



Bahria University

33-Does your institution publicly share the decisions taken in your annual general meeting? If so, please share the link to these minutes.

Yes, Bahria University publicly shares the decisions taken in its annual general meetings to ensure transparency and institutional accountability.

Relevant evidence is attached below.

BAHRIA UNIVERSITY



Minutes of Meeting

55rd BoG

Held on 12 January 2026



See Distribution

9 February 2026

MINUTES OF FIFTY FIFTH (55TH) MEETING OF BOARD OF GOVERNORS HELD ON 12 JANUARY 2026

References:

- A. NHQ letter PN/NE Dte/ General/774530 dated 09 December 2025 (NOTAL).
- B. BUHO letter RBU/55th BoG/2025/818 dated 31 December 2025.
- C. NHQ letter PN/NE Dte/ General/1094324/1135 dated 03 February 2026 (NOTAL)

1. Fifty Fifth (55th) Board of Governors meeting of Bahria University was held at 0930 hrs on Monday, 12 January 2026 at Video Link Conference Room of Bahria University Head Office, Islamabad. The meeting was attended by the following:

Present

Naval Headquarters		
a.	Admiral Naveed Ashraf NI NI(M) T Bt Chief of the Naval Staff	Chairman BoG/ Pro-Chancellor
b.	Vice Admiral Raja Rab Nawaz HI(M) S Bt Chief of Staff	Member
c.	Surg Rear Admiral Rizwan Sadiq HI(M) Director General Medical Services (Navy) and Pro-Rector Health Sciences	Member
d.	Rear Admiral Asim Sohail Malik SI(M) Deputy Chief of Naval Staff (Training & Personnel)	Member
e.	Cdre Syed Ailya Hasan SI(M) TBt Rep of Director General Naval Intelligence	In Attendance
f.	Cdre Muhammad Arshad Minhas Deputy Chief of Naval Staff (Material)	Member
g.	Cdre Ahmed Noor Ansari TI(M) Assistant Chief of Naval Staff (PMSTP)	In Attendance (For Agenda Item III, PMSTP only)
h.	Captain Abdul Ghaffar PN Director Naval Education	Member
j.	Capt Asad Hashmi PN Director Pakistan Navy Benevolent Association (PNBA)	In Attendance (For Agenda Item III, BUHSCI only)
Admin Authorities		
k.	Rear Admiral Khyber Zaman HI(M) Commander Karachi (AOL) (Through Video Link)	Member
l.	L/Rear Admiral Saqib Ilyas SI(M) Commander North	Member

Constituent Units		
m.	Vice Admiral Ather Mukhtar HI(M) (Retd) DG BUHSCK (Through Video Link)	Member
n.	Rear Admiral Javaid Iqbal HI(M) President National Institute of Maritime Affairs	Member
p.	Rear Admiral Muhammad Zubair Shafique HI(M) (Retd), DG BUKC (Through Video Link)	Member
q.	Rear Admiral Abdul Basit Butt HI(M) (Retd) DG BUHSCI	Member
r.	L/Rear Admiral Naeem Sarwar SI(M) (Retd) DG BUIC	Member
s.	Surg Cdre Fowad Khurshid Imami Commandant PNS SHIFA (Through Video Link)	Member
t.	Surg Cdre Hassan Jaffar PN Commandant PNS HAFEEZ	Member
u.	Cdre Imran Iftikhar SI(M) (Retd) Director BULC (Through Video Link)	Member
v.	Prof Dr Kiran Bahsir Ahmad Director & Principal IPP (Through Video Link)	Member
w.	Capt Muhammad Ismail Khan PN CO PNSL (Through Video Link)	Member
x.	Cdr Syed Anas Jamshed PN Officer Incharge NSH (Through Video Link)	Member
y.	Senior Associate Prof Abida Razzaq Principal PNNC (AOL) (Through Video Link)	Member
z.	Lt Cdr Hafsa Javed PN Principal PN IATD (Through Video Link)	Member
aa.	Lt Cdr Naghmana Gulfaraz PN Principal BFS (Karachi)	Member
Ministries/ Universities		
ab.	Prof. Dr. Anis Ahmad SI Vice-Chancellor Riphah International University	Member
ac.	Prof Dr. Muhammad Qasim Jan DSc, HI Distinguished National Professor (Emeritus) National Centre of Excellence in Geology, University of Peshawar	Member
ad.	Prof. Dr. Anwar-ul-Hassan Gilani SI, HI Distinguished National Professor & Consultant HEC, Islamabad	Member
ae.	Mr. Sohail Akhtar Senior Joint Secy (HE) Ministry of Federal Education & Professional Training, ISLAMABAD	Member
af.	Mr. Rashid Ali Zuberi Joint Secy (Expenditure) Ministry of Finance, ISLAMABAD	Member
ag.	Mr. Naseem Haider Dy Electronic Advisor Ministry of Science & Technology, ISLAMABAD	Member

