

TERMS OF REFERENCE (ToR)

Academic Committees

Institutional Curriculum Committee Members

Prof. Dr. Asma Rafi Chaudhry
BDS, FCPS, CHPE
Head Orthodontics Department
Rashid Latif Dental College, Lahore

Prof. Dr. Muhammad Sharif, MSc
BDS, MClin
Director, Clinic
Head of Department
Rashid Latif Dental College, Lahore

Prof. Dr. Abdul Muneed Zaigham
BDS, FCPS, CHPE
Vice-Principal
Head Prosthodontic Department
Rashid Latif Dental College, Lahore

Prof. Dr. Hanna Abdul Majied
BDS, FCPS, CHPE
Operative Dentistry, RLDC
Consultant Endodontist

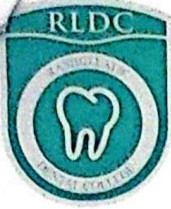
Approved by: ALL Members
Date of Approval: 19-12-2019
Last Revised: 04-03-2026

Prof. Dr. Muhammad Qasim Saeed
Principal
BDS, PhD
Rashid Latif Dental College, Lahore

Dr. Yusra Jamil Khatib
BDS (Post)
Asst. Lect.
Rashid Latif Dental College

Dr. Farid Manzar (BSc, FRCPS)
Professor
Oral & Maxillo Facial Surgery
Rashid Latif Dental College
ORS-16-18060

Prof. Dr. Farha Awaiz
BDS, MPhil, MSc # 20590
HOD, Community & Preventive
Dentistry, Rashid Latif Dental
College, Lahore
7/9/26



RASHID LATIF DENTAL COLLEGE

Mailing Address: 35-Km, Ferozpur Road, Lahore.
Tel: +92 49 2451091-97 | Cell: +92 0301-8722444 | 0335-4227444
Fax: +92 49 2451099, Website: www.rlmc.edu.pk

Ref No. RLDC/0049/26

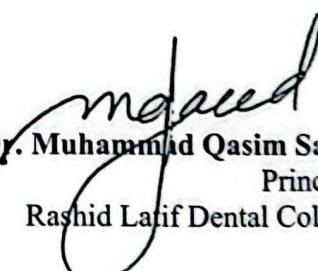
2nd Feb, 2026

Notification

Agenda: Nomination of members for RLDC Institutional Curriculum Committee Members

It is notified that following faculty is nominated as members of Institutional Curriculum Committee for Session 2025-26:

NAMES	DESIGNATION	DEPARTMENT
Prof. Dr. Muhammad Qasim Saeed	Principal RLDC (Chairperson)	Orthodontics
Members		
Prof. Dr. Mudassir Ali	Professor (Vice Principal RLMC)	Physiology
Prof. Abdul Mueed Zaigham	Professor (Vice Principal RLDC)	Prosthodontics
Prof. Muhammad Shairaz Sadiq	Professor (Clinical Director RLDC)	Oral Medicine
Prof. Dr. Ahsan Khan	Professor	General Surgery
Prof. Dr. Anjum Rasheed Butt	Professor	General Medicine
Prof. Dr. Hanna Abdul Majeed	Professor	Operative Dentistry
Prof. Dr. Asma Rafi	Professor	Orthodontics
Prof. Dr. Faiza Awais	Professor	Community Dentistry
Prof. Dr. Saadia Manzar	Professor	Oral Surgery
Prof. Dr. Bushra Adeel	Professor	General Pathology
Prof. Dr. Sumera Saghir	Professor	Biochemistry
Dr. Asifa Iqbal	Associate Prof	Oral Pathology
Dr. Yusra Jamil	Assistant Prof	Oral Biology
Dr. Sumbal Khalid	Assistant Prof	Physiology
Dr. Samra Sulaiman	Assistant Prof	Pharmacology
Dr. M Irfan	Assistant Prof	General Medicine
Dr. Afifa Waseem	Assistant Prof	Anatomy
Dr. Saadia Omer	Assistant Prof	Science of Dental Materials
Dr. Moez Ansari	Assistant Prof	Periodontology
Dr. Khadija tul kubra	Assistant Prof	Behavioral Sciences
Dr. Faiza Salman	Assistant Prof	Dept. of Dental Education
Mr. Faisal Ishaq	Student Affairs Assistant	Student Affairs
Mr. Rohail Ahmad Khan	Support Staff DME	DME
Mr. Muhammad Nadir Yousaf	Support Staff DME	DME
Student Representative of 1 st , 2 nd , 3 rd & Final Year BDS.		


