



ISLAMIA COLLEGE PESHAWAR

KHYBER-PAKHTUNKHWA, PAKISTAN

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No. 1806 /Estt:

Dated: 26-08-2025

To

**The Honorable Pro-Chancellor, ICP/
Minister for Higher Education, Archives and Libraries Department
Government of Khyber Pakhtunkhwa, Peshawar**

Through: **The Secretary,
Higher Education, Archives and Libraries Department
Government of Khyber Pakhtunkhwa, Peshawar**

Subject: **MINUTES OF THE 18TH MEETING OF THE SENATE (IN ORIGINAL)
HELD ON 29.07.2025**

Respected Sir,


I am directed to refer to the subject cited above and to enclose herewith minutes of the 18th meeting of the Senate (In original) held on 29.07.2025 to your good office for perusal and onward submission to the worthy Chairman / Pro-Chancellor of the Senate, Islamia College Peshawar under section 19(4) of the Khyber Pakhtunkhwa Universities Act 2012 (Amended 2024), for approval please.

Encl: Minutes and copy of the budget estimates for FY 2025-26.

Copy to:

1. PSO to Vice-Chancellor, ICP
2. Master File


Registrar


Registrar

MINUTES OF THE 18th MEETING OF THE SENATE, ISLAMIA COLLEGE PESHAWAR (ICP)

The 18th meeting of the Senate of Islamia College Peshawar was held on 29th July, 2025 (1st Session) and 7th August, 2025 (2nd Session) in the Committee Room, Higher Education, Archives & Libraries Department, Government of Khyber Pakhtunkhwa.

Mr. Meena Khan Afridi, Honourable Minister for Higher Education, Archives & Libraries / Pro-Chancellor, Islamia College Peshawar chaired the meeting.

1st session of the meeting was attended by the following: **(Attendance sheet attached).**

S.No.	Name	Designation & Status as per Khyber Pakhtunkhwa Universities Act 2012 (Amended in 2024)
1.	Prof. Dr. Ahmad-Ur-Rahman Saljoqi	Vice-Chancellor, Islamia College Peshawar
2.	Justice (Rtd.) Irshad Qaiser	Nominee of the Chief Justice, Peshawar High Court
3.	Mr. Javed Iqbal	Addition Secretary, HED
4.	Mr. Arshid Khan	Deputy Secretary, Finance Department
5.	Mr Jamal-Ud-Din	Additional Secretary (R-I), Establishment Department
6.	Mr. Asif Hussain	Director QAA, HEC, Islamabad
7.	Prof. Dr. Qasim Jan	Ex-Vice-Chancellor, University of Peshawar / Quaid-e-Azam University, Islamabad
8.	Prof. Dr. Salim Ur Rehman	Vice-Chancellor, Sarhad University, Peshawar
9.	Mr. Daud Zahid	Registrar, Islamia College Peshawar

The meeting started with the recitation of a few verses from the Holy Quran, followed by a brief introduction of the participants.

Prof. Dr. Ahmad Ur Rehman Saljoqi, Vice-Chancellor, ICP welcomed the members for sparing their precious time to attend the meeting. At the very outset, he expressed gratitude to the Provincial Government, particularly the Honourable Minister for Higher Education for his unwavering support towards administrative and financial stability, including recent budgetary allocations for Universities. He appreciated the Government's proactive measures such as digitalization and other initiatives to enhance


21/8/25

transparency and efficiency. The Vice-Chancellor highlighted the concrete steps taken since assuming charge to ensure regularity, uphold merit and the rule of law, promote academic excellence, foster research and innovation, student success, strengthening community engagement, re-inforce institutional capacity and generate revenue.

Agenda:

- **Confirmation of Minutes of 17th Meeting of the Senate & Implementation Report**

The forum at length discussed the minutes of the 17th meeting of the Senate held on 25.06.2024 and hereby confirmed the captioned minutes along with action taken in this regard.

- **Agenda Item 1 (A) Revised Budget Estimates for the FY 2024–25 and Budget Estimates for the FY 2025–26**

The Treasurer, Islamia College Peshawar presented the Budget Estimates for the FY 2024–25 and Budget Estimates for the FY 2025–26. However, certain discrepancies were pointed by the Honourable Chair regarding the projected and actual tuition fee revenues, despite higher student intake. The meeting was deferred to verify figures relating to student enrollment, projected revenue, outstanding dues, and other relevant data. The forum requested Mr. Javed Iqbal, Additional Secretary HED to re-verify the figures reflected in the captioned budget and then be presented before the apex forum shortly.