Internal		
ah.	Vice Admiral Abid Hameed HI(M) Rector, Bahria University	Member
aj.	Rear Admiral Habib Ur Rehman HI(M) Pro-Rector (RIC & Admin)	Member
ak.	L/Rear Admiral (Retd) Muhammad Arshid Javed SI(M), Pro-Rector (Academics)	Member
al.	Cdre (Retd) Muhammad Jalaluddin Qureshi SI(M) (Retd) Registrar/Secy BoG	Member
am.	Prof Dr Shazia Shakoor Dean Health Sciences (Through Video Link)	Member
an.	Prof Dr Faisal Bashir Dean Engineering Sciences	Member
ap.	Prof Dr Adam Saud Dean Humanities and Social Sciences	Member
aq.	Prof Dr Uzma Masroor Dean Professional Psychology	Member
ar.	Dr Khalid Mumtaz Dean Management Sciences	Member
as.	Senior Assistant Professor. Dr. Muhammad Fayaz Dean Law	Member

2. Secretary Board of Governors confirmed the quorum to the Chairman. The meeting then commenced with recitation from the Holy Quran and Darood-e-Ibrahimi.

3. The Honourable Chairman welcomed the members to the 55th meeting of the Board of Governors and appreciated their continued guidance and support. He expressed satisfaction over the steady progress of Bahria University and its commitment to improving the quality of education and research in line with the approved strategic plan. He noted that, with collective efforts, further improvement is expected in the University's ranking, applied research, and industry linkages. The Chairman emphasized that alongside academic excellence, due focus must remain on character building, moral values, civic sense, and the overall grooming and personality development of students, highlighting the role of faculty and a positive institutional culture across all campuses in producing responsible graduates and good citizens. The Board took note of the remarks and the meeting proceeded with the agenda.

AGENDA ITEM I - CONFIRMATION OF MINUTES OF 53RD BoG MEETING

4. The Minutes of the 53rd BoG meeting were presented to the Board for confirmation. The Secretary BoG informed that no observation on the recording of the minutes was received from any member. Therefore, the Board confirmed the Minutes of the 53rd BoG meeting.

AGENDA ITEM II - SALIENT ACTIVITIES OF BU

5. The Director Strategic Management Plan & International Office briefed the Board on the overall state of the University and salient academic activities undertaken since the last meeting of the Board of Governors as under:

- a. Academic activities.
- b. Research activities.
- c. Co-curricular/ Extra-curricular.

6. Discussions and decisions on the relevant points are covered in the ensuing paragraphs.

ACADEMIC ACTIVITIES

7. **Student Enrolment and Admissions.** It was apprised that the total student strength of the University currently stands at 24,518. Admissions for the Fall 2025 semester were undertaken in various BS, MS, MPhil, and PhD programmes across all campuses, whereby a total of 5,218 students were inducted against more than 43,000 applications received from across Pakistan and internationally. A total of 17,095 candidates qualified the entry test, resulting in an overall acceptance rate of approximately 30%. With the recent inductions, the student population has increased by 5.4%. The Board was further informed that enrolment growth contributes positively to the financial health of the University, as tuition fee constitutes the primary revenue stream; however, in line with the approved Strategic Plan, efforts are also underway to diversify income sources.

