

UNIVERSITY OF SARGODHA, SARGODHA

Copy of Paragraph / item(s) No. 31 of the minutes of 2/2020 meeting of the Syndicate held on 28.12.2020 in the Committee Room, University of Sargodha:

Item No.31 Consideration of IPEs compliance implementation report for Syndicate approval and onward submission to HEC

The Secretary briefed the House on the compliance implementation report prepared by the Institutional Performance Evaluation Committee (IPE) of the University, in the light of report received on 29.07.2020 by the HEC panel for Institutional Performance Evaluation, which visited the University on 18-20.02.2020.


After discussion, the Syndicate approved the Compliance Implementation Plan (CIP) prepared by the Institutional Performance Evaluation Committee (IPE) of the University for onward submission to the HEC, Islamabad (Annexure-I).

Endst. No.UOS/Acad/Syndicate/2-2020/66

Dated: 18.01.2021

Copy / extract of the above quoted minutes forwarded to the Director (QEC), University of Sargodha for information and further necessary action.

Note: The actions taken may kindly be reported for information of the Syndicate.


(Muhammad Farooq)
Deputy Registrar (Acad)


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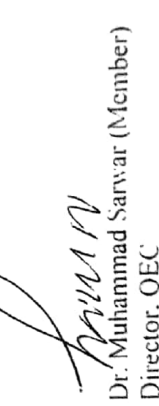
Compliance Implementation Plan (CIP) for IPE

General observations (May include very strongpoint to be quoted as "Best Practice")			
Activities (Recommendations)	Proposed Action	Responsible Office	Deadline
1. It was felt by the IPE committee that there was a general lack of understanding amongst the University personnel about the University Vision and Mission, thus there was no broad alignment of the University policies, planning and processes. In addition, there has been no revision in the Vision and Mission since 2013. However, the general direction of the University is towards research and teaching as well as exploring new avenues of innovation.	Revision of Vision and Mission	Registrar Office	
2. It was also felt that there was less awareness about University rules and regulations at the administrative and faculty levels than what is optimally required for effective governance of the University.	Rules and regulations should be available on university website	Registrar office / WDC	
3. In addition, most of the substantive posts were being occupied by personnel working on acting or dual charge and permanent appointments were being occupied by personnel working on acting or including Registrar, Treasurer, Director QEC, Director ORIC, Project Director, and Director II. This anomaly existed primarily because of a lack of support from PHEC, HED Punjab and other higher appointing bodies.	Appointments of permanent staff after availability of approved statutes by the competent authority	Registrar Office	
4. The yearly budget of UOS reflected a surplus amount which was being separately maintained in a bank account without any plan of its utilization pool of excess Funds mandate the establishment of a University endowment fund where all excess funds could be transferred for further utilization for the benefit of the University.	Utilization of endowment fund for the benefits of the faculty / staff of the university	Treasurer Office	
5. The pension fund of the University has Rs. 1300 million, which is a healthy figure. Such significant pension fund warrants actuarial studies to determine that how much funds are needed at present as well as the anticipated requirements for the future so that allocation for the funds can be made on a realistic basis.	To conduct the Actuarial study of pension	Treasurer Office	

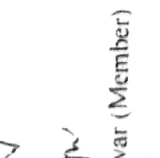

Dr. Muhammad Afzal (Convener)
Dean, Faculty of Agriculture

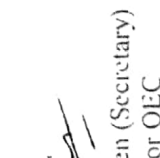

Registrar of his nominee (Member)


Treasurer of his nominee (Member)
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Dr. Masood Sarwar Awan (Member)
Director, ACAD