Prof. Dr. Muhammad Qasim Saeed
Principal
Rashid Latif Dental College

ORGANOGRAM

Rashid Latif Dental College

BOARD OF GOVERNORS (BOG)

CEO

PRINCIPAL

VICE PRINCIPAL

ACADEMIC COUNCIL

DIRECTOR ADMINISTRATION

DIRECTOR CLINICS

DENTAL EDUCATION DEPARTMENT

BASIC DEPARTMENTS

CLINICAL SCIENCES DEPARTMENT

IDE DEPARTMENT RLNC+RLDC

MARKETING RLNC+RLDC

PROCUREMENT DEPARTMENT RLNC+RLDC

ADMISSION DEPARTMENT RLNC+RLDC

STUDENT AFFAIRS RLNC+RLDC

FINANCE DEPARTMENT RLNC+RLDC

IT DEPARTMENT RLNC+RLDC

FDP

SUPPORT SERVICES RLNC+RLDC

IBMS SYSTEM

MATERIAL MANAGEMENT TEAM

SUPPORT STAFF

STUDENT AFFAIRS

DENTAL STUDENT COUNCIL

STUDENT CLUBS

CURRICULUM COMMITTEE

CURRICULUM MANAGEMENT COMMITTEE

ASSESSMENT COMMITTEE RLNC+RLDC

PROGRAM EVALUATION COMMITTEE RLDC

RESEARCH COMMITTEE RLNC+RLDC

ANATOMY

PHYSIOLOGY

BIOCHEMISTRY

ORAL BIOLOGY

ORAL PATHOLOGY

DENTAL MATERIALS

PATHOLOGY

PHARMACOLOGY

COMMUNITY DENTISTRY

BEHAVIORAL SCIENCES

ORAL MEDICINE

GENERAL SURGERY

GENERAL MEDICINE

PERIODONTOLOGY

PROSTHODONTICS

ORTHODONTICS

ORAL & MAXILLOFACIAL SURGERY

OPERATIVE

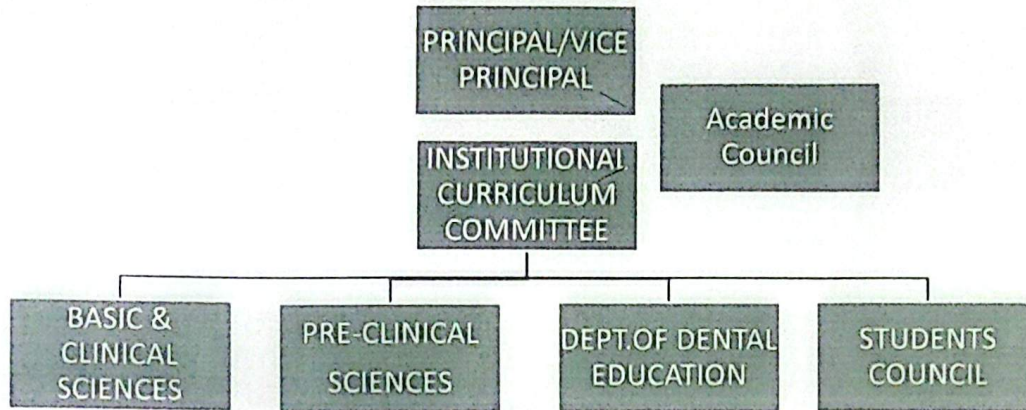
PEDIODONTICS

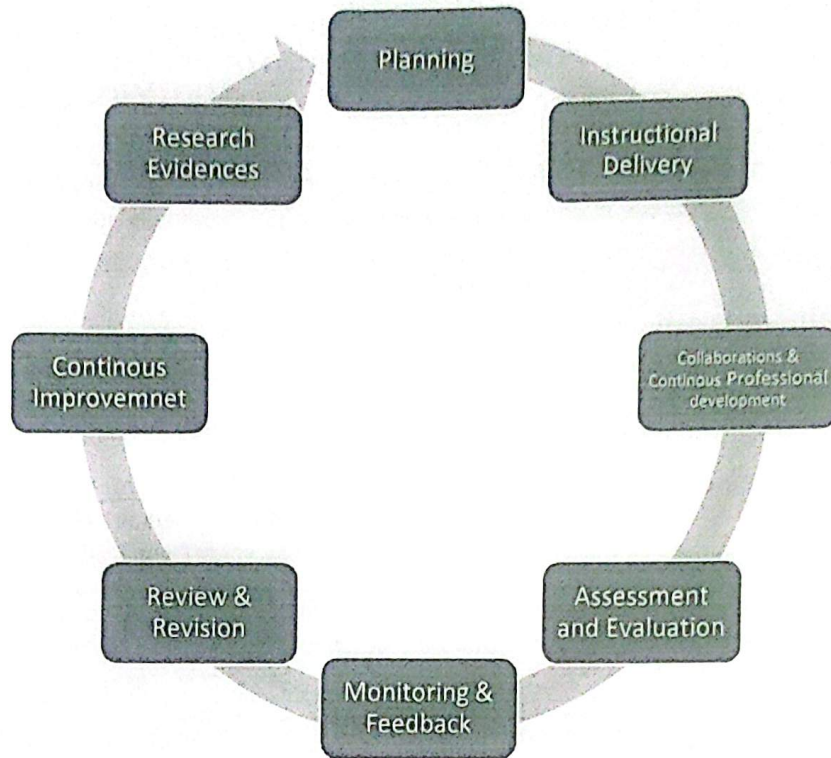
RADIOLOGY

DEPARTMENT of DENTAL EDUCATION



RASHID LATIF DENTAL COLLEGE





DELIVERY OF CURRICULUM

The academic period starts, marking the beginning of the curriculum delivery process.

Course Planning and Preparation: Faculty members collaborate to plan and prepare the curriculum for their respective courses.

Development of Teaching Materials: Faculty creates or updates teaching materials, including lectures, assignments, and other resources.

Faculty Training if Necessary: If there are new teaching methodologies, technologies, or updates in the curriculum, faculty members undergo training.

Block Begins

Course Delivery (Lectures, Labs, Workshops, etc.): Faculty delivers the planned curriculum through various teaching methods.

Student Assessment and Feedback: Continuous assessment of students' progress and feedback mechanisms are implemented to gauge the effectiveness of the curriculum.

Curriculum Review and Adjustment: Faculty and curriculum committees review the curriculum periodically, considering feedback, changes in educational standards, and emerging trends.

End of Block/module: The current semester concludes, and faculty members finalize grading and assessments.

Faculty Evaluation: Evaluation of faculty performance is conducted, taking into account teaching effectiveness, student feedback, and other relevant criteria.

