quality Improvement (CQI) mechanism at NDU.”



## 7. Monitoring and Evaluation:

| Sr | Entity                                                                | Responsibilities                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|----|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a. | IQC                                                                   | <ul style="list-style-type: none"> <li>Monitor all relevant internal/ external guidance and requirements related to quality assurance and CQI.</li> <li>Provide guidance for assuring and enhancing the quality of students', faculty and staff experience, as appropriate.</li> <li>Strategic Plan monitoring through feedback mechanism</li> </ul>                                                                                                           |
| b. | QEC                                                                   | <ul style="list-style-type: none"> <li>Lead CQI implementation,</li> <li>Conduct Programme Review for Effectiveness and Enhancement (PREE)/ Self-Assessment Report (SARs), Review of Institutional Performance and Enhancement (RIPE), Graduate Program Review (GPR) visits</li> <li>HEC compliance visits to guide continual enhancements.</li> <li>Conduct Svys from students, faculty, Staff for academic and Non-Academic Departments/ Branches</li> </ul> |
| c. | HR Deptt & ORIC (Office of Research Innovation and Commercialization) | Faculty and staff capacity building                                                                                                                                                                                                                                                                                                                                                                                                                            |
| d. | Dean/ HoDs                                                            | Ensure departmental CQI activities, implement action plans                                                                                                                                                                                                                                                                                                                                                                                                     |
| e. | Faculty                                                               | Participate in evaluations, align courses with CLOs & PLOs                                                                                                                                                                                                                                                                                                                                                                                                     |
| f. | SCALE/ Students                                                       | Provide honest feedback via surveys and evaluations                                                                                                                                                                                                                                                                                                                                                                                                            |
| g. | Registrar Office                                                      | Provide academic and student records                                                                                                                                                                                                                                                                                                                                                                                                                           |
| h. | PRSA&IT                                                               | <ul style="list-style-type: none"> <li>Digital portals support through Acadmax and QEC surveys portals</li> <li>CQI digital dashboard on Acadmax for data monitoring needs</li> </ul>                                                                                                                                                                                                                                                                          |

| Sr | Entity                   | Responsibilities                                                                                              |
|----|--------------------------|---------------------------------------------------------------------------------------------------------------|
|    |                          | to be developed and updated by PRSA&IT                                                                        |
| i. | Non-academic departments | Regular review and enhancement of services based on stakeholders feedback and departmental CQI teams reports. |

8. Contents of this mechanism are subject to change, as and when deemed appropriate by the university. This document will be reviewed after 3 years from its date of circulation.

9. This document Continuous Quality Improvement (CQI) Mechanism” will be implemented with immediate effect after its circulation.



Director QEC  
(Dr Farrukh Idrees)