

Minutes of the Meeting

(15th Meeting of the Internal Quality Assurance Cell (IQAC))

Meeting Title: Meeting of IQAC Members and Invitees

Date: 08-09-2026

Time: 11:00 AM

Venue: Board Room, The ICFAI University, Raipur / Online (Hybrid Mode)

Attendees:

IQAC CORE TEAM

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| 1. Prof. (Dr.) S D Pandey, Vice-Chancellor | Chairman |
| 2. Dr. Piyush Thakur | IQAC-Coordinator, Member Secretary |
| 3. Dr G.V.V.Jagannadha Rao | NAAC-Coordinator |

SPECIAL INVITEE

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| 1. Dr. Lathe Pillai | Group Advisor NAAC |
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INVITEE

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| 1. Dr. Pratik Kumar Jagtap | Coordinator PhD Cell |
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ALUMNI

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| 1. Mr. Bhanu Pratap Singh Moyal | Industry & Alumni |
| 2. Mr. Utkarsh Mishra | Industry & Alumni |

NAAC Attribute In-Charges

No. of Attribute	Attribute	In-charge
Attribute-1	Curricular	Dr.Palak Keswani
Attribute-2	Faculty Resources	Mr. Hemant Kumar Dewangan
Attribute-3	Infrastructure	Dr. Ambarish Ghosh
Attribute-4	Financial Resources & Management	Dr. Riya Goel
Attribute-5	Teaching and Learning	Dr. Ruchi Gupta
Attribute-6	Extended Curricular Engagements	Dr. Ruchi Pandey/Dr. Pratibha Barik
Attribute-7	Governance and Administration	Dr. Ritu Benjamin
Attribute-8	Student Outcomes	Dr. Shweta Dewangan/ Dr. Tarkeshwari Verma
Attribute-9	Research and Consultancy	Dr. Shrutika Tiwari
Attribute-10	Sustainability	Dr. Sindhu Nair

Absentees:

Dr. T. S. R. K. Rao, Dr. Animesh Kumar Sharma, Dr. P. D. Sharma, Mr. Shashank Sekhar Dayal, Mr. Dharmesh Yadav, and Mr. Pranay Patel, Mr. R K Shrivastav were granted leave of absence from the meeting due to other official commitments.

Agenda:

1. Review and Confirmation of Minutes of the 14th Meeting of IQAC, The ICFAI University, Raipur
2. Action taken report of the 14th Meeting of the IQAC
3. Review of the celebration of important days and events conducted as per Head Office directives.
4. Review and documentation of research publications contributed by faculty members since the previous IQAC Meeting.
5. Implementation of Institutional Development Plan (IDP) guidelines.
6. Attribute wise Progress from last IQAC Meeting

Welcome Note:

Prof. (Dr.) S. D. Pandey, IQAC Chairman, welcomed all members and appreciated the consistent efforts of the IQAC team in sustaining quality benchmarks. The IQAC Coordinator, Dr. Piyush Kumar Thakur, presented the agenda, following which the agenda items were taken up for discussion.

1. Confirmation of the minutes of the 14th Meeting

The minutes of the 14th Meeting of the Internal Quality Assurance Cell (IQAC) were placed before the members for their consideration. After review, all members confirmed and approved the minutes.

2. Action Taken Report

Dr. Piyush Thakur, IQAC Coordinator, presented the Action Taken Report (ATR) of the 14th IQAC Meeting. The member Dr. Latha Pillai reviewed the report and noted satisfactory progress on the points discussed previously.

3. Meeting Overview

The 15th Meeting of the Internal Quality Assurance Cell (IQAC) of The ICFAI University, Raipur, was held on 08 September 2026. The meeting was chaired by the Vice-Chancellor. The agenda papers were received in advance, and the reconstituted IQAC included representation from the stakeholder groups.

4. Review of Previous Action and Outcome-Based Education

The Action Taken Report of the 14th IQAC Meeting was presented and reviewed. Satisfactory progress was noted on the points discussed previously. The two-day workshop on Outcome-Based Education (OBE), conducted on 21–22 May 2026 with Prof. Sindhuja Menon of IFHE Hyderabad as keynote speaker, was noted as an important initiative. The 2025–26 Odd Semester course attainment activities were reported as completed. During implementation, the use of suitable digital tools and software for attainment calculations was also recommended.