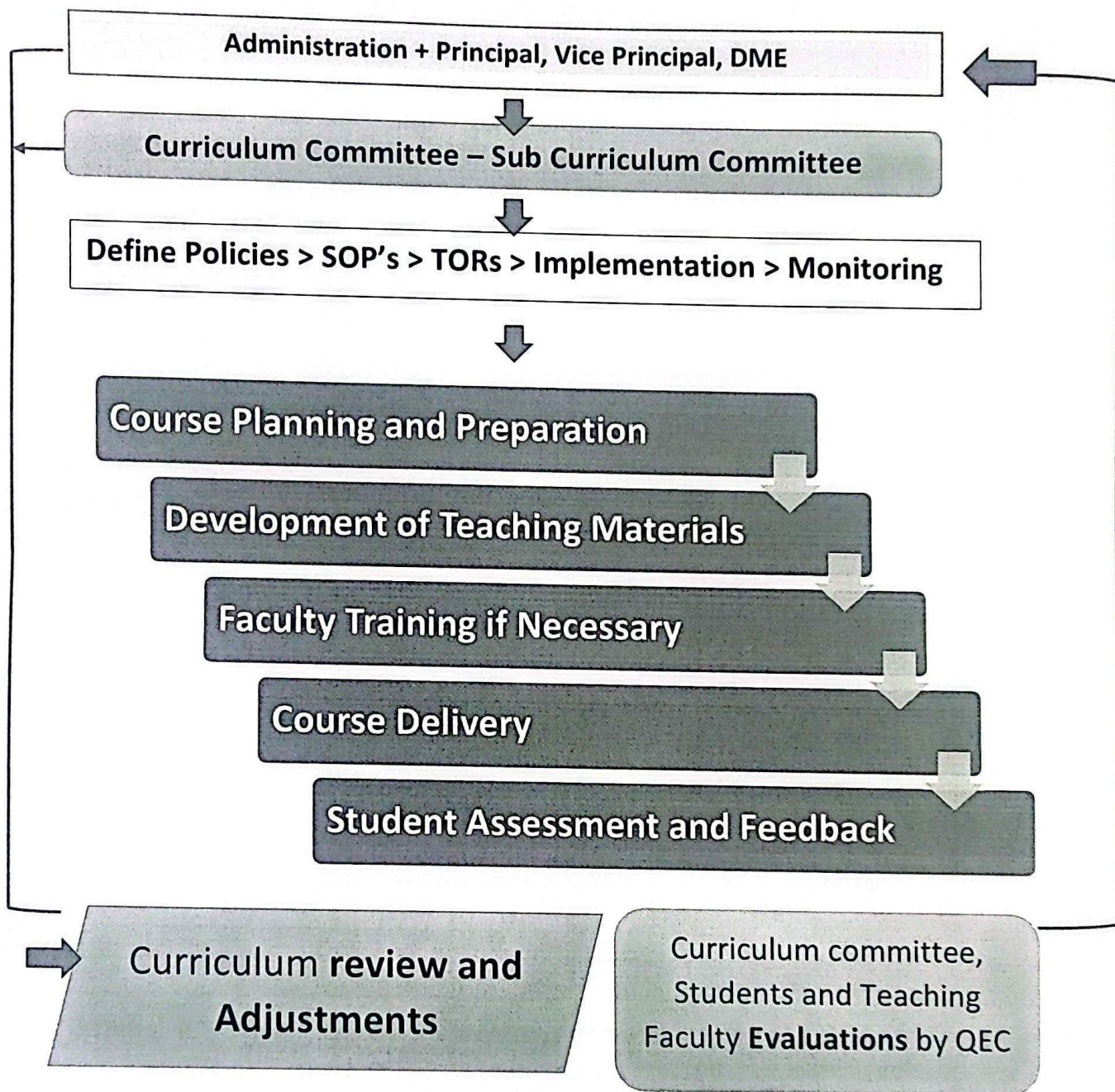
CURRICULUM COMMITTEE

Introduction: The Curriculum Committee of RLDC is dedicated to supporting faculty in organizing the undergraduate program, encompassing educational content, program management, and assessment.

Objectives
Curriculum Planning: Develop and implement the curriculum for the five-year MBBS program at the institutional level, aligning with PMDC and UHS guidelines.
Teaching Methodologies: Specify appropriate teaching methodologies to achieve desired educational outcomes.
Timetable and Academic Calendar: Prepare timetables, academic calendars, and planners in coordination with the Time Table Committee.
Assessment Process: Establish and review the process for formative and summative assessments of all subjects using various assessment tools, in coordination with the Assessment Committee and Examination Department.
Problem Resolution: Communicate, discuss, and resolve challenges related to curriculum implementation and delivery.
Curriculum Review: Regularly review the curriculum to ensure educational and institutional outcomes are achieved.
Continuous Improvement: Evaluate the program throughout the year for continuous improvement based on feedback reports.
Recommendations: Provide suggestions regarding curriculum enhancements to the Principal for further discussion in the Academic Council.