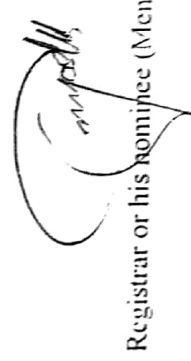

Dr. Farooq Anwar (Member)
Director, ORIC


Dr. Shaibza Mubeen (Secretary)
Additional Director QEC

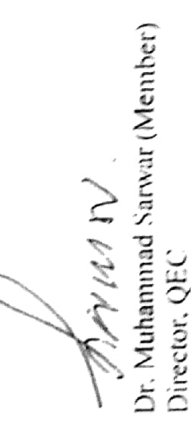
Activities (Recommendations)	Proposed Action	Responsible Office	Deadline
6. Although some dispersed efforts for the faculty development were observed but UOS lacked a structured program at the university level.	Fund should be allocated for the faculty development programs	Registrar / Treasurer Office	
7. It was also found that the principal of the college of engineering was holding the charge of Project Director (PD) for the upgradation of facilities of the Engineering faculty, as per the relevant government rules it is essential that the position of PD should not be left on additional charge and rather a regular PD should be appointed on the highest priority to comply with rules as well as to avert any adverse audit Para in future.	In approved PCET, the Principal / UOET is the Project Director (PD)	Registrar Office	
8. For the two development projects under implementation at the university we did not find existence of a Project Management Unit (PMU), which should have been a compulsory requirement for the smooth execution, monitoring and evaluation of the projects.	Establishment of Project Management Unit (PMU)	Registrar Office	
9. The Dissertation research work done at the Medical College is being submitted to College of Physician and Surgeons of Pakistan (CSP) and University of Health Sciences (UHS) for approval before being implemented, however, no evidence of the university being aware of the work going on at the Medical College or even approval of advanced studies and research board (AS & RB) was found to have been obtained for any of the work conducted there.	The research work should be sent to AS & RB	Principal of SMC & ACAD branch	
10. With the exception of a few programs, we did not find any of the existing programs being offered in the University, to be aligned with the regional needs of the University's locality.	Analysis of all programs with reference to local needs is required. For that purpose, it is also proposed that Govt. / Private officers of relevant departments should be co-opted as member of relevant bodies	Principal of SMC / Principal of Agriculture College & QEC / ACAD / ORIC Office	

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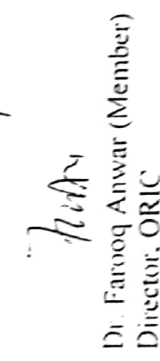

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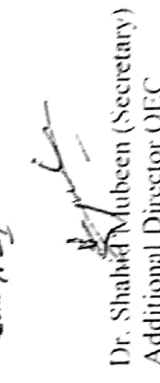

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Areas of Concern (May include areas where generally improvement is required)		Proposed Action	Responsible Office	Deadline
Academics				
	Activities (Recommendations)			
1.	The last revision in the university statutes was carried out during 2006. In the last 14 years the same statutes are being observed, while during the same period the educational environment has radically changed. Thus, it is essential that the University processes, statutes, rules and regulations are urgently reviewed, particularly to tune them to the requirements of Knowledge Based initiatives currently under way, as well as to deal with challenges of the 4 th Industrial revolution.	Revised statutes by the Syndicate are submitted for approval of the Chancellor	Registrar / ORIC Office	
2.	An internal financial support program to sponsor the research activities of the faculty and the graduate students is lacking. With diminishing external research funds, it is felt that all the gains made by the University in the last few years will be lost if proper research funding mechanisms are not put in place.	Research support funds for faculty and students	ORIC / Treasurer Office	
3.	In order to improve teaching of the faculty we did not find a peer review mechanism of classroom teaching, without which it is very difficult to assess and improve this most important function of the university.	Peer review mechanism is in practice in the form of QEC Task Force	QEC Office	
4.	Faculty awareness about the process to introduce new courses and revision of existing curriculum needs improvement, with significant involvement of junior faculty members in order for continuity of the process and fresh thinking minds perspective.	Already in vogue	Registrar Office	
5.	Involvement of research students (MPhil/PhD) in funded research projects of faculty members should be encouraged to support and train the students.	Already in vogue	QEC / ORIC Office	
6.	Class course monitoring mechanism and content delivery oversight does not exist at the MPhil and PhD levels.	Postgraduate Program Committee may monitor MPhil/PhD matters	QEC Office	
7.	Alumni and employer survey should be conducted regularly; and their feedback should be presented in Board of Studies for revision of curriculum and addition of new courses.	Alumni and employer feedback survey	CDC, Departments, and Alumni Office	

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Research, Innovation and Commercialization		
Activities (Recommendations)	Proposed Action	Responsible Office
1. The involvement of Office of Research, Innovation and Commercialization (ORIC) in the dispensation of the 15% overhead funds was found to be negligible. These funds are in fact being pooled under the lead of a university research fund, but we could not observe any significant expenditure from this research fund in improving the research, innovation and teaching output of the university.	15 % overhead fund utilization should be at the disposal of ORIC	ORIC / Treasurer Office
2. It was observed that the University's policy of commercialization is not friendly towards the Principal Investigators (P.I.), particularly since the distribution of income is not in favor of the P.I. which seems to create a hurdle in further improving the innovation mission of the University.	Review the incentives of Principal Investigator (PI) of existing policy	ORIC / Treasurer Office
3. We did not observe a structured program/policy for the interaction of faculty members with the local industry thus leading to a disconnect of the University with the local industry needs.	The members from chamber of commerce may be co-opted for BoS in departments	ORIC Office
Administrative and Financial Management		
1. Five (05) Faculties are working without an academic head including the Faculties of Arts Social Sciences, Humanities Engineering Technology and Computer Science & Information Technology, since no dean has recently been appointed. This will create serious problems implementing procedures to ensure teaching and research quality as well as faculty evaluation.	The case for the appointment of Deans has already been sent to HFD.	Registrar office
2. Planning and Development (P&D), and Project Directorate Works are working as two separate units, which would have been more effective if it existed as a single unit and the civil and other development work was directly monitored by the VC through a campus works committee. No Civil Engineer was found to have been appointed against a regular position at the P&D Department.	Establishment of Project Management Unit (PMU)	Registrar office in consultation with P & D and PD Works

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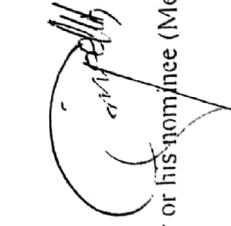
Proposed Action	Responsible Office	Deadline
Placement of HEC university strengthening project funds may be in an assignment account	Treasurer Office	
Oversight mechanism for PD Works should be established by PMU	Treasurer office in consultation with P&D and PD works	
Institutional internal audit unit	Treasurer Office	
External consultant may be involved for oversight	Treasurer office / PD Works	
Environmental studies	PD Works	
External structural integrity for old buildings	Treasurer office / PD Works	
Review of departmental budgetary needs of allocation of funds and financial independence at department level	HR / QEC / ACAD / Treasurer Office	

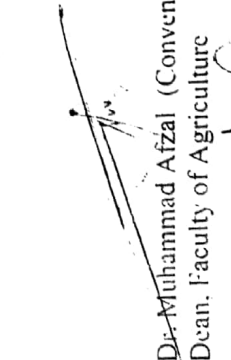
Activities (Recommendations)

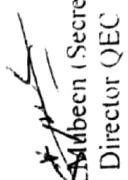
- The funds being disbursed by the HEC under its University Strengthening Project have not been placed in an Assignment Account, but instead are kept in a regular Bank Account which is against the relevant government rules and regulations, which will potentially result in a Audit Para in the future.
- It was observed that the bills approved by the PD works were directly sent to the treasurer for payment without any oversight mechanism.
- In the finance department at pre-audit unit was found to exist in the University, however, we did not observe any internal audit unit, which is a requirement of the GoP.
- A number of in-house construction projects have been carried out on the campus without the involvement of an external consultant/architect; this may create issues for structural credibility.
- In case of all the developmental activities, no environmental studies were conducted for any of the project initiated, which may pose serious concerns as the University sits at a prime location in the middle of the city.
- Some of the buildings in the University are old and need to be properly surveyed in order to determine their structural integrity, we observed that the PD Works was doing this assessment rather than an Independent and external evaluator for an impartial assessment.
- Although a mechanism to determine the individual budgetary needs of the Academic Departments exists, but no evidence of freedom to use these funds by the Department was there as per needs for the development and addressing their academic goals.

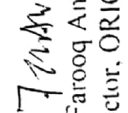

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Human Resource		Proposed Action	Responsible Office	Deadline
Activities (Recommendations)			Registrar / ACAD / QEC Office / IIR branch	
1.	The University was found to lack any policy mechanism for the continued professional development of the faculty and staff.	Policy Mechanism for professional development of faculty and staff	Registrar office	
2.	A grievance policy and committee were found to exist at the University, but they were not operationalized, thus no mechanism of addressing the concerns and genuine problems of the faculty staff and students was seen in practice.	Grievance Redressal Committee	Registrar office	
3.	Hiring of visiting faculty was routinely being done without any advertisement or a competitive process, which should be strongly discouraged.	The hiring of visiting faculty is already through advertisement and competitive process	Registrar Office / HoDs	
4.	The committee did not find the existence of any Conflict of Interest Policy, which might be problematic for the University in case such an issue arises.	Conflict of interest policy	Registrar office	
5.	The university lacked a clear policy containing criteria for the evaluation of the faculty by National and International Experts. A clearly defined policy with assessment parameters and a scoring matrix should be developed by the University.	List already developed	Registrar office	
6.	No mechanism was found to measure the employee job satisfaction in addition to the absence of KPIs of the personnel it was felt that an objective assessment of their performance could not be effectively made.	Mechanism to measure the employee job satisfaction	Registrar office	

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Recommendations (Action to be taken to RE-CERTIFY for improvement)		Proposed Action	Responsible Office	Deadline
Research Environment				
Activities (Recommendations)				
1.	The ratio of research publications in ISI and non-ISI journals is almost equal. It is recommended that the publication in ISI journals should be preferred in future, which could be easily done by improvement of the research work and bringing it to an acceptable level for publication in ISI Journals.	Publications in ISI Journals; No incentive for Non ISI journals	ORIC Office	
2.	Some of the laboratories are poorly equipped where the availability of general equipment for experimentation and research was lacking in addition, maintenance and repair of available equipment is sorely needed	Availability of general equipment and maintenance of laboratories	Academic Departments	
3.	Since the faculty members seem to be productive, therefore they should be encouraged to join the TTS In this regard, awareness through interactive seminars should be conducted to get maximum benefit from the TTS scheme.	Awareness of TTS scheme and clear policy regarding promotions and selections on TTS program	Registrar Office	
Academics and Student Services				
1.	There is a need for the establishment of a Student Financial Aid office to ensure that needy Students financial needs can be addressed in a timely manner.	Establishment of student financial aid office	Director Academics Office/ Treasurer Office	
2.	Examination results should be displayed by the examination department in the individual portal of the students so that they can check it anytime anywhere. In addition, all other student related information should also be provided to the students via their portal. In addition, faculty portals should also be created for direct input of data of the student course work.	Individual result Portal for the students and faculty	Controllor Office / WDC	
3.	A mechanism should be introduced to document and encourage the involvement of faculty and student in community services.	Mechanism of community services	Registrar Office	

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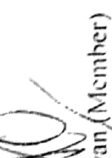
Activities (Recommendations)	Proposed Action	Responsible Office	Deadline
4. Utilization and awareness of IHEC Digital library is low among the students and it is strong recommended to arrange regular Department wise trainings to increase its usage.	Trainings regarding utilization and awareness of IHEC digital library.	Main Library Office	
5. There should be a mechanism or continuous Professional and skill Development workshops for the students.	Mechanism for professional and skill development workshops for the students	ORIC / ACAD / QEC Office / CDC	
6. Although we were informed that the University organizes job fairs, but it is felt that this should be done in a structured manner on regular basis to enhance student interaction and further employment not only in the local industry but also industry from larger cities.	Organizing the job fairs	Registrar Office / CDC	
7. Internal Audit of course files of all courses needs to be conducted by the QEC/Director Academics.	Internal audit of course files	QEC / ACAD Office	
8. There is a need for development of utilization mechanism of QEC surveys for continuous improvement in teaching quality.	Development of utilization mechanism of QEC	ACAD / QEC Office	
Administrative, Financial and Management			
1. The Self-Assessment cycle of all programs need to be completed and implementation plans devised and monitored by QEC.	Self assessment cycles	QEC Office	
2. It was felt by the committee that there was a need to establish an emergency committee of the University, which should be constituted by the Syndicate to address any decision taken by the Vice Chancellor, under Section 13(3) within a reasonable time frame, the current 45 days for calling the meeting and reporting such actions to the Syndicate, is a futile exercise.	VC may constitute a committee for analysis of technical aspects of the decision.	Registrar Office	



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Activities (Recommendations)	Proposed Action	Responsible Office	Deadline
3. We did not find any policy of public disclosure of the University policies, rules and regulations, this needs to be developed on priority basis on the website of the University.	University policies should be available on website	Registrar Office / Director	
4. Student policies, rules & regulations and faculty service handbooks need to be developed on priority and provided to all concerned in order to increase governance transparency.	Student policies, rules & regulations are already the part of prospectus. Provision of service handbook for faculty	Registrar / WAF Office / Publication Office	
5. Over the last few years, University has de-affiliated a good number of colleges, however, it needs to further reduce the number of affiliated colleges to maintain quality education and robust monitoring mechanism.	De-affiliation of low-quality colleges to improve the quality education	Affiliation committee	
6. In order to improve the productivity of the faculty it was felt that there was a need of improvement in provision of facilities including office, internet and other resources for the faculty.	Improvement of faculty facilities	Director IT in consultation with Treasurer Office	
7. A good number of hostel facilities are being maintained at the University premises, we felt that there was a strong need to improve the accommodation especially the cleaning, per room occupancy as well as the quality of food.	Improvement of hostel facilities	Chairman Hall Council (CHC)	
8. The committee recommends establishing a project management unit, hiring a regular Project Director as well as overall reform in the Planning and Development Section.	Establishment of project management unit	Registrar Office / Director P&D	
9. The Committee also recommended that the University may carry out actuarial studies for its pension fund in order to avoid unforeseen liabilities.	Actuarial studies for the pension fund	Treasurer Office	
10. We strongly recommend the establishment of a regular University endowment, which will utilize any excessive funds available to the University for addressing long term needs.	Establishment of regular university endowment	Treasurer Office	


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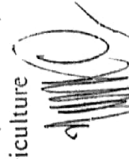

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