5. Academic Development and Collaboration

- The University should establish and strengthen MoUs with reputed universities, research institutions and industry partners to promote joint research, internships, faculty and student exchange, collaborative projects, skill development and stronger industry–academia interaction.
- The suggestion regarding collaboration with IFHE Hyderabad and publication in quality Scopus- and ABDC-indexed journals, including suitable ICFAI Group in-house journals, was noted for improving research visibility and output.
- The increase in the number of NPTEL courses from 7 to 22 was appreciated as a positive development. However, it was suggested that the University should also monitor and document the percentage of students participating in NPTEL courses, the number of courses completed, and the number of certificates obtained. Further, efforts should be made to clearly

demonstrate how NPTEL learning is being academically integrated into the curriculum and teaching-learning process.

6. ERP, LMS and Academic Process Automation

- The meeting emphasized the need for comprehensive ERP implementation to improve academic and administrative efficiency. Priority areas include LMS activities, course planning and documentation, attendance management, examination processes, result processing and academic record maintenance.
- MoUs: Activities versus Outcomes. Three MoUs have been signed, but the activities mentioned are mainly quiz competitions and campus visits. The real test is whether these MoUs lead to joint research, faculty/student exchange, internships, projects, publications, consultancy or funded programmes. A MoU should not be considered an achievement merely because it has been signed; outcomes are important, including from a NAAC perspective.
- AI Strategy: The report identifies AI orientation as a minimum requirement. The members discussed the need to define the University's broader strategy for the adoption and effective use of Artificial Intelligence (AI).
- Integration of AI in Education: It was discussed whether AI initiatives should remain limited to orientation programmes or be progressively integrated into pedagogy, assessment practices, faculty development, and student learning practices.
- Faculty Capacity Building: The members emphasized the need for systematic training and capacity-building programmes for faculty members to effectively use AI tools while ensuring academic integrity, responsible use of technology, and a human-centred approach to education.

7. Student Engagement

- The members discussed the need to encourage and strengthen student participation in co-curricular, extracurricular, and community-oriented activities. It was suggested that the 15 planned co-curricular activities be redesigned to make them more experiential, community-oriented, and student-led, with greater emphasis on active student participation, practical engagement, teamwork, leadership, and real-world learning.
- The members were further informed that all activities planned for the upcoming semester should be implemented effectively as per the approved schedule. It was emphasized that the activities should be student-centric and experiential, and should provide meaningful opportunities for students to enhance their knowledge, skills, practical understanding, leadership abilities, and community engagement.
- The concerned departments/committees were advised to ensure proper planning, timely implementation, documentation, and assessment of the outcomes of these activities.

8. Institutional Development Plan & Academic and Administrative Audit (AAA)

The Institutional Development Plan (IDP) and Academic and Administrative Audit (AAA) were prepared in accordance with the UGC guidelines and Headquarters directives, using the institutional voice of The ICFAI University, Raipur. The work undertaken in the preparation and implementation of the IDP was highly appreciated by Dr. Latha Pillai and other members, who acknowledged and appreciated the efforts and work carried out under the IDP.

9. Research, Innovation and Faculty Development

- Fifteen research papers were published, including 10 in Scopus-indexed journals and 5 in ABDC-indexed or peer-reviewed journals. Why are there no significant initiatives to explore extramural funding, despite 14 faculty members submitting proposals for seed funding (internal). Dr. Latha Pillai suggested that research activities should be encouraged across all faculty members.
- Faculty interest in patent filing was appreciated. The Research and Development Cell was advised to provide support for taking filed patents towards grant and commercialization.
- Faculty participation in NPTEL courses was appreciated as an important measure for continuous learning, capacity building and enhancement of teaching competencies.
- Internal and Extramural Funding. The submission of 14 proposals for internal ICFAI funding is encouraging. However, this should be clearly distinguished from extramural funding. The University needs a systematic strategy to identify and pursue appropriate external funding opportunities from agencies such as UGC, AICTE, ANRF/DST, DBT, industry, CSR and other relevant sources.