TERMS OF REFERENCE:
Institutional Curriculum Committee (RLDC)



Objectives
Curriculum Planning: Develop and implement the curriculum for the five-year MBBS program at the institutional level, aligning with PMDC and UHS guidelines.
Teaching Methodologies: Specify appropriate teaching methodologies to achieve desired educational outcomes.
Timetable and Academic Calendar: Prepare timetables, academic calendars, and planners in coordination with the Time Table Committee.
Assessment Process: Establish and review the process for formative and summative assessments of all subjects using various assessment tools, in coordination with the Assessment Committee and Examination Department.
Problem Resolution: Communicate, discuss, and resolve challenges related to curriculum implementation and delivery.
Curriculum Review: Regularly review the curriculum to ensure educational and institutional outcomes are achieved.
Continuous Improvement: Evaluate the program throughout the year for continuous improvement based on feedback reports.
Recommendations: Provide suggestions regarding curriculum enhancements to the Principal for further discussion in the Academic Council.

ROLES AND RESPONSIBILITIES

Chairperson-PRINCIPAL	Supervise the overall performance of the committee.
Convener-HOD OF ALL MEMBER DEPT.	Ensure smooth implementation and execution of the curriculum in basic and clinical sciences respectively.
STUDENTS	Receives and disseminates the information as needed

Terms of Reference (TORs) or Standard Operating Procedures (SOPs) for Curriculum Committee:

- Develop and implement the curriculum for the BDS program.
- Align curriculum with guidelines from relevant regulatory bodies (e.g., PMDC, UHS).

- Specify teaching methodologies to achieve educational objectives.
- Prepare timetables and academic calendars in coordination with the Time Table Committee.
- Establish assessment processes and tools for formative and summative evaluations.
- Review and revise curriculum periodically to ensure relevance and effectiveness.
- Address challenges related to curriculum implementation and delivery.
- Evaluate program performance based on feedback and data analysis.
- Recommend curriculum enhancements to the Principal for Academic Council discussion.
- Ensure documentation of meeting minutes and procedural formalities.
- Disseminate meeting minutes within specified timelines.
- Collaborate with relevant departments and stakeholders as needed.

WORKING OF CURRICULUM COMMITTEE

Timeline	Activity	Responsible Person	Responsibility
January	Review previous year's curriculum outcomes	Convener	Assess effectiveness and identify areas for improvement
February	Schedule meeting for curriculum planning	Chairperson	Call for a meeting
February	Curriculum planning meeting	Chairperson	Chair the meeting, discuss curriculum revisions and teaching methodologies
February	Disseminate meeting minutes	Secretary	Share minutes within 5 days of the meeting
March	Finalize curriculum revisions	Convener	Ensure alignment with PMDC and UHS guidelines
April	Plan timetables and academic calendars	Convener & Time Table Committee	Coordinate with Time Table Committee to finalize schedules
May	Coordinate with assessment committee	Convener & Assessment Committee	Establish assessment processes and tools
June	Conduct mid-year curriculum review	Chairperson & Convener	Evaluate progress and address any challenges in curriculum implementation
July	Recommend curriculum suggestions	Chairperson	Present recommendations to the Principal for discussion in the Academic Council
August	Mid-term curriculum evaluation	Chairperson & Convener	Review curriculum outcomes and make adjustments as needed
September	Review feedback reports for improvement	Convener	Assess feedback from faculty and students for continuous improvement

October	Finalize end-of-year curriculum assessment	Convener & Assessment Committee	Coordinate with assessment committee for summative assessments
November	Curriculum review meeting	Chairperson	Chair the meeting to review curriculum outcomes and plan for the next academic year
November	Disseminate meeting minutes	Secretary	Share minutes within 5 days of the meeting
December	Prepare for upcoming academic year	Convener & Chairperson	Plan curriculum implementation, teaching methodologies, and assessment strategies for the next academic year

These TORs guide the Curriculum Committee in effectively planning, implementing, and assessing the undergraduate program to ensure alignment with educational standards and institutional objectives.