2nd Session of the cited meeting (Rescheduled on 7th August, 2025)

The 2nd session of the meeting was attended by the following: **(Attendance Sheet attached).**

S.No.	Name	Designation & Status as per Khyber Pakhtunkhwa Universities Act 2012 (Amended in 2024)
1.	Prof. Dr. Ahmad-Ur-Rahman Saljoqi	Vice-Chancellor, Islamia College Peshawar
2.	Justice (Rtd.) Irshad Qaiser	Nominee of the Chief Justice, Peshawar High Court
3.	Mr. Javed Iqbal	Addition Secretary, HED
4.	Mr. Masood Ahmad Jan	Deputy Secretary, Finance Department

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5.	Mr. Jamal-Ud-Din	Additional Secretary (R-I), Establishment Department
6.	Mr. Nasir Shah	Director, HEC Regional Center, Peshawar
7.	Prof. Dr. Salim Ur Rehman	Vice-Chancellor, Sarhad University, Peshawar
8	Mr. Daud Zahid	Registrar, Islamia College Peshawar


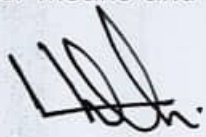
The meeting started with the recitation of a few verses from the Holy Quran, followed by a brief introduction of the participants.

Prof. Dr. Ahmad Ur Rehman Saljoqi, Vice-Chancellor, ICP welcomed the members for sparing their precious time to attend the meeting. At the very outset, he expressed heartfelt gratitude for re-scheduling the cited meeting within such short span of time. Moreover, he appreciated the valuable input of Mr. Javed Iqbal, Additional Secretary, HED for compiling and reviewing the budget estimates for the FY 2025-26 of Islamia College Peshawar.

Furthermore, Mr. Javed Iqbal, Additional Secretary, HED enlightened the forum that file containing incorrect figures for FY 2024-25 were mistakenly shown which created confusion in the previous session and all the figures were re-verified accordingly.

The Treasurer was then requested to present the budget, upon which he apprised the forum that in the Budget Estimates for the FY 2024-25, the projected student intake was 14,661, whereas the actual intake stood at 13,915, reflecting a shortfall of 746 students. He further informed that during the last financial year, the revenue collected against students' tuition fee amounted to Rs.967.809 million as compared to the projected figure of Rs.1123.815 million, resulting in a shortfall of Rs.156.006 million due to lower enrollment and outstanding dues against the students. The Budget Estimates for the financial year 2025-26 included the student receipt estimated amounting to Rs.1385.018 million.

The Honorable Chair enquired about the status of the outstanding amount against the students on account of fee. In response the Treasurer presented a detailed statement of outstanding dues against students, approximately amounting to Rs.178 million. The Chair directed that an amount of Rs.80 million should be incorporated in the budget estimates for the FY 2025-26 and to be recovered during the current year. Moreover, the University should chalk out a proper mechanism including the students fee and result integration through Campus Management System along with other means and measures to recover the remaining amount.



 21/8/25

The Senate was further apprised that a total increase of 1,941 students is projected for the current year, comprising an increase of 157 students at the school level, 863 at the intermediate level, 902 at the university level and 19 at diploma level. At this point, the Honourable Chair stressed the fact that an increase in enrollment should be aligned along with improving the quality of education and ensuring the regularity and dedication of teachers.

In response to a query from the Chair regarding new academic initiatives, the Treasurer apprised that several market-driven and demand-based programs, including Mathematics with Artificial Intelligence and other programs in the department of Botany, are planned to be started during the current academic year. The forum also discussed the need for integration of academic programs to maximize enrollment, suggesting that older programs with persistently low enrollment be merged with other relevant disciplines in order to reduce costs and enhance revenue generation. The Nominee of the Chairman HEC endorsed this approach, recommending a shift towards innovative program design, mergers, and integration in line with international best practices.

The Honourable Chair emphasized the importance of strategic planning to boost enrollment and proposed a comprehensive promotional strategy. This included producing short video clips for all programs with the assistance of professional advertising and social media experts, utilizing both organic and paid content on digital platforms to maximize audience reach, and deploying banners and pamphlets during admission season. He further proposed increasing the budget allocation for media and advertising from Rs.1.5 million to Rs.2.5 million, which was unanimously approved by the forum. The Chair also directed the Nominee of HED that the Director of Admissions be included as a co-opted member of the Senate for all universities to regularly apprise the forum on enrollment figures and the measures being taken to improve them.

The forum then considered the Higher Education Department's grant of Rs.289.3 million, which was approved after correction of the amount from Rs.289 million as initially recommended by the Syndicate. The Senate was informed that Rs.211 million of this allocation is earmarked for pension liabilities, while the remaining amount will serve as grant.