10. Benchmark for Documentation of Attributes

It was suggested that the NAAC website should be visited regularly to remain updated with the latest guidelines, benchmarks, and documentation requirements. The University should ensure that the preparation and maintenance of documents are carried out in accordance with the benchmarks and quality parameters prescribed by NAAC.

The Vice-Chancellor further suggested that the outcomes under Attribute 10 should be aligned with the United Nations Sustainable Development Goals (UN-SDGs), and the activities undertaken by the University should clearly demonstrate their contribution towards the relevant SDGs.

11. Attribute-Wise Quality Improvement Suggestions

Attribute	Area	Key Suggestions / Points for Follow-up
Attribute 1	Curricular	The increase in the number of NPTEL courses from 7 to 22 was appreciated as a positive development. However, it was suggested that the University should also monitor and document the percentage of students participating in NPTEL courses, the

		number of courses completed, and the number of certificates obtained. Further, efforts should be made to clearly demonstrate how NPTEL learning is being academically integrated into the curriculum and teaching-learning process.
Attribute 2	Faculty Resources	Improve student-faculty ratio through student strength enhancement; update sanctioned faculty positions for 2026-27; encourage faculty without doctoral degrees to complete them.
Attribute 3	Infrastructure	Ensure regular updating and improvement of infrastructure.
Attribute 4	Financial Resources & Management	-
Attribute 5	Teaching & Learning	Effectively implement SIS; use Swadhyay for LMS/course-content management; collaborate with highly reputed institutions; remove 'CB' (Closed Book) from Continuous Evaluation nomenclature for 2024 batch onwards.
Attribute 6	Extended Curricular Engagements	It was suggested that the activities planned for the upcoming semester be implemented effectively as per the schedule. The activities should be student-centric, experiential, and designed to provide meaningful learning and enhance students' knowledge, skills, and practical understanding.
Attribute 7	Governance & Administration	The Institutional Development Plan (IDP) and Academic and Administrative Audit (AAA) were prepared in accordance with the UGC guidelines and Headquarters directives, using the institutional voice of The ICFAI University, Raipur. The work undertaken in the preparation and implementation of the IDP was highly appreciated by Dr. Lathe Pillai and other members.
Attribute 8	Student Outcomes	Strengthen alumni engagement through digital platforms; improve student participation and recognition; collect department-wise student achievement records; seek alumni support for internships, placements, mentoring, guest lectures and other institutional support.

Attribute 9	Research & Consultancy	Strengthen grant applications; prepare and regularly update a department-wise research-grant table, needs a systematic strategy to identify and pursue appropriate external funding opportunities from agencies such as UGC, AICTE, ANRF/DST, DBT, industry, CSR and other relevant sources.
Attribute 10	Sustainability Development	It was suggested that the University prepare a comprehensive UNSDG (United Nations Sustainable Development Goals) framework and implement appropriate initiatives aligned with the relevant SDGs to strengthen sustainability practices and improve achievement under Attribute 10.

12. Other Item

The 15th IQAC Meeting reflected progress in academic quality initiatives, faculty development, research support, academic process automation and institutional planning. At the same time, sustained attention is required to improve student enrollment, research output, student engagement, external funding, collaborations and the effectiveness of academic and administrative systems. The suggestions recorded in the Minutes of Meeting may be followed through department-wise and attribute-wise action plans with regular monitoring by IQAC.

A key area of concern identified during the review time, highlights serious challenges, including low student enrollment, very low PG admissions, concentration of research output among a few faculty members, limited meaningful initiatives for extramural research funding, financial constraints, and the need for stronger faculty preparation in assessment methodologies.

13. Suggested Activity → Output → Outcome → Impact Framework

Activity	Output	Outcome	Impact
OBE workshop	Faculty trained	CO-PO attainment implemented	Improved learning outcomes
FDP	Faculty attended	New pedagogies adopted	Better student learning
NPTEL	22 courses offered	Courses completed/certified	Enhanced learning and employability
Research proposals	Proposals submitted	Grants received	Stronger research culture
Co-curricular activities	Activities conducted	Students lead projects	Higher engagement and leadership

Meeting Adjournment

The meeting concluded at 1:20 PM with a vote of thanks. The IQAC Coordinator expressed appreciation for the IQAC for the active participation of all members.