Curriculum Planning, Implementation, Evaluation, and Continuous Improvement

1. The Curriculum Committee provides oversight of the full cycle of curriculum governance for the UHS-prescribed curriculum. Its mandate includes coordinating curriculum planning, monitoring implementation, reviewing evaluation activities, and ensuring continuous quality improvement. Although implementation and evaluation are carried out by designated subcommittees, the Curriculum Committee maintains coherence, alignment, and achievement of the educational outcomes prescribed by PM&DC, HEC, and the University of Health Sciences (UHS).
2. **Curriculum Planning:** The Curriculum Committee is responsible for planning the effective institutional delivery of the UHS curriculum. Key responsibilities include:
 - Reviewing and updating institutional curriculum goals, outcomes, and content.
 - Ensuring vertical and horizontal integration of basic and clinical sciences across the academic years.
 - Approving curriculum maps, Tables of Specifications (TOS), course synopses, and instructional strategies.
 - Ensuring compliance with relevant regulatory standards and alignment with the institutional mission.
 - Forwarding major curricular proposals to the Academic Council or UHS for approval.
3. **Curriculum Implementation:** Implementation of the UHS curriculum is carried out by the Curriculum Management Committee. The Curriculum Committee provides oversight by:
 - Reviewing monthly implementation reports submitted by Curriculum Management Committee.
 - Ensuring that the delivered curriculum aligns with approved TOS, synopsis, curriculum maps, and timelines.
 - Monitoring how student, faculty, and department requests for adjustments are handled by the Curriculum Management Committee.
 - Ensuring that implementation challenges requiring policy decisions are escalated to the Curriculum Committee.

4. **Curriculum Evaluation:** Evaluation of the curriculum is carried out by the Assessment Committee and Program Evaluation Committee (PEC). The Curriculum Committee ensures:

- Review of Assessment Committee summaries regarding student performance, weak/very weak students, assessment quality, and exam analysis.
- Review of PEC reports based on:
 - student feedback
 - faculty feedback
 - QA Cell inputs
 - community-based learning reports
 - feedback from assessment tools (MCQs, SEQs, OSCE/OSPE)
 - alignment with updated regulatory syllabi
- Identification of gaps in curriculum structure, delivery, or assessment.

5. **Continuous Quality Improvement:** The Curriculum Committee integrates findings from Curriculum Management Committee, Assessment Committee, and Program Evaluation Committee to:

- Recommend evidence-based curriculum improvements which further improves educational delivery of UHS curriculum.
- Oversee the implementation of approved changes through the Department of Dental Education and Curriculum Management Committee.
- Document changes, track their effect, and ensure a sustainable improvement cycle.

6. Through this coherent system, the Curriculum Committee ensures that curriculum planning, implementation, evaluation, and improvement remain aligned with expected educational outcomes and quality standards.

7. **Curriculum Innovation:** The Curriculum Committee is also responsible for the planning, implementation, and evaluation of innovations in the curriculum. These innovations aim to enrich the learning experience while maintaining the curriculum structure, outcomes, and content prescribed by UHS. This includes

- Identifying emerging educational trends and best practices.
- Piloting new instructional and assessment methods.
- Monitoring the effectiveness of innovations through structured feedback and assessment data.
- Integrating successful innovations into routine teaching and assessment practices.
- Ensuring that all innovations support the achievement of intended learning outcomes.

Introduction and Mandate:

The Institutional Curriculum Committee is a standing committee of the Academic Council. Its constituent members include RLDC faculty and student representatives. It is responsible for ensuring curricular development, implementation, and review, followed by subsequent integration of feedback consistent with the guidelines provided by UHS and PMDC. It ensures that the program is aligned with the college's mission and vision statement per relevant accreditation standards.

It is responsible for designing, managing, integrating, evaluating, and continually improving the curriculum.

The Chair of the Curriculum Committee will report its decisions and recommendations regularly to the Principal of RLDC

Membership of The Curriculum Committee:

- 1) Chair of the committee
- 2) Members of the committee
- 3) Dept. of Dental Education
- 4) Student representatives, two from each class

Chair of the Institutional Curriculum Committee:

- Supervise the Curricular implementation.
- Preside over regular Institutional Curriculum Committee (ICC) meetings, maintain its record and minutes of the meeting
- Communicate and discuss any issues related to curriculum planning, implementation & delivery with the Principal of RLDC.
- Communicate feedback on all the issues related to implementing and delivering the curriculum provided at the meetings.
- Direct the Basic, Preclinical, & Clinical Coordinators to review their curricula with the respective HODs and Module/Block chairpersons for each Module/Block
- Make recommendations to the Academic Council on matters relating to Curriculum across all four years of the BDS program after approval from the members.