8. The discipline-wise distribution of students was shared, with major enrolment in Education and Business (33%) and Engineering Sciences (31%), followed by Humanities and Social Sciences (12%), Psychology (11%), Health Sciences (8%), Law (4%), and Maritime Studies (1%).

9. The Board was apprised that, as approved earlier, MS Clinical Psychology and BS Computer Science are being pursued as flagship programmes to further enhance quality and market positioning. Moreover, all degree programmes are fully accredited by the relevant regulatory bodies and the audits are conducted regularly. PG programmes at Islamabad Campus successfully complied the HEC's audit requirements recently. In addition, the Engineering programmes have international accreditation of Washington Accord while the Business School is in the process of attaining its accreditation with AACSB.

10. During the discussion, the Honourable Chairman inquired whether the current discipline-wise distribution of students was satisfactory or required future adjustment. The Rector informed the Board that the University intends to enhance its maritime portfolio in a measured manner, while avoiding duplication with Pakistan Marine Academy. He added that future expansion in maritime disciplines would be aligned with emerging areas of the maritime economy through collaboration and programme diversification.

11. The Rector further apprised the Board of changing national trends in student preferences, noting a declining interest in certain health sciences and traditional disciplines, alongside increasing demand for Computer Science, IT, AI, and related fields. In this context, he stated that the University is adjusting its academic portfolio and has identified future focus areas including Artificial Intelligence, Cyber Security, Data Sciences, and Quantum Computing, with technological components being integrated into existing programmes.

12. Prof. Dr. Anwar-ul-Hassan Gilani endorsed the future-oriented disciplines identified by the Rector and expressed concern regarding the sustainability of enrolment in certain programmes, particularly Business Studies. In response, Director SMP clarified that rejection rates vary across programmes. The Rector further informed the Board that the Business

maintenance, with KPT, PQA and Karachi Shipyard showing willingness for potential collaboration in AI.

CO-CURRICULAR/ EXTRA CURRICULAR

53. **International Summer School**. With the objective of providing cost-effective international opportunities to BU students, four International Summer School programmes were organized in 2025, inviting faculty from BU partner universities. These programmes primarily focused on International Business, Maritime Trade and Logistics, and Legal Research. In addition to student learning, the organization of these summer programmes strengthens the University's internationalization indicator in rankings through short-term faculty exchanges and an enhanced academic reputation.

54. **Student Exchange Programmes**. Student exchange programmes and international visits are also a key parameter for improving international rankings. In 2025, BU sent a total of 44 students on short-term exchange visits to partner universities in Turkiye, Uzbekistan, Poland, Malaysia, Italy, Spain, Hong Kong, and the USA. These programmes enhance international exposure and cross-cultural competence, strengthen academic quality through curriculum enrichment, provide insights into best practices at partner universities, improve global visibility, and enhance graduate employability through international learning experiences.

55. **Clubs**. It was informed that Bahria University currently has 08 clubs functioning across its campuses, in addition to various societies operating within schools and academic departments to develop discipline-specific skills. The existing campus-level clubs include the Community Service Club, Literary and Debates Club, Sports Club, Arts and Dramatics Club, Events Club, Media Club, Animal Welfare Society, and the Music Society. It was further informed that two additional clubs, namely the Gardening and Horticulture Club and the Scrabble Society, are being added to the University's portfolio.

56. The Rector expressed that the introduction of the Gardening and Horticulture Club was inspired by insights from the Psychology Department regarding the use of gardening as a therapeutic practice. He highlighted that the initiative would not only contribute to campus beautification but would also support applied psychological practices and student well-being through structured, experiential activities.

57. **Sports**. Key achievements arising from the activities of various student clubs were presented, particularly in the areas of sports, declamation, Model United Nations (MUN) conferences, debates, and community and social engagement. It was informed that these platforms are performing at a strong level, with students demonstrating notable achievements and competitive performance.

58. The Rector informed the Board that the clubs are performing very well, students are showing encouraging results, and a clear benchmark has been set to align these activities with corporate and professional standards to support students in achieving higher-level accomplishments. It was further noted that such co-curricular engagement aims to prepare students for professional and corporate environments by strengthening confidence, communication, leadership and teamwork skills, thereby supporting overall personal and career development.