14. Action Points Summary

S. No.	Action Item	Responsible Person(s)	Timeline
1	Prepare a five-year programme-wise student enrollment trend and define realistic enrollment targets for 2026–27, 2027–28 and 2028–29.	Admissions Cell & HoDs	30 September
2	Identify the reasons for low PG enrollment and prepare a specific corrective strategy covering admissions, outreach, and programme promotion and student conversion.	AMC & Admissions Cell	30 September
3	Develop measurable strategies for improving student retention, engagement and progression, with appropriate indicators for monitoring outcomes.	AMC & HoDs	30 September
4	Establish a mechanism to measure student engagement, including participation rates in co-curricular, extracurricular and community activities. Redesign the 15 co-curricular activities to make them experiential, community-oriented and student-led, with defined learning outcomes and measurable participation.	Dr. Ruchi Pandey & Club Coordinators	30 September
5	Review research productivity and report the publication-per-teacher figure, along with a three-year target for improving research output and wider faculty participation. Develop a strategy to improve the distribution of research productivity by encouraging more faculty members to undertake research, publish quality papers and collaborate on research projects. Establish a systematic mechanism for identifying extramural funding opportunities from UGC, AICTE, ANRF/DST, DBT, industry, CSR and other relevant agencies.	Dr. Animesh Sharma	30 September
6	Evaluate the outcomes of FDP participation by documenting changes in teaching practices,	Mr. Shashank Dayal & Mr. Hemant Dewangan	15 October

	pedagogical innovations and their impact on student learning.		
7	Organize specific faculty development programmes on examinations, evaluation, assessment methodologies and outcome-based assessment.	Dr. Jayant Issac	15 October
8	Develop a structured programme for AI-enabled teaching, learning and assessment, including responsible and ethical use of AI tools. Develop a comprehensive University AI Strategy covering pedagogy, assessment, faculty development, student learning and academic integrity. Prepare guidelines for responsible AI use, ensuring academic integrity, transparency, data privacy and a human-centred approach to education.	Dr. Ruchi Gupta & Dr. Kavita Sharma	30 September
9	Review NPTEL participation by documenting percentage of students participating, courses completed, and certificates obtained and academic integration of NPTEL learning.	Mr. Dillip Mishra	15 October
10	Review the effectiveness of existing MoUs and develop outcome-oriented collaborations leading to joint research, internships, projects, faculty/student exchange, publications, consultancy or funded programmes.	Dr. Animesh Sharma & Dr. Ruchi Gupta	15 October
11	Ensure that future IQAC reports follow the Activity → Output → Outcome → Impact framework rather than reporting activities alone.	IQAC, NAAC, All Attribute/Committee In-charges	Next IQAC meeting
12	Strengthen the Institutional Development Plan (IDP) as a strategic and actionable framework by defining KPIs, targets, timelines, outcomes and periodic review mechanisms.	Dr. Ritu Benjamin	15 October
13	Integrate measurable outcomes and impact indicators into the Academic and Administrative Audit (AAA) and use findings for institutional quality improvement.	Dr. Ritu Benjamin	15 October
14	Present a consolidated Action Taken Report (ATR) on the above points in the subsequent IQAC meeting, supported by documentary evidence and measurable outcomes.	IQAC Coordinator, Concerned In-charges	Next IQAC meeting

List of Attendees		
Name	Department	Signature
Dr Piyush Thakur	IQAC Coordinator	
Dr. G.V.V. Jagannadha Rao	NAAC Coordinator	
Dr. Shrutika Tiwari	FOSc	
Dr Palak Keshwani	FOET	
Dr. Tarakeswari Verma	FOSc	
Dr. Pratik Jagtap	FOSc	
Dr. Pratibha Barik	FMS	
Dr. Ambarish Ghosh	FMS	
Dr. Ruchi Gupta	FOC	
Dr. Ruchi Pandey	FOC	
Dr. Ritu Benjamin	FOAH	
Dr. Singhu Nair	FOAH	
Dr. Shweta Dewangan	FOC	


Prof. (Dr.) S D Pandey
Chairman