Members of the committees:

- Keep the head of the Institutional Curriculum Committee (ICC) informed about the Curriculum progress for their respective years.
- Designate and supervise the module/block in charge of each module/block to ensure that the module/block structure and implementation follow the guidelines provided by the UHS and Pakistan Medical Commission.
- Hold regular meetings to ensure curriculum delivery follows the plan.
- Monitor the functioning of the respective Module/Block committees as and when required.
- Ensure the Module/Block curriculum is properly implemented through appropriate teaching methodologies, assessments, and timely feedback.

Student Representative

- Attend meetings of ICC and block committees.
- Actively participate in affairs related to curricular planning and implementation.
- Submit suggestions regarding content and delivery of different subjects.
- Provide feedback regarding academics.

Working Functions of the Curriculum Committee members

- Be an active member of the committee.
- Develop, maintain, and evaluate a curriculum that reflects current medical knowledge and practice and is consistent with meeting WFME & PMC standards.
- Review and modify the goals and objectives for the curriculum with particular emphasis on ensuring that the goals and objectives are linked to desired outcome measures.

- Establish a logical sequencing of the curriculum and curriculum content coordinated and integrated within and across the academic study period.
- Formulate the annual academic calendar and timetables along with the assessment plans and modify them if needed in line with university modifications.

Meetings of ICC

ICC meeting will be held on the date and time decided by the Chair and members. In an emergency, a meeting may be called by the competent authority at any time. The call letter for the meeting will be issued by the Dept. of Dental Education.

The Curriculum Committee is chaired by the Principal of the Dental College and includes all Heads of Departments (HODs). It ensures multidisciplinary representation from Clinical Sciences, Basic Sciences, Behavioural Sciences, and the Department of Medical & Dental Education. Student representation is included through class representatives from each academic year.

Other Stakeholders: The chairperson can invite any person to the meeting of the curriculum committee to increase the efficiency of the committee. Other members of the faculty are also encouraged to give their feedback, and the following members of the faculty may be invited to attend the meeting as a part of the Curriculum Committee

1. HOD Quality Assurance Cell
2. HOD Student Affairs Dept
3. HOD Administration & Coordination
4. HOD Human Resources

The composition of the Curriculum Committee is reviewed and updated annually during the Academic Council Meeting. Revisions are made to accommodate changes in faculty appointments, including the departure of existing members and the induction of newly appointed faculty.

C) OPERATIONAL ARRANGEMENTS

1	Term of Office:	The term of office of the curriculum committee members, other than ex officio members, shall be three years.
2	Schedule of Meetings:	The Curriculum Committee meets every before and after completion of every block or term. Additional meetings are scheduled as necessary. The Committee of Curriculum Committee shall hold its meetings at least twice a year.
3	Academic Body of the Institution:	The Curriculum Committee shall be responsible for regulating all academic matters and making recommendations, preparing the department's strategic plan, and performing other functions as may be prescribed by the Rules and Regulations from time to time.
4	Amendments:	The Academic Council may make, repeal, or amend rules governing the establishment and operation of the Curriculum Committee.
5	Quorum:	A quorum is half of the voting committee. A quorum of 50% of members will be required for a meeting. If a quorum is not present, no business shall be carried out. A meeting that has not reached a quorum 15 minutes later than the published starting time shall be abandoned. The Curriculum Committee may meet without a quorum for the purposes of discussion.
6	Notice and Agenda of the Meeting:	The agenda points relating to a meeting shall be circulated to members in time to reach them no fewer than seven working days before the meeting.
7	Duration of the Meeting:	a. The time and duration of the meeting are decided according to the agenda points. The normal duration of a Committee meeting shall not exceed four hours.
8	Discussion	In the interest of time and efficient decision-making, agenda items are discussed only by committee members and the presenting parties. Visiting members of the college community may not participate unless invited by the Chair.
9	Voting Procedure	Decisions are made by majority vote after establishing a quorum. Voting is conducted by a show of hands, voice vote, or ballot as requested.
10	Order of Business	The following order of business shall be carried out: 1. Roll Call 2. Approval of minutes of previous meeting 3. Review of the agenda 4. Review of Status Report 5. Public Comments 6. Unfinished tasks 7. New decisions and recommendations 8. Announcements