During the deliberations, the forum also sought clarification on the substantial rise in non-salary expenditures from Rs.658.319 million to Rs.935.495 million. The Additional Treasurer explained that the increase was primarily attributable to the increase in Retiring Benefits, outstanding charges of the Pakistan Education and Research



21/8/25

Network (PERN) payable to HEC, as well as the costs associated with the University's solarization project, in addition to other contributing factors.

The Chair graciously pledged that the pension liabilities would be paid by the Provincial Government from allocation already made in this regard and he further directed that pension liabilities accrued till date shall be tendered to the HED as the cited liabilities were earlier tendered till 30th December, 2024.

The Chair enquired about the reason of decrease in other income head. The Additional Treasurer apprised that the decrease is primarily due to non-inclusion of income from Afghan Students Project. He also requested the Chair that the nominee may be requested to play his role in allocation of students to the Islamia College Peshawar. The Nominee of HEC graciously agreed to take up the matter with the quarter concerned.

Regarding the Disparity Reduction Allowance (DRA) 2025, the forum was apprised that the Syndicate had conditionally recommended a 15 percent allowance, which was objected by the nominees of the Higher Education Department, Finance Department, and Establishment Department. The nominee of HED informed the forum that a committee has been constituted to formulate a uniform policy for the grant of DRA-2025 for the employees of all Universities and Higher Education Institutions of the Province. The Senate endorsed this approach for consistency and fairness across the sector.

The Additional Treasurer apprised the forum that liabilities amounting to Rs.637 million on account of pension contributions for the last three years are pending. After due consideration, the forum decided to defer the matter until the next budget.

After thorough discussion and consideration of all aspects, the Senate of Islamia College Peshawar unanimously approved the actual budget for FY 2024-25 and budget estimates for FY 2025-26 with an expenditure budget of Rs.2550.918 million against the total available resources of Rs.2771.039 million, reflecting a surplus of Rs.220.121 million. The forum resolved that the surplus funds be allocated for the payment of deferred liabilities and the remaining amount may be invested after thorough examination of University's financial health





HEC Budget Recurring Demand 2025-26

Name of the University:


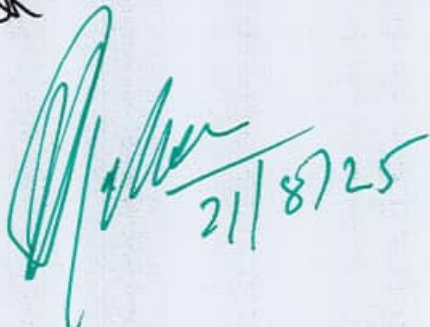
Islamia College Peshawar

[Million Rs.]

Particulars	Actual for 2023-24 (Approved)	CFY 2024-25		2025-26 Budget Estimates
		Budget Estimates 2024-25 Approved	Actual Budget for FY 2024-25	
1. Opening Balance:	10.999	10.574	63.224	178.881
2. Total Grants & Donations	573.728	435.934	597.594	694.136
a. Federal/HEC Grant-in-Aid	446.728	435.934	435.934	404.836
b. Federal/HEC/Supplementary / Additional Grant	30.000	0.000	0.000	0.000
c. Federal/HEC Grant for TTS (35% Salary)	0.000	0.000	11.660	0.000
d. Provincial Grant-in-Aid	97.000	0.000	150.000	289.300
e. Provincial Supplementary / Additional Grant	0.000	0.000	0.000	0.000
f. Any Other Grant/ Donations	0.000	0.000	0.000	0.000
3 (i) Students Related Income	1056.593	1351.381	1157.079	1671.484
<i>Tuition Fees</i>	890.985	1123.815	967.809	1385.018
<i>All Other Fees</i>	70.460	109.000	90.958	100.200
<i>Hostel / User Charges, etc.</i>	94.999	116.566	97.396	105.416
<i>Recoveries from students</i>	0.000	0.000	0.000	80.000
a. On Campus Students (sub-total)	1056.444	1349.381	1156.163	1670.634
b. Affiliated College/Institutions' Students	0.149	2.000	0.916	0.850
c. External (Private) Students Fee	0.000	0.000	0.000	0.000
3 (ii) Other Venues of Income	212.348	293.185	356.983	190.538
b. Income from Consultancy & Testing	0.000	0.010	0.669	0.500
c. Income from Intellectual Property	0.000	0.530	0.000	0.530
d. Income from Professional Short Courses (Coaching Classes)	0.156	27.500	7.863	2.000
f. Funds raised from Alumni	0.000	0.100	0.000	0.100
g. Any Other Income (add rows, if required)	212.192	265.045	348.451	187.408



 24/8/25

3 (iii) Receipts from Properties (BOM=Interest on Investment)		64.796	69.000	57.920	36.000
3. Total Own Resources		1333.737	1713.566	1571.982	1898.022
A. Total Available Resources [1+2+3]		1918.464	2160.074	2232.800	2771.039
4. Total Establishment Charges		1249.084	1488.181	1395.600	1615.422
a.	Faculty Salary (including TTS)	748.264	886.608	834.295	936.107
b.	Salary of Officers & Staff	498.843	591.072	556.196	624.072
c.	Other Establishment Charges	1.977	10.501	5.109	55.243
5 Non Salary Expenses/Other Charges		606.156	671.893	658.319	935.495
B. Total Expenditures [5 + 6]		1855.240	2160.074	2053.919	2550.918
C. Surplus / Deficit [A - B]		63.224	0.000	178.881	220.121
7	Budgeted Accrued liabilities	0.000	0.000	0.000	0.000
D. Net Surplus /Deficit		63.224	0.000	178.881	220.121
8	Accrued liabilities differed to Next FY	0.000	0.000	0.000	0.000
E. Cumulative Surplus/Deficit		63.224	0.000	178.881	220.121
F	Impact of Vacant Posts Included in Estimates				0.000
G	Ad-hoc. R Allowance 2025 @ 10%				66.703
H	Impact of Planned Hiring during the Year				43.283
I	Incremental impact of filled posts – Annual				15.673
*	Contribution/Transfer to Pension Fund Liabilities	205.585	422.273	422.273	637.434



 21/8/25

Agenda Item No. 1 (C) – Third Party Audit (2022-23 & 2023-24)

The Third Party Audit reports conducted for the year 2022-23 & 2023-24 were presented before the forum in compliance of previous meeting of the Senate, ICP. The Senate, ICP endorsed the Audit reports with directions for compliance on the following:

- Implementation of ERP/CMS system by June, 2026
- Implementation of biometric/face recognition attendance system within three months
- Asset tagging of all university property within three months
- Other audit recommendations.

Strategic Business Plan 2025–30

The Strategic Business Plan 2025-30 was presented before the Senate. The Senate reviewed the Strategic Business Plan.

- The Chair noted under-reporting of Cricket Academy revenue and directed correction.
- The University administration was directed to emphasize on generating revenue through academic, research, and strategic core areas, in addition to property-related income.
- A comprehensive five-year strategic plan, aligned with successful university models, to be prepared with HEC expertise and presented in the ensuing meeting.

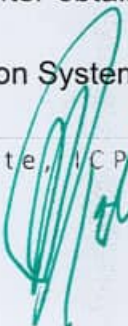

Annual Report 2024–25

The Senate considered and approved the Annual Report of Islamia College Peshawar for the year 2024-25.

Additional Directives of the Worthy Pro-Chancellor, ICP / Minister for Higher Education, Archives & Libraries, Government of Khyber Pakhtunkhwa

The Chair directed the University administration to take immediate measures in several key areas and to submit detailed compliance reports accordingly:

- Full implementation of the ERP / CMS system along with the Double Entry Accounting System by June 2026.
- Complete solarization of the campus by June 2026.
- Re-appropriation in budget heads to be made only after obtaining prior approval from the competent forum(s).
- Full implementation of the Biometric / Face Recognition System.



21/8/25

- Adoption of the Fleet Cards System for POL of all official vehicles.
- Continuation of social media campaigns to attract prospective students throughout the year on a regular basis.
- The Chair took strong notice of the non-approval of pay fixation for certain Class-IV employees who, despite issuance of office orders in their favour, had been deprived of the revised pay scales already being received by other employees of the same cadre. The University administration was directed to issue the necessary orders immediately to ensure equity amongst all affected staff members.
- The Chair directed to adopt the workload policy formulated by the committee for the rationalization of workload and further directed that the procedure of approval from relevant statutory bodies should be expedited at earliest.

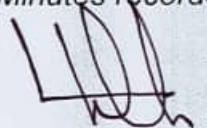
The University administration assured compliance with all decisions and recommendations within the stipulated timelines.

Resolution of Thanks to the Provincial Government

The Senate as apex body passed the resolution of thanks to pay heartfelt tribute and deepest respect to the leadership of the Government of Khyber Pakhtunkhwa, particularly the Honourable Chief Minister Mr. Sardar Ali Amin Gandapur and the Honourable Minister for Higher Education and Pro-Chancellor of Islamia College Peshawar, Mr. Meena Khan Afridi and the efforts of the officers of HED, Finance, Establishment and other relevant institutions, for their outstanding services and contributions towards the promotion of higher education and the effective resolution of prevailing challenges in the Public Sector Universities of Khyber Pakhtunkhwa. **(Copy of resolution attached).**

The meeting concluded with a vote of thanks to and by the Chair.

Minutes recorded by:



**Registrar
Islamia College Peshawar**

Endorsed by:



**Vice-Chancellor
Islamia College Peshawar**