59. **Overview of Sports Facilities**. It was briefed to the Board that sports form an integral part of students' physical development, aligning with the principle of "healthy body,

AGENDA ITEM III - PROGRESS ON DECISIONS OF 53RD BoG MEETING

68. Secy BoG presented progress on decisions of 53rd BoG Meeting for information of the Board.

69. **Research Activities.** Required data has been incorporated and presented under research papers statistics.

70. **Decision.** The point was dropped.

Action: Pro-Rector (RIC), Dir ORIC

71. **National Institute of Maritime Affairs (NIMA).** COS briefed the Chair that new President NIMA is having a review and same will be presented as part of overall NIMA vision presentation at NHQ.

72. **Decision.** The point was dropped.

Action: President NIMA

73. **Flagship Programmes.** In Phase-I, Flagship status is to be achieved for 'BS in Computer Science' and 'MS in Clinical Psychology 'in next 10 years, starting from Jan 25. Year 1 & 2 plan for Phase I programmes are being monitored bimonthly. Details of the activities undertaken so far for Phase I programmes are placed at Annex C.

74. In Phase II, BS (Accounting and Finance) and BS (Nursing) will be pursued for flagship status upon satisfactory progress of Phase-I programmes. These programmes continue to receive focused attention and their progress is being monitored closely.

75. **Decision.** Progress be reported in the next BoG meeting.

**Action: Pro-Rector (HS), Pro-Rector (Acad),
Dean HS, Dean ES, Dean MS, Dean PP**

76. **Improvement in International Rankings.** Bahria University's performance in international rankings for 2025, including the Times Higher Education (THE) and QS Asia University Rankings, was presented. Nationally, BU maintained a consistent ranking of 25 in THE and 23 in QS Asia across both years. Regionally, BU's relative position in Asia declined slightly due to the expansion of the ranking pools. Globally, BU remained in the 1,001–1,200 band in THE rankings despite the growing competition.

77. The International University Ranking 2025 and QS Asia University Ranking 2025 are as under:

THE International University Ranking 2025				
S #	Year	World	Asia	Pakistan
a.	2025	1001 - 1200/ 2191	409/ 853	25/ 107
b.	2024	1001 - 1200/ 2092	353/ 739	25/ 99
QS Asia University Ranking 2025				
S #	Year	Asia	Pakistan	
a.	2025	416/ 1534	23/ 82	
b.	2024	415/ 987	23/ 71	

Institutional Measures and Ongoing Initiatives

6. The Rector briefed the Board on institutional measures already undertaken or planned to address Gen Z-related challenges, including:

- a. Structured faculty development programmes focusing on Gen Z engagement, communication, and adaptive teaching methodologies.
- b. Engagement of external experts and media professionals to better understand Gen Z behaviour and engagement strategies.
- c. Adoption of a train-the-trainer model, with initial implementation at Islamabad and phased rollout across campuses.
- d. Strengthening faculty-led mentorship and structured student-faculty interaction mechanisms.
- e. Introduction of town hall-style engagements at campus leadership level to facilitate direct dialogue with students.

7. The Rector further informed that the first university-wide faculty training programme on Gen Z engagement is scheduled to commence from 27 January 2026.

Curriculum, Teaching Innovation, and Industry Alignment

8. The House discussed academic enhancements aimed at aligning teaching and learning with Gen Z expectations, including increased use of interactive, discussion-based, and activity-oriented classroom delivery; integration of digital tools and learning management systems; and incorporation of micro-learning, certificate courses, and industry-relevant technologies. Exploration of AI-supported teaching, simulation-based learning, and digitally enhanced environments, particularly in medical and technical disciplines, was also noted.

9. The Director ORIC apprised about the initiatives to strengthen industry linkage, including faculty exposure programmes, engagement of industry professionals in academic activities, applied projects, internships, and employer engagement, contributing to improved academic relevance and student employability.

Student Support and Character Development

10. Broader aspects of student development were discussed. Prof Dr Anis Ahmad shared the importance of early aptitude and attitude assessment, strengthened counselling and psychological support, and sustained focus on character building, ethical awareness, and values-based education through faculty role modelling and institutional culture.

Digital Learning and Global Exposure

11. The Board noted the University's expanding digital and blended learning initiatives, including online and distance learning programmes, engagement of foreign faculty for online teaching, and international academic collaborations, which align well with Gen Z learning preferences and global exposure requirements.

12. The Chair advised that responding to Gen Z requires a comprehensive shift in institutional culture, teaching practices, academic processes, and faculty development rather than isolated interventions. The Board underscored the need for structured, university-wide measures to ensure sustained student engagement, academic relevance, and excellence in a rapidly evolving educational environment.

- h. Submit quarterly progress and financial reports to CU and ORIC.
- i. Represent the lab at academic and scientific forums locally and internationally.
- j. Manage the dedicated RL budget and ensure efficient utilization of resources.
- k. Proactively lead and strengthen industrial engagement initiatives to support and advance the objectives of the research lab ecosystem, including fostering collaborations, securing industry partnerships, and aligning research outputs with real-world applications.
- l. Monitor and report KPIs such as publications, projects, patents, and partnerships.
- m. Any other relevant tasks assigned by the management.

Terms of Reference (TORs) for Head/In-Charge Center of Research Excellence (CORE)

1. **Position Title.** Head/In-Charge, Center of Research Excellence (CORE).
2. **Reporting Line.** Reports to Head of the CU and Director Research / DD Research as per the structural hierarchy of the Center of Research Excellence/Research Facility mentioned in Class 7.1.2 of the Policy on BU Research Laboratories/Centers of Research Excellence /Research Institutes.
3. **Role Summary.** The Head of CORE leads interdisciplinary and collaborative research across faculties, focusing on translational research, industrial linkages, innovation, and high-impact societal outcomes.
4. **Key Responsibilities.**
 - a. Drive the strategic vision and mission of CORE to address key national and global challenges.
 - b. Coordinate multi-disciplinary research teams across departments/schools.
 - c. Develop partnerships with industry, academia, and policy stakeholders.
 - d. Oversee the planning, execution, and evaluation of collaborative research projects.
 - e. Guide proposal development for external and competitive funding.
 - f. Organize outreach programmes, policy dialogues, and public engagement activities.
 - g. Promote commercialization of research and manage IPRs arising from CORE activities.
 - h. Monitor and report KPIs such as publications, projects, patents, and partnerships.

BAHRIA UNIVERSITY



Minutes of Meeting

53rd BoG

Held on 07 July 2025



See Distribution

22 August 2025

MINUTES OF FIFTY THIRD (53RD) MEETING OF BOARD OF GOVERNORS HELD ON 07 JULY 2025

References:

- A. NHQ letter PN/NE Dte/ Meetings/2855870 dated 05 June 2025 (NOTAL).
B. BUHO letter RBU/53rd BoG/2025/393 dated 30 June 2025.

1. Fifty Third (53rd) Board of Governors meeting of Bahria University was held at 1000 hrs on Monday, 07 July 2025 at Video Link Conference Room of Bahria University Head Office, Islamabad. The meeting was attended by the following:

Present:

Naval Headquarters		
a.	Admiral Naveed Ashraf NI NI(M) T Bt Chief of the Naval Staff	Chairman BoG/ Pro-Chancellor (In Chair)
b.	Vice Admiral Ovais Ahmed Bilgrami HI(M) Vice Chief of the Naval Staff	Member
c.	Vice Admiral Abid Hameed HI(M) Deputy Chief of Naval Staff (Material)	Member
d.	Vice Admiral Muhammad Saleem HI(M) Deputy Chief of Naval Staff (Training & Personnel)	Member
e.	Surg Rear Admiral Ijaz Ahmad HI(M) Director General Medical Services (Navy) and Pro-Rector Health Sciences	Member
f.	Rear Admiral Shahzad Hamid HI(M) S Bt T Bt Director General Naval Intelligence	Member
g.	Captain Abdul Ghaffar PN Director Naval Education	Member
h.	Commander Saadat Hussain PN Director Pakistan Navy Benevolent Association (PNBA)	In Attendance (For Agenda Item III, BUHSCI only)
Admin Authorities		
j.	Vice Admiral Muhammad Faisal Abbasi HI(M) Commander Karachi (Through Video Link)	Member
k.	Cdre Saqib Ilyas SI(M) Commander North	Member

Constituent Units		
l.	Vice Admiral (Retd) Ather Mukhtar HI(M) DG BUHSC(K) (Through Video Link)	Member
m.	Vice Admiral (Retd) Ahmed Saeed HI(M) President National Institute of Maritime Affairs	Member
n.	Rear Admiral (Retd) Muhammad Zubair Shafique HI(M), DG BUKC (Through Video Link)	Member
p.	L/Rear Admiral Naeem Sarwar SI(M) DG BUIC and DG BUHSCI	Member
q.	Surg Cdre Fowad Khurshid Imami Commandant PNS SHIFA (Through Video Link)	Member
r.	Cdre (Retd) Jawad Ahmed Qureshi SI(M) Director BULC (Through Video Link)	Member
s.	Surg Capt Hassan Jaffar PN Commandant PNS HAFEEZ	Member
t.	Capt Ajeeb Ullah TI(M) PN CO PNSL (Through Video Link)	Member
u.	Surg Cdr Amir Jabbar PN DMO BSUM (Through Video Link)	Member
v.	Cdr Syed Anas Jamshed PN Officer Incharge NSH (Through Video Link)	Member
w.	Cdr Rukhsana Yasmeen AFNS(N) Principal PNNC (Through Video Link)	Member
x.	Lt Cdr Shumaila Gul Nayab PN Principal PN IATD (Through Video Link)	Member
y.	Lt Cdr Shazia Asghar PN Officer Incharge BFS (Islamabad)	Member
Ministries/ Universities		
z.	Prof. Dr. Anis Ahmad SI Vice-Chancellor Riphah International University	Member
aa.	Prof Dr. Muhammad Qasim Jan DSc, HI Distinguished National Professor (Emeritus) National Centre of Excellence in Geology, University of Peshawar	Member
ab.	Prof. Dr. Anwar-ul-Hassan Gilani SI, HI Distinguished National Professor, Consultant/ Incharge QA, HEC, Islamabad	Member
ac.	Mrs. Anita Turab Joint Secy (Expenditure), Ministry of Finance	Member
ad.	Mr. Asif Iqbal Asif Joint Secretary (HE) Ministry of Federal Education & Professional Training	Member
ae.	Mr. Naseem Haider Dy Electronic Advisor Ministry of Science & Technology, ISLAMABAD	Member

b. **Solarization of BU Campuses Through Power Purchase Agreement (PPA)**. Keeping in view the higher power consumption at BU, PPA model was also studied. The feasibility study was carried out by a committee which did not recommend the PPA Model due to the following reasons:

- (1) No major savings to BU on PPA than Self Solarization.
- (2) Self ownership and operational flexibility.
- (3) Extended payback period.

96. **Decision**. The point was dropped.

**Action: Pro-Rector (Admin), DGs (CUs),
Dir P&D, Dir BULC**

MODEL OF NURSING INSTITUTES

97. In the 51st Board Meeting held in May 24, the Board directed the evaluation of nursing institute models in Philippines to enhance the training standards at Pakistan Navy Nursing College (PNNC). In compliance, a visit to leading nursing institutes in Philippines, UP Manila and De La Salle University, originally scheduled for Apr 25, has been rescheduled to Sep 25 on the request of the host institutes. The purpose of the visit is to gain firsthand insights and explore opportunities for academic collaboration. Meanwhile, both the institutes were reviewed through online research, official correspondence, and a series of extensive virtual meetings. Key focus areas including Clinical Exposure, Simulation Laboratories, Faculty Development, and Health Informatics are being addressed through phase-wise curriculum and infrastructure upgrades, aligned with BU's strategic framework and Pakistan Nursing and Midwifery Council guidelines. Additionally, the BS Nursing curriculum at PNNC is currently under evaluation in collaboration with Aga Khan University, focusing on the content review and faculty development.

98. **Decision**. Progress be reported in the next BoG meeting.

**Action: Pro-Rector (HS), DG BUHSCK,
Dean HS, Dir HS**

BONUS POLICY – BU

99. The case was approved by NHQ on 23 Jun 25.

100. **Decision**. The point was dropped.

**Action: VCNS, DNE, Pro-Rector (Acad)
Dir SMP, Treasurer**

AGENDA ITEM IV - BUDGET PROPOSAL AND AUDIT REPORT

101. The Treasurer presented the Budget Proposal for FY 2025-26 and Audit report 2023-24. Summary of the same is as appended below:

a. **BU Budget Estimate FY 2025-26:**

S No.	Revenue Estimates	(Rs in Million)
(1)	BU Own Sources	7,910.19
(2)	HEC Rec Grant	132.61
(3)	B/F (LFY)	139.91
	Total Revenue	8,182.71
	Expenditures Estimates	
(1)	Operating Exp	7,222.02
(2)	Up-Grad/ Rep of Assets	371.14
(3)	Dev Projects	470.00
(4)	BUCMI Ops Budget (BU Share)	119.40
	Total Expenditure	8,182.56
	Surplus	0.15

b. **BUHSCI Budget Estimate FY 2025-26:**

S No.	Revenue Estimates	(Rs in Million)
(1)	Revenue	403.60
	Total Revenue	403.60
	Expenditures Estimates	
(1)	Operating Expenditures	626.50
(2)	One Time Expenditures	118.24
	Total (Operating + One Time Exp)	744.70
(1)	Funds Req (Exp - Revenue)	341.14
(2)	PNBA Share (65%)	221.74
(3)	BU Share (35%)	119.40
	Total BU & PNBA Share	341.14

102. The forum was informed that price escalation, inflation, and income tax burdens have significantly impacted the salaried class, particularly over the past year. As per BU Statutes, pay scales are required to be revised every two years or as and when deemed necessary, through the merging of adhoc allowances into basic pay. The last revision was carried out in 2021. BU is currently facing challenges in attracting and retaining quality faculty members and staff. A comparative analysis of salary structures with peer universities revealed that BU's salary packages for faculty members, officers, and staff are less competitive than those offered by other institutions.

103. Foregoing in view, a Pay Revision Committee was constituted to review and recommend updated pay scales. The Committee has recommended the merging of all existing adhoc allowances into basic pay and proposed the Revised Pay Scales, effective

from 01 July 2025. The total financial effect of the revised pay scales is Rs 848.96 M, for which the funds are available in the proposed Budget.

104. The Board was briefed about the Auditor's report. The Balance Sheet of BU as on 30 Jun 24, was presented as follows:

S No.	Details	(Rs in Million)
a.	Non - Current Assets (Fixed)	7,424.68
b.	Current Assets	1,956.33
	Total Assets	9,381.00
a.	Non-Current Liabilities	3,647.91
b.	Current Liabilities	1,479.61
	Total Liabilities	5,127.52
a.	University's Fund / Worth (Total Assets – Total Liabilities)	4,253.48
b.	Total Liabilities + Fund	9,381.00

105. **Auditors' Opinion.** In the Auditors' opinion, BU's Financial Statements present fairly in all material and financial respects as on 30 June 2024, in accordance with the approved accounting and reporting standards as applicable in Pakistan.

106. The Treasurer recommended to the BoG for approval of the following as presented:

- a. Budget Outlay of Rs 8,182.56 M for FY 2025-26.
- b. BUCM Islamabad Budget Outlay of Rs 744.74 M for FY 2025-26.
- c. Revised Pay Scales 2025 w.e.f 1st July 2025.
- d. Audit Report for FY 2023-24 as presented.


107. **Decisions.** The Board approved the following:

- a. Budget Outlay of Rs 8,182.56 M for FY 2025-26.
- b. BUCM Islamabad Budget Outlay of Rs 744.74 M for FY 2025-26.
- c. Revised Pay Scales 2025 w.e.f 1st July 2025 as presented, except PN personnel employed under rehabilitation for which the case for revision is processed separately by W & H Branch.
- d. Audit Report for FY 2023-24 as presented.

108. The point was dropped.

**Action: Treasurer
DWR**

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