		9. Adjournment
11	Confidentiality:	All agendas, reports, and other documents, and all proceedings of and discussions at committees shall be treated as confidential unless and until disclosed in the legitimate program of business.
12	Declaration of Interest:	Any member of the Curriculum Committee who has an interest in any business being considered shall disclose to the Committee the fact of the interest, and its nature and shall, if the Committee decides, take no part in the deliberation or decision of the Committee relating to that business.
13	Renewal of Terms of Reference	The terms of reference will be reviewed annually

D) STANDARD OPERATING PROCEDURES

The Standard Operating Procedures are illustrated in the flowchart below

E) PROCESS OF THE MEETING

8. Agendas –

1. Agendas are set and published three- five days before the committee meeting.
2. The DME, in consultation with the Chairman, will prepare an agenda for each meeting of the Curriculum Committee members.
3. Items are submitted in writing to the Committee Chair seven days before the committee meeting.
4. The Committee Chair reviews all agenda items and determines if they are within the scope of the committee's authority.
5. If the item is not to be included on the committee agenda, the Committee Chair returns the request to the originator with the reason for not including the item.

9. Minutes of the Meeting, Circulation and the Duties of the Secretary/Minute taker - The secretary for the Curriculum Committee is the Assistant Professor from the Department of Dental Education, is not a member of the committee and may not participate in the discussion of the agenda and perform duties as:

1. Receives items and prepares the agenda in consultation with the chair
2. Prepares and distributes agenda points prior to the meeting
3. Records the minutes during the meeting, prepares and circulates the minutes.
4. The minutes of each meeting will be circulated to the members for approval prior to the next meeting or forwarded to the academic council (if required).
5. Distributes the paperwork, planners, timetables and approved curriculum changes for course and program changes to the members and the relevant departments.
6. Maintain record keeping of the committee's printed documents and reports in appropriate folders.
7. The Curriculum Committee maintains an ongoing record of its meetings, both in electronic and hard copy form, on file in the DME Office. The Committee prepares and distributes a year-to-date report twice annually.

8. Prepares and distributes academic year-end reports of the committee's activities

Minutes are to be recorded as per specimen at **Annex-B**.

10. **Functions of the Committee**

1. The Curriculum Committee utilizes varied and appropriate forms of communication to keep the college community informed of its work.
2. At each meeting, there will be a standard agenda consisting of:
 - a. Brief updates of activities, including identification of emerging issues
 - b. Feedback from stakeholders.
 - c. Update on Projects
 - d. Member's Feedback
 - e. Future Planning
3. The Committee keeps an up-to-date binder of committee documents in the office of the Department of Medical Education.
4. Committee meeting minutes and year-to-date reports are posted in the Public Folders.
5. The Chair gives Committee updates at the Academic Council Meetings and Executive Committee Meetings.

F) OUTCOMES OF MEETING

11. Minutes will include an action list or recommendation (forwarded to the academic council).
12. Reports regarding the implementation of decisions and/or actions which proceed from Curriculum Committees' meetings are brought to future meetings by the staff member(s) to whom responsibility for the decision and/or action was assigned at the relevant meeting.
13. If such a decision and/or action are within the scope of the curriculum committee's duties and responsibilities, the curriculum committee evaluates the report tabled by the staff member, and its outcomes are either accepted or further action is recommended.
14. If such a decision and/or action are outside the scope of the duties and responsibilities of the Curriculum Committee, it is referred to the Academic Council.

Annexure – A : Notice and Meeting Agenda

Dated: _____

**CALL FOR MEETING OF CURRICULUM COMMITTEE
MEETING # _____**

All respected members of the Curriculum Committee, are hereby informed that 1st Meeting of Curriculum Committee shall be held on _____ at _____ sharp in _____.

All Honorable members are requested to make it convenient to attend.

1. Prof. _____ (Clinical Sciences)
2. Prof. _____ (Basic Sciences)
3. Prof. _____ (Medical Education)
4. Prof. _____ (Community Medicine)
5. Prof. (Psychiatry/Beh. Sciences)
6. Student _____

The agenda of the meeting is given hereunder.

Agenda of the Meeting

1. _____
2. _____
3. _____
4. _____
5. _____

COPY TO: