

**Final version**

**KUST BUSINESS PLAN**

**2013 - 2017**



**KOHAT UNIVERSITY OF SCIENCE & TECHNOLOGY**

**January 2013**

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# CHAPTER 1

## INTRODUCTION

The Kohat University of Science & Technology is a public sector university established in December 2001 through an Ordinance No. XXIII of 2001 by the Govt. of Khyber Pakhtunkhwa. However, Govt. of Khyber Pakhtunkhwa has promulgated Universities Act 2012 (Khyber Pakhtunkhwa Act No. X of 2012) and repealing the Ordinance of 2001. The purpose of the university is to promote and disseminate the knowledge in areas of emerging sciences and technology. The university is focusing to provide quality education, research, entrepreneurship, and other client agencies with innovative ideas through highly motivated, ambitious and forward looking graduates.

Presently 3,352 students are enrolled (including 309 M.Phil/MS and 44 PhD students) in various undergraduate and graduate programs in 16 departments, institutes, and center. KUST has more than 200 faculty members including 40% PhD degree holders to teach and guide the students in various fields of studies. The Quality Enhancement Cell (QEC) is functional since 2007 and committed to assess and enhance quality of education. The QEC is a member of International Quality Assurance Agency, and the QEC has been placed in W category by the HEC.

The Office of Research, Innovation and Commercialization (ORIC) has also been established to promote and commercialize research culture at KUST. The faculty members and researchers have published more than 600 papers in reputed journals since inception of the university till date and therefore achieved 22<sup>nd</sup> position among universities ranking in Pakistan and achieved 4<sup>th</sup> position among medium category universities, published by the HEC in 2012.

**The first-ever published document i.e. Annual Report 2007, contains the following vision and mission:**

### **Vision of KUST**

KUST will be known especially for the individual commitment of each member of its diverse faculty and staff to extending educational opportunity and ensuring student learning and success, both at the graduate and undergraduate levels; its nationally and internationally recognized capacity for research and scholarship; and its willingness to join its resources in collaboration with those of other institutions to address the major educational, economic,

social, and cultural needs of the region. KUST has a special responsibility to build the intellectual capital of this region.

### **Mission**

Kohat University of Science & Technology aspires to be one of the most energetic and responsive universities of the province, offering unparalleled educational opportunities for the students seeking the highest quality undergraduate, graduate, and continuing personal or professional enrichment in arts and sciences and selected professions.

KUST is the only University in the Kohat Division, fully engaged in the discovery, dissemination, synthesis, and application of knowledge. It provides for the educational, economic, social, and cultural advancement of the people of the region through continuous professional education opportunities, research, and collaborative relationships with internationally renowned institutions.

### **Goals**

#### **By the end of 2017, the university is expected:**

- To expand existing 04 programs and launching 08 new programs
- To enhance student enrollment from 3352 to 6675
- To promote and commercialize research towards the need of community and to generate funds to the tune of Rs. 9.5 million
- To strengthen the existing 11 linkages and to double it
- To accommodate additional 3500 students, construction of two academic blocks covering 78000 sft each, two students hostels covering 35000 sft each and one mosque covering 13000 sft along with allied facilities
- To approach local industry, market and international donors, ORIC will be strengthened.

## **CHAPTER 2**

# **GOVERNANCE AND OWNERSHIP**

### **Governing Authorities and their role**

#### **1. SENATE**

The Senate is the supreme authority of the university. It has all the powers of general supervision over the University and holds the Vice-Chancellor and the Authorities accountable for all the functions of the University. The Senate has all powers of the University not expressly vested in an authority or officer by the Act and all other powers not expressly mentioned in the Act that are necessary for the performance of its functions.

The senate has to meet twice in a calendar year and its quorum shall be two-third of its members. The meeting is to be chaired by the chancellor, however in his absence, it shall be presided over by such member of the senate other than employee of the university, as the chancellor may nominate from time to time. The senate may, subject to the provision of the act, delegate all or any of its powers and functions, to any authority, committee, and officer of the university

The Senate consists of the following:

- (a) the Chancellor who shall be the Chairperson of the Senate;
- (b) the Pro-Chancellor;
- (c) the Vice-Chancellor;
- (d) one Dean to be nominated by the Chancellor;
- (e) one member of the Provincial Assembly of the Khyber Pakhtunkhwa to be nominated by the Speaker of the said Assembly;
- (f) Chief Justice Peshawar High Court, Peshawar or his nominee not below the rank of a High Court Judge;
- (g) Secretary of the relevant Administrative Department of Government;
- (h) the Secretary to Government, Higher Education Department, or his nominee not below the rank of Additional Secretary;
- (i) the Secretary to Government, Finance Department, or his nominee not below the rank of Additional Secretary;
- (j) the Secretary to Government, Establishment Department, or his nominee not below the rank of Additional Secretary;
- (k) the Chairman, Higher Education Commission or his nominee not below the rank of Director General; and
- (l) one person from amongst the alumni of the University to be nominated by the Chancellor;
- (m) three persons from the academic community of the Province of the Khyber Pakhtunkhwa or the country, other than an employee of the University, at the level of professor or Principal, to be appointed by the Chancellor;
- (n) four University Teachers, including one Professor, one Associate Professors, one Assistant Professors and one Lecturers to be elected by teachers of their respective cadres from amongst themselves; and
- (o) four persons from society at large being persons of distinction in the fields of administration, management, education, academics, law, accountancy, medicine, fine arts, architecture, industry, agriculture, science, technology and engineering with

a view to reflecting a balance across the various fields, to be nominated by the Chancellor:

## **2. SYNDICATE**

### **Powers and functions of the Syndicate**

The Syndicate is the executive body of the University and, subject to the provisions of the Act and the Statutes, exercises general supervision over the affairs and management of the University. The syndicate is a recommending body for the approval of statutes, annual budget, annual statement of accounts, transfer and accepts of moveable and immovable properties of the university.

The syndicate has to meet at least once in a quarter in a calendar year and its quorum shall be two-third of its members. The meeting is to be chaired by the Vice Chancellor.

The Syndicate consists of:

- (a) the Vice-Chancellor, who shall be its Chairperson;
- (b) Chief Justice Peshawar High Court, Peshawar or his nominee not below the rank of a High Court Judge.
- (c) one Dean to be appointed by the Vice Chancellor;
- (d) Secretary of the relevant Administrative Department of Government;
- (e) the Secretary to Government, Higher Education Department, or his nominee not below the rank of Additional Secretary;
- (f) the Secretary to Government, Establishment Department, or his nominee not below the rank of Additional Secretary;
- (g) the Secretary to Government, Finance Department, or his nominee not below the rank of Additional Secretary;
- (h) two Principals (preferably one male and one female ) of affiliated colleges in public sector to be nominated by the Chancellor from a panel recommended by the Higher Education Department;
- (i) one Professor, One Associate Professor, One Assistant Professor and One Lecturer of the University to be elected by teachers of their respective cadres in the prescribed manner;
- (j) one Principal of the constituent colleges to be elected from amongst themselves in the prescribed manner;
- (k) nominee of Higher Education Commission;
- (l) one Chairman/ Director of the Department / Institute / Centre to be elected from amongst themselves in the prescribed manner;
- (m) three persons of eminence to be nominated by the Chancellor; and
- (n) two members of the Senate to be elected by the Senate.

## **3. ACADEMIC COUNCIL**

### **Powers and duties of the Academic Council**

The Academic Council is the principal academic body of the University and shall, subject to the provisions of the Act and the Statutes has the powers to lay down proper standards of

instruction, research and examinations and to regulate and promote the academic life of the University, colleges and institutions.

The Academic Council has to meet twice in a year and its quorum shall be one-half of the total members. The meeting is to be chaired by the Vice Chancellor.

The Academic Council consists of:

- (a) the Vice-Chancellor who shall be its Chairperson;
- (b) the Chairperson;
- (c) the Deans;
- (d) the Professors Emeritus and Meritorious Professors;
- (e) eight University Teachers, including two Professors, two Associate Professors, two Assistant Professors and two Lecturers to be elected by teachers of their respective cadres from amongst themselves;
- (f) two Principals, preferably one female, of affiliated colleges, one each from public and private sector, to be nominated by the Secretary to Government, Higher Education Department;
- (g) four members of the Senate to be elected by the Senate;
- (h) one Principal of the constituent college, to be nominated by the Senate;
- (i) the Director Admissions;
- (j) the Controller of Examinations; and
- (k) the Registrar, who shall be its member-cum-secretary.

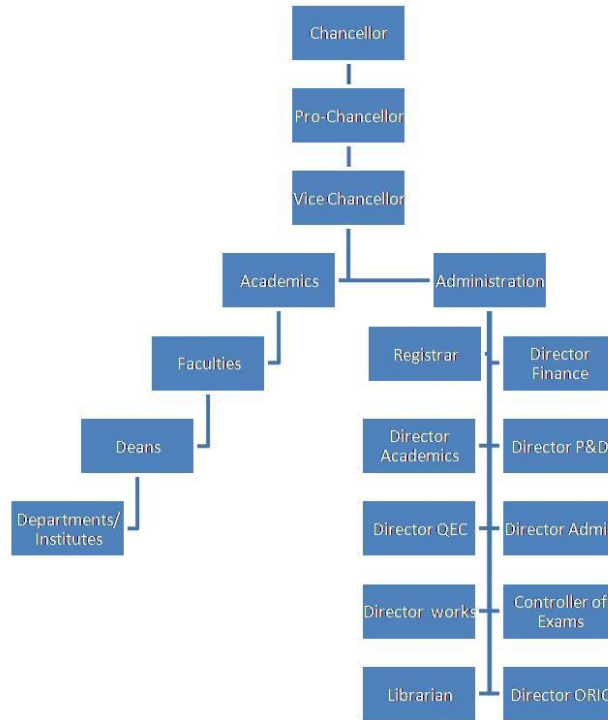
#### **4. FINANCE AND PLANNING COMMITTEE**

The Finance and Planning Committee is to consider the annual statement of accounts, the annual & revised budget estimates and advise the Syndicate thereon. It also reviews periodically the financial position of the University and to advise the Syndicate on all matters relating to planning, development, finances, investment and accounts of the University. The Finance and Planning Committee is to be chaired by the Vice Chancellor.

#### **5. ADVANCE STUDIES AND RESEARCH BOARD**

The Advance Studies and Research Board (ASRB) is to advise the authorities on all matters connected with the promotion of advanced studies and research in the University, consider and report to the authorities on the institution of research degrees in the University and propose regulations regarding the award of research degrees. The ASRB meeting is to be chaired by the Vice Chancellor with a quorum of one half of the total number of the members.

## Management Structure



## External relations and development

Kohat University of Science & Technology, Kohat is chartered by Govt. of Khyber Pakhtunkhwa as Public Sector University. A piece of land measuring 1522 kanal was allotted in 2001 for the establishment of university along with seed money of Rs. 100 million. The major portion of recurring and entire development budget is being financed by the Govt of Pakistan through Higher Education Commission, Islamabad. The Planning Commission and other local agencies are also playing vital roles in providing funds through effective and efficient monitoring and evaluation system.

The KUST has established local academic linkages with various institutes/organizations like:

1. National Center for Physics (NCP), Islamabad
2. Lahore University of Management Sciences, Lahore
3. University of Engineering and Technology, Peshawar
4. Quaid-e-Azam University, Islamabad
5. Nishter Special Education School for Visually Handicapped Children, Kohat
6. Sarhad Rural Support Program (SRSP)
7. SMEDA Peshawar
8. Qarshi Industries, Hattar, Pakistan

The linkage program with international universities is to stay updated with the international community for strategic linkage. The university has already developed academic linkage with the following reputed international universities;



1. Tsukuba University Japan
2. Saga University Japan
3. Sunchon National University Korea
4. Queens Mary University Belfast UK
5. Kyungpook National University Korea
6. Glasgow University UK
7. Brunel University UK
8. Leicester University UK
9. University of Kentucky USA
10. Chonbuk National University, Korea
11. Institute of Botany, Chinese Academy of Sciences, Beijing, China

## **CHAPTER 3**

### **ENVIRONMENTAL SCAN**

#### **Education sector in Pakistan (Higher education perspective)**

To develop knowledge based economy, promote innovation, building community and leadership, it is envisaged in medium term development framework that the access, quality of education is to be enhanced and making it relevant to the needs of the country and society. To achieve the targets proposed in the MTF-HE II, there is need for expansion of infrastructure, enrollment, academic programs, and more importantly HEI's sustainable through generation and mobilization of resources.

#### **Competitiveness of Universities/Institutes**

The university is located at two and a half hour from the national and an hour & a half hour drive from the provincial capital. the university is surrounded by rich flora, fauna and precious natural resources. The purpose of the Kohat University of Science & Technology is to promote and disseminate the knowledge in the area of emerging sciences and technology to provide for instruction, training, research, demonstration and services. The University has more than 40% PhD faculty members, who are responsible to deliver quality education in technologically advanced classrooms & laboratories to the students. KUST is one of the two universities in Pakistan who has established internationally recognized High Performance Computing Cluster/Cloud facilities at campus..

#### **Competitors Universities/Institutes**

1. 12 universities/Institutes are offering same programs in the province and more than 70 universities in country are in competition with KUST.
2. The Government of Khyber Pakhtunkhwa has already announced 05 more new general universities in the various vicinities of Khyber Pakhtunkhwa, which will ultimately come in competition with the university.

#### **SWOT ANALYSIS OF THE UNIVERSITY**

##### **Strengths:**

- More than 40% experienced and highly qualified faculty (PhDs).
- Internationally recognized High Performance Computing Cluster/Cloud facilities.
- Active and dynamic researchers
- Two and a half hour drive from the national and an hour and a half from the provincial capital
- Dot on the main Indus Highway
- Accredited programs

- Strong national and international linkages

**Weaknesses:**

- Lack of Entrepreneurship and Industrial linkage.
- Lack of technical and entrepreneurial skills
- Physical infrastructure scarce for future expansion.
- Inadequate development funds
- Inadequate land for development of infrastructure
- Lack of residential facilities for the retention of employees
- Commuting service/security risks, affecting faculty retention

**Opportunities:**

- Surrounded by rich flora and fauna, and precious natural resources.
- Research opportunities for active and creative researchers in mineral, herbal, and pharmaceutical industry
- Linkages with emerging enterprises.
- Academic dynamism and job market sensitivity.
- Joint/split degree programs and collaborative research interaction with international institutes.

**Threats:**

- Establishment of new universities in close proximity and introduction of parallel academic programs in other institutes.
- Law and order
- Sharp ethnic, sectarian, cultural, and economic sensitivity
- Brain drain of highly qualified professionals.
- Inadequate funds and resources will adversely impact academics and research.
- Sustainability of academic programs due to law and order situation

Present Scenarios	Potential/Desired Scenario
<p><b>Academic Program</b></p> <p>The University is offering BS Hons program in 14 disciplines, Master (2 years) program in 12 disciplines, MS/M.Phil in 12 disciplines, and PhD program in 8 disciplines. These programs are being offered in 16 departments/institutes as per following detail:</p> <p><b>1. Faculty of Science</b></p> <ol style="list-style-type: none"> <li>a. Institute of Information Technology</li> <li>b. Department of Physics</li> <li>c. Department of Mathematics</li> <li>d. Department of Chemistry</li> </ol> <p><b>2. Faculty of Biological Sciences</b></p> <ol style="list-style-type: none"> <li>a. Department of Microbiology</li> <li>b. Department of Biotechnology and Genetic Engineering</li> <li>c. Department of Zoology</li> <li>d. Department of Botany</li> </ol>	<p>The University intends to increase its student enrollment up to 6675 by the end of 2017. These goals will be achieved by adopting below mentioned strategy:</p> <ol style="list-style-type: none"> <li>1. Expansion of existing 04 programs MS/PhD programs in Management Sciences, Economics, Mathematics and Pharmacy will be launched through expansion program</li> <li>2. Launching 08 new Programs The university intends to launch following 08 new programs: <ul style="list-style-type: none"> <li>• Undergraduate and Graduate Programs in Public Administration</li> <li>• Undergraduate and Graduate Programs in Urban Planning &amp;</li> </ul> </li> </ol>

<p>e. Department of Pharmacy</p> <p><b>3. Faculty of Social Sciences</b></p> <p>a. Institute of Management Sciences</p> <p>b. Institute of Education and Research</p> <p>c. Department of Journalism and Mass Communication</p> <p>d. Center for Religious Studies</p> <p>e. Department of Economics</p> <p>f. Department of Social work and Sociology</p> <p>g. Department of English</p>	<p>Environmental Rehabilitation.</p> <ul style="list-style-type: none"> <li>• Undergraduate and Graduate Programs in Statistics</li> <li>• Undergraduate and Graduate Programs in Geological Sciences</li> <li>• Undergraduate and Graduate Programs in Environmental Sciences</li> <li>• Undergraduate and Graduate Programs in Petroleum Sciences</li> <li>• Undergraduate and Graduate Programs in Commerce</li> <li>• Undergraduate and Graduate Programs in Bioinformatics</li> </ul>
<p><b>Students</b></p>	
<p>Presently 3352 students are enrolled in the university in various disciplines</p>	<p>By the end of 2017, the enrollment is expected to increase up to 6675 No of students</p>
<p><b>Research and Consultancy</b></p>	
<p>Up to 2012, 697 research papers have been published and secured US\$ 280,000 as financial assistance from international donors. In addition to foreign assistance, university has also succeeded in securing research grant through provincial/ federal government worth Rs. 20 million till 2012.</p>	<p>The university intends to strengthen the international linkages besides introducing different income generating programs at the university. It is expected that the annual receipt would be Rs. 9.5 million by the end of 2017 through research and consultancy grant.</p>
<p><b>International Academic Linkages</b></p>	
<p>Presently 11 linkages with following international universities / institutes have been developed:</p> <ol style="list-style-type: none"> <li>1. Tsukuba University Japan</li> <li>2. Saga University Japan</li> <li>3. Sunchon National University Korea</li> <li>4. Queens Mary University Belfast UK</li> <li>5. Kyungpook National University Korea</li> <li>6. Glasgow University UK</li> <li>7. Brunel University UK</li> <li>8. Leicester University UK</li> <li>9. University of Kentucky USA</li> <li>10. Chonbuk National University, Korea</li> <li>11. Institute of Botany, Chinese Academy of Sciences, Beijing, China</li> </ol>	<p>It is expected that by the end of 2017, 100% increase in linkages will be made.</p>
<p><b>Infrastructure &amp; Facilities</b></p>	
<p>There are 3352 students are enrolled in KUST including 30% boarded students for whom the</p>	<p>To accommodate additional 3500 students it is planned that two academic blocks</p>

<p>following infrastructure have been developed:</p> <ul style="list-style-type: none"> <li>• 06 Academic Blocks covering 169,000 sft</li> <li>• 04 student hostels covering 127,000 sft</li> <li>• Student service Center covering 15,000 sft</li> <li>• Health Care Center covering 15000 sft</li> <li>• Central Library covering 54000 sft</li> <li>• Auditorium covering 19000 sft</li> <li>• Visiting and foreign faculty hostel covering 16000 sft</li> <li>• Officer Apartment (bachelor) covering 17000 sft</li> <li>• Administrative Block covering 33,000 sft</li> </ul> <p>In addition to above, 04 KM road, boundary wall covering 5000 rft, and fence 13500 rft have been constructed apart from the establishment of latest state of the art laboratories.</p>	<p>covering 78000 Sft each, two students hostels 35000 Sft each and one mosque of 13000 Sft with allied equipments will be developed.</p>
<p><b>Human Resources</b></p>	
<p>Presently 500 staff member are working including 200 faculty members out of which 80 are holding PhD degree holder.</p>	<p>By the end of 2017 the total number of staff will be increase by 1113, having 445 faculty members inclusive of 180 PhD degree holders.</p>
<p><b>Finance</b></p>	
<p>Presently KUST recurring budget is Rs.516 million. 56% is being financed through HEC grants, 22% through KUST own resources whereas there is a deficit of 22%. The capital expenditure budget is Rs.159.420 million is being financed by Govt. of Pakistan through HEC/PSDP.</p>	<p>By the year 2017 it is expected that the annual recurring budget will be increased to tune of Rs.1147.040 million whereas capital budget will be Rs.400.000 million.</p>
<p><b>Networking</b></p>	
<p>University has strong relation with the government bodies and other stakeholders, i.e. Higher Education Department, Finance Department, Establishment Department, P&amp;D Department, Governor Secretariat, Govt. of KP and Planning Commission, HEC, Finance Division, Ministry of S&amp;T, EAD, Govt. of Pakistan.</p> <p>In addition to above government bodies, University has strong relation with the local community as well as KUST alumni.</p>	<p>The relationship will be strengthened.</p>
<p><b>Linkages with N/I Donors</b></p>	
<p>Presently 11 linkages with international</p>	<p>The relationship will be strengthened. Liaise</p>

universities / institutes have been developed. Apart from the international linkage local bodies like DOST, ICT etc has also been developed.	with the national and international donors for the uplift of the university, financial support and technical assistance
<b>Marketing and Promotion</b>	
Nil	The ORIC will be strengthened to approach the local industry, market and international donors for financial support and technical assistance.
<b>Entrepreneurial Thrive</b>	
Nil	The ORIC will be strengthened to approach the local industry, market and international donors for financial support and technical assistance. The business plan will also be implemented in true spirit.

## CHAPTER 4

### ACADEMIC PROGRAMS

The University is offering BS Hons program in 14 disciplines, Master (2 years) program in 12 disciplines, MS/M.Phil in 12 disciplines, and PhD program in 8 disciplines. These programs are being offered in 16 departments/institutes as per following detail:

4. Faculty of Science
  - a. Institute of Information Technology
  - b. Department of Physics
  - c. Department of Mathematics
  - d. Department of Chemistry
5. Faculty of Biological Sciences
  - a. Department of Microbiology
  - b. Department of Biotechnology and Genetic Engineering
  - c. Department of Zoology
  - d. Department of Botany
  - e. Department of Pharmacy
6. Faculty of Social Sciences
  - a. Institute of Management Sciences
  - b. Institute of Education and Research
  - c. Department of Journalism and Mass Communication
  - d. Center for Religious Studies
  - e. Department of Economics
  - f. Department of Social work and Sociology
  - g. Department of English

#### 4.1 **The Introduction of new programs and the expansions of existing ones**

The University intends to increase its student enrollment up to 6675 by the end of 2017. These goals will be achieved by adopting below mentioned strategy:

3. Expansion of existing 04 programs  
MS/PhD programs in Management Sciences, Economics, Mathematics and Pharmacy will be launched through expansion program
4. Launching 08 new Programs  
The university intends to launch following 08 new programs:
  1. Undergraduate and Graduate Programs in Public Administration
  2. Undergraduate and Graduate Programs in Urban Planning & Environmental Rehabilitation.
  3. Undergraduate and Graduate Programs in Statistics
  4. Undergraduate and Graduate Programs in Geological Sciences
  5. Undergraduate and Graduate Programs in Environmental Sciences
  6. Undergraduate and Graduate Programs in Petroleum Sciences

7. Undergraduate and Graduate Programs in Commerce
8. Undergraduate and Graduate Programs in Bioinformatics

Year wise growth in the establishment of the departments/institutes is as under:

2002	Institute of Management Sciences
	Institute of Information Technology
	Institute of Education and Research
2003	Department of Microbiology
2004	Departments of Zoology, Mathematics, Chemistry, and Physics
2005	Department of Botany
2006	Department of Biotechnology and Genetic Engineering
2007	Departments of English, Pharmacy
2008	Departments of Journalism and Mass Communication, Economics, Social work & Sociology
2009	Center for Religious Studies

#### 4.2. Curriculum (Review of Existing and new ones)

- As per guidance of HEC curriculum are annually reviewed for each academic discipline through our statutory body i.e. Board of studies and academic council.
- The existing and new programs will also be go through these forum keeping in view the market requirement with help of external assessors.

#### 4.3 Methods of delivery

- The approved quality curriculums demonstrated and delivered in the conductive and interactive class environment. The labs are established as per curriculum requirements and are equipped with latest state of art imported machineries with cutting edge technology. Beside traditional way of lecturing other methodologies/technologies to be adopted.
- Other experimental methods which are being practiced and being implemented are workshops' case studies, assignment and study tours.

#### 4.4 Recognition and certification

All academic programs have been launched with prior approval of the concern statutory bodies of the university under the guidance of HEC and professional programs are run with the accreditation of the concern council.

The Quality Enhancement Cell (established in 2007) is among front runners in the country providing strategic quality enhancement standards.

#### 4.5 Research

KUST is a teaching and research institute to promote and disseminate the knowledge in areas of emerging sciences and technologies. The university is focusing to provide quality education and research with innovative ideas through highly motivated,



ambitious and forward looking researchers. Upto 2012, 697 research papers have been published and secured US\$ 280,000 as financial assistance from international donors

#### 4.6 Strategies for Academic Programs

##### Undergraduate Programs

Goals: Increase access to education and fulfill the demand of the market.  
Provide good base for the future researchers

Strategy-1	Expanding existing 04 programs
Action 1	Review of existing programs and Industry/Market survey
Action2	Secure approval from concerned authorities
Action 3	Review/develop Curricula
Action 4	Resource arrangement (for infrastructure, labs and human resource etc)
Action 5	Establish link with the industry
Action 6	launching of programs
Action 7	training of faculty members

Strategy-2	Launching of 08 new programs
Action 1	Review of existing programs and Industry/Market survey
Action2	Secure approval from concerned authorities
Action 3	Review/develop Curricula
Action 4	Bench marking of new programs with the established program of the university
Action 5	Resource arrangement (for infrastructure, labs and human resource etc)
Action 6	Establish link with the industry
Action 7	launching of programs
Action 8	training of faculty members

##### Graduate Programs

Goals: Produce quality researchers of the cosmos.  
Provide good base for the future researchers

Strategy-1	Attracting quality students for admission
Action 1	Offering of scholarships, loans or financial assistance

Action 2	Aggressive marketing of the new program
Action 3	Providing state-of-the-art teaching facilities including fully equipped labs, and internet facilities
Action 4	Displaying information on the university website and updating regularly
Action 5	Highlighting the availability of experienced staff to supervise Graduate students in their studies/research

Strategy-2	Expanding 04 programs (Management Sciences, Social work & Sociology, Economics, and Mathematics) up to MPhil & PhD level
Action 1	Review of existing programs and Industry/Market survey
Action2	Secure approval from concerned authorities
Action 3	Review/develop Curricula
Action 4	Bench marking of new programs with the established program of the university
Action 5	Resource arrangement (for infrastructure, labs and human resource etc)
Action 6	Establish link with the industry
Action 7	launching of programs
Action 8	training of faculty members

Strategy-3	Infrastructure for learning student welfare
Action 1	Review of existing welfare programs
Action2	Preparing of adequate facilities proposals including studies, research and graduate assistantship
Action 3	Secure approval from concerned authorities
Action 4	Implementation of the proposals

Strategy-4	Research intensive graduate programs
Action 1	Launching intensified research programs
Action2	Assigning experienced staff to supervise or collaborate with the students in their research
Action 3	Collaborating research work with the industry for exposure and sharing of facilities.

#### 4.7 Key Research Areas and Key Performance Indicators

##### Undergraduate Programs

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Expanding existing programs	2777 students enrolled	3023	3873	4733	5783	5800	5800
Launching new programs	08 programs launched			2	2	2	2

##### Graduate Programs

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Expanding existing programs	186 students enrolled	329	329	389	445	500	515
Launching new programs	08 programs launched			2	2	2	2

## CHAPTER 5 STUDENTS

KUST is focusing on production of high quality, professionally trained students with sound personality and strong leadership qualities. The students are having global outlook, multi skills and capable of being non-partisan in intellectual discourse. The rules and regulations governing academic program are/ will be reviewed streamlined to enhance the quality of work. All graduates/post graduates programs are/will be research oriented.

### 5.1 Academic nurseries (Schools and colleges)

- KUST has planned to visit schools/colleges periodically for awareness of students/teachers regarding university requirements and to guarantee the potential inputs.
- Efforts have been made to explore in identifying and maintaining links with selected high performance colleges and higher secondary schools.

### 5.2 Core Academic discipline (Science & Technology)

KUST is stressing to disseminate the education through latest advance technological facilities.

### 5.3 International students

- KUST has planned to allocate ten seats in each academic program for the international students to attract specially the under develop country students.
- KUST has established Directorate of University Advancement an Financial Assistance / R&D/ORIC who will be responsible for purpose.
- The international linkage will be strengthening to carry out students exchange program.

### 5.4 Support services for students

- Hostel facilities as well as medical aid facilities have been developed and to be strengthened.
- Extra curriculum facilities i.e. sport gem, Auditorium, conference hall etc. have been developed.
- Students counseling system, financial support and career development services will be enhanced.

### 5.5 Projected statistics for the students

- The projected statistics for the students including the number of students in different programs like:

	Actual			Projection				
	2010	2011	2012	2013	2014	2015	2016	2017
Total student population	3700	2783	3352	4202	5432	6538	6640	6675
Program based	3489	2552	3023	3873	4733	5783	5800	5800

students								
Post Graduate students	211	231	329	329	389	445	500	515
International students					310	310	340	360

## 5.6. Strategies for Students

### Goals:

- KUST focuses on grooming its students into responsible citizens who think globally and act locally.
- The rules and regulations governing academic program are/ will be stream lined to enhance the quality of work.
- All undergraduate/graduate programs are/will be research oriented.

Strategy-1	Academic nurseries (schools and collages)
Action 1	Visits of schools/colleges periodically for awareness of students/teachers regarding university requirements and to guarantee the potential inputs.
Action 2	Efforts to be made to identify and maintain links with selected high performance colleges and higher secondary schools.

Strategy-2	Core academic discipline (Science & Technology)
Action 1	Disseminates education through latest technological facilities

Strategy-3	International students
Action 1	Allocate ten seats in each academic program for the international students, especially from the underdeveloped countries.
Action 2	Strengthen Directorate of University Advancement and Financial Assistance / R&D/ORIC.
Action 3	The international linkage will be strengthened to carry out students exchange program

Strategy-4	Support service for students
Action 1	Hostel and health facilities have been developed and will be strengthened.
Action 2	Co-curricular and sports facilities have been developed and will be strengthened.

Action 3	Students counseling, financial support and career development services will be established and developed.
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Strategy-5	Projected statistics for the students
Action 1	Increase the number of students up to 6675 by the end of 2017 (as tabulated below)

Description	Actual			Projection				
	2010	2011	2012	2013	2014	2015	2016	2017
Total student population	3700	2783	3352	4202	5432	6538	6640	6675
Program based students	3489	2552	3023	3873	4733	5783	5800	5800
Post Graduate students	211	231	329	329	389	445	500	515
International students					310	310	340	360

## CHAPTER 6

### RESEARCHES AND CONSULTANCY

Research and consultancy are other aspects of the academic activities that need to be further emphasized. The research and innovation performance would be the critical determinants of the university. It is understood that the Higher Education system is an integral component of national system of research and innovation to build national economy and knowledge assets. The university will take steps to promote, manage market research and consultancy work by adopting following strategies.

#### 6.1 Inculcating the research and consultancy culture

- Research and consultancy activities will be made part of the academic culture in the universities
- Weight will be given to these two items as part of the consideration for promotion of academic staff
- Research skill to be enhanced.
- Allocation will be made to pay incentive to the researchers.
- Joint research or collaborative projects will be conducted with established organizations, institutions or industries to promote research work

#### 6.2 Revenue generated from research and consultancy

- The research and consultancy will be made alternative source of income to contribute to the university's operating budget
- The staff will be encourage and rewarded to produce marketable research and consultancy.
- Intellectual property will be supported for patient.

#### 6.3 Management support for research and consultancy

- Efforts will be made to push research and consultancy activities
- Constantly update the database on available expertise in the universities for the consumption of potential clients who may wish to engage them either for research or consultancy purpose
- On time payment to the researcher claims will be ensured.
- Necessary facilities like laboratories, workshop etc to be provided for researchers.
- Appreciate those involved in the research and consultancy activities by recognizing their achievement through letters of recommendation, awards and promotion.

#### 6.4 Strategies for Research and Consultancy

**Goals:** Promote market oriented research and consultancy environment in the university.

Strategy-1	Inculcating the research and consultancy culture
Action 1	Motivation campaign through seminar, symposia etc by involving stakeholders

Action 2	Create and maintain the directory of experts available in the university for research and consultancy
Action 3	Enhancement/skill development of the researchers in the field of data collection, analysis and interpretation thereof.
Action 4	Managerial support by providing necessary infrastructure within the available resources
Action 5	Formulation of Rules/Regulations for award of reward / honoraria for quality research, publication & consultancy and approval thereof from the statutory body
Action 6	Making available incentive for research and consultancy work
Action 7	Promoting research and consultancy work
Action 8	Program to encourage research and consultancy activities

Strategy-2	Revenue generation from research and consultancy
Action 1	Taking steps to ensure effective management of research and consultancy and the capability of generating revenues
Action 2	Making market oriented research culture
Action 3	Making research and consultancy as an alternate source of income
Action 4	Quality researchers will attract new job opportunities

Strategy-3	Management support for research and consultancy
Action 1	Efforts will be made to gear research and consultancy activities in the university
Action 2	Update the database on available expertise in the university
Action 3	Make fast financial transaction such as grant payments or claims of researchers
Action 4	Provide adequate facilities (labs, workshop etc)
Action 5	Appreciate researcher and consultants by recognizing their achievements through awards and promotion etc

## 6.5 Key Research Areas and Key Performance Indicators

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Inculcating the research and consultancy culture	440 Research and publication	300	360	440	530	630	740
	15 training courses organized	0	3	3	3	3	3
		0					
Revenue	15 Market oriented	0	3	3	3	3	3



generation Research consultancy	from and	research trainings imparted	culture						
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## CHAPTER 7 INTERNATIONAL ACADEMIC NETWORK

Presently 11 linkages with following international universities / institutes have been developed:

1. Tsukuba University Japan
2. Saga University Japan
3. Sunchon National University Korea
4. Queens Mary University Belfast UK
5. Kyungpook National University Korea
6. Glasgow University UK
7. Brunel University UK
8. Leicester University UK
9. University of Kentucky USA
10. Chonbuk National University, Korea
11. Institute of Botany, Chinese Academy of Sciences, Beijing, China

Realizing the need for more focused efforts in international affairs, the ORIC will be strengthened for the purpose by adopting following strategies:

### 7.1 Strategies for International Academic Network

**Goals:** Stay updated with the International community for strategic linkage

Strategy-1	Strategic linkages with the DAIs of international repute
Action 1	Motivation of PhD holders (foreign and indigenous scholars) to interact with their respective university for research collaboration
Action 2	Signing of Memorandum of Understanding (MoUs) with foreign Universities / DAIs
Action 3	Exchange of mutual interest and knowledge through faculty / student exchange programs
Action 4	Identify more sources of funding for international students to enable them to study at KUST

Strategy-2	Academics Programs
Action 1	Review of existing university curricula with respective foreign university
Action 2	Making necessary amendments in the curricula to harmonize it with the international market
Action 3	Attract international faculty
Action 4	Highlight the accessibility to R&D facilities within and outside the university

Strategy-3	Students exchange program
Action 1	Identification and selection of disciplines
Action 2	Attract fee paying international students
Action 3	Nomination and selection of students
Action 4	Develop mechanism of assessing international students
Action 5	Develop international recognition of courses/study programs
Action 6	Sending our students to foreign for research oriented activities under already signed MoUs and admitting their students.
Action 7	Progress reports of both the students for evaluation & monitoring
Action 8	Development of future strategies on the basis of experience learned.

## 7.2 Key Result Areas and Key Performance Indicators

### International academic network

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Strategic linkage with DAIs of International repute	22 MoUs signed with international	04	04	03	05	05	05
Academic programs	22 Curricula reviewed	0	04	03	05	05	05
Student exchange program	75 Identification and selection of discipline	04	05	10	15	20	25

## **CHAPTER 8**

### **INFRASTRUCTURE AND FACILITIES**

There are 3352 students are enrolled in KUST including 30% boarded students for whom the following infrastructures have been developed:

- 06 Academic Blocks covering 169,000 sft
- 04 student hostels covering 127,000 sft
- Student service Center covering 15,000 sft
- Health Care Center covering 15000 sft
- Central Library covering 54000 sft
- Auditorium covering 19000 sft
- Visiting and foreign faculty hostel covering 16000 sft
- Officer Apartment (bachelor) covering 17000 sft
- Administrative Block covering 33,000 sft

In addition to above, 04 KM road, boundary wall covering 5000 rft, and fence 13500 rft have been constructed apart from the establishment of latest state of the art laboratories.

To accommodate additional 3500 students it is planned that two academic blocks covering 78000 Sft each, two students hostels 35000 Sft each and one mosque of 13000 Sft with allied equipments will be developed.

#### **8.1 Planning for infrastructure and facilities**

In order to be competitive in the market, the facilities used by faculty and the students will be constantly updated or replaced. Environment where the staff and the students interact will be made conducive for teaching and learning process.

##### ○ **IT labs**

Four IT labs had so far been established comprising 200 workstations for the benefit of students. These labs are providing basic IT environment services to the students and researchers.

○ **Laboratory and workshops** (Technical facilities such as laboratories and workshops will be well equipped and manned by trained personnel; proper planning must be practiced while designing the allocating the resources.)

○ **Academic facilities and library** (Equipped lecture rooms. theatre and hall) will have to be provided

○ **Recreational and health related facilities** (Recreational facilities will be taken care of, because healthy environment bring healthy brain)

○ The university will address the requirements **for Family accommodation** and support services.

#### **8.2 Information and Communication Technology (ICT)**

To support the learning process through the integration of ICT in the curriculum and improvement of ICT skills among the staff members, the university will strengthen the e-learning environment.

### 8.3 Strategies for Infrastructure and Facilities

**Goals:** Provide latest infrastructure and allied facilities which support services to create conducive research environment

Strategy	Planning for infrastructure and facilities
Action 1	Review the existing facilities and chalk out future requirement
Action 2	Project proposals so designed will be placed before the approving authorities for arranging and allocation of funds.
Action 3	Approved proposals will then be executed accordingly.
Action 4	Identity sources of funding/alternative means.

**Goals:** To create e-learning environment at the campus

Strategy	Information and Communication Technology (ICT)
Action 1	Review the existing facilities including manpower and chalk out future requirement
Action 2	Provision of ICT infrastructure/ facilities.
Action 3	Equipping students and faculty with ICT and multimedia skills and capabilities.
Action 4	Establishment/improving Cyber library.
Action 5	On the basis above finding, comprehensive project proposals will be formulated, if needed.
Action 6	Project proposals so designed will be placed before the approving authorities for arranging and allocation of funds.
Action 7	Approved proposals will then be executed accordingly.
Action 8	Maintenance of interactive website etc.

### 8.4 Key Research Areas and Key Performance Indicators

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Planning for infrastructure and allied facilities	01 Review of existing facilities	01	01				
	01 Project formulation			01			
	04 Implementation of approved projects			01	01	01	01
Information and communication	01 Review of existing facilities	01	01				

technology (ICT)	01 Project formulation			01			
	04 Implementation of approved projects			01	01	01	01

## **CHAPTER 9**

### **HUMAN RESOURCES**

Human Resource Policies and procedures establish a framework and set standards that guide that how we should conduct ourselves as employees and members of KUST community. The conducive environment to attract develop and retain high quality human resources with right competencies, commitment, attitude, professionalism, and Language proficiency, will be created.

#### **9.1 General human resource policies**

- The university will focus on employment of staff who:
  - Are capable of delivering the enhanced performance
  - Possess the level of skill and knowledge suited to the position they hold
  - Compensate appropriately for the job they undertake
  - Maximize their potential for the benefit of their university
  - Attuned to the vision, mission and strategic plans of the university and its departments/centers/divisions; sufficiently supported by the university in fulfilling their responsibilities.

#### **9.2 Recruitment and retention policies**

- Keeping in view the increasing demand for improvement in the university's performance and uncertain availability of financial resources, the universities will recruit the best academics,
- To ensure good and productive in teaching and research with appropriate reward and power.
- For non academic staff, the university's recruitment policy will focus on those who already have the required competencies or those who show the ability and potential for fast competency development, conformity to the work ethics and with an acceptable level of language proficiency

#### **9.3 Growth and development (HRD)**

- Mechanism will be established for Induction courses to make staff of all categories feel comfortable and to acquaint them with the vision, mission, strategies, policies, procedures and facilities of the university.
- Will enhance core competencies of non-academic staff to develop their potential for promotion, to improve their versatility and positive attributes towards change and to increase their ICT capability.
- Staff development for academic will include their research as well as teaching roles
- Special focus will be given to those newly appointed academic staff in dealing with teaching and research.

#### **9.4 Performance management**

- The principle of continuous improvement will be ensured at university.
- Head of department, after consulting with individual members of staff and others as appropriate will regularly monitor the work loads and performance of all

academics with special attention to the distribution of duties among research, teaching and service to the university and wider community

- The academic staff will be adequately supported in research, teaching and services to enable them to produce high quality research and teaching
- The staff promotion criteria and process will be made more transparent so as to motivate them to continuously improve their performance
- The universities will also implement the rotational system amongst its non-academic staff to improve their versatility as well as to make them multi-skilled. It will reduce and finally eliminate departmental bias/preference amongst the staff

### 9.5 Remuneration and benefits

- Avenues will be explored within the present constraints to appropriately reward the staff.
- The university will establish rewards mechanisms to offer incentives to the entrepreneurial initiatives of staff

### 9.6 Projection of staff

#### 1. Projected number of academic staff

	Actual			Projection				
	2010	2011	2012	2013	2014	2015	2016	2017
Students population	3700	2783	3352	4202	5432	6538	6640	6675
Academic staff population	140	173	200	280	362	436	442	445

#### 2. Projected number of PhD holders

	Actual			Projection				
	2010	2011	2012	2013	2014	2015	2016	2017
Research Students population	211	231	329	329	389	445	500	515
Academic staff population	35	63	80	100	120	140	160	180

#### 3. Projected number of administrative staff

	Actual			Projection				
	2010	2011	2012	2013	2014	2015	2016	2017



Admin staff	180	220	300	421	540	654	663	668
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Total

	Actual			Projection				
	2010	2011	2012	2013	2014	2015	2016	2017
Academic staff population	140	173	200	280	362	436	442	445
PhD Holders	35	63	80	100	120	140	160	180
Admin staff	180	220	300	421	540	654	663	668
Total staff	320	393	500	701	902	1090	1105	1113

## 9.7 Strategies for Human Resources

**Goals:** Create conducive environment to attract, develop, retain, quality and competent human resources

Strategy	General Human Resource Policies
Action 1	Hiring / engaging capable, efficient and professional staff through transparent approach and practices
Action 2	Adopting performance oriented pay structure
Action 3	Maximizing their potential for the benefit of the university
Action 4	Attuned to the vision, mission and strategic plans of the university

Strategy	Recruitment and retention policies
Action 1	To employ potential and best suited human resources in a transparent and competitive manner
Action 2	Ensure their productivity in teaching, research and administrative jobs Retention of employees ensuring conducive and congenial environment including due promotion and service benefits at campus

Strategy	Growth and Development (HRD)
Action 1	Establish mechanism of induction courses for the staff to acquaint

Action 2	them with the vision, mission and strategic plans of the university Enhance core competencies of the administrative staff to develop their potential and to improve their versatility.
Action 3	Enhance research and teaching methodologies of the academic staff
Action 4	Special attention to be given to newly appointed staff especially engaged with teaching and research.

Strategy	Performance Management
Action 1	Continuous Monitoring and Improved evaluation policies to be followed
Action 2	Academic staff will be supported adequately in research and teaching so that they can contribute quality research and teaching
Action 3	Academic and administrative staff appointment/promotion criteria will be made transparent and performance based.
Action 4	Rotational system amongst administrative staff to make them multi skilled will be introduced.

Strategy	Remuneration and Benefits
Action 1	Avenues will be explored to reward the devoted, competent and efficient staff within the available limited resources.
Action 2	All the researchers will be motivated to contribute towards increasing revenue of the university beside government support
Action 3	Attractive reward mechanism/packages will be developed for the researchers to generate and enhance university funds

### Projection of staff

#### Projected number of academic staff

	Actual			Projection				
	2010	2011	2012	2013	2014	2015	2016	2017
Students population	3700	2783	3352	4202	5432	6538	6640	6675
Academic staff population	140	173	200	280	362	436	442	445

#### 1. Projected number of PhD holders

	Actual			Projection				
	2010	2011	2012	2013	2014	2015	2016	2017

Research Students population	211	231	329	329	389	445	500	515
Academic staff population	35	63	80	100	120	140	160	180

## 2. Projected number of administrative staff

	Actual			Projection				
	2010	2011	2012	2013	2014	2015	2016	2017
Admin staff	180	220	300	421	540	654	663	668

## Total

	Actual			Projection				
	2010	2011	2012	2013	2014	2015	2016	2017
Academic staff population	140	173	200	280	362	436	442	445
PhD Holders	35	63	80	100	120	140	160	180
Admin staff	180	220	300	421	540	654	663	668
Total staff	320	393	500	701	902	1090	1105	1113

## 9.8 Key Result Areas and Key performance Indicators

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
General HR policies	01 Development of policies	01	01	01	01	01	01
	01 Implementation of policies	01	01	01	01	01	01
Recruitment and retention policies	Development of policies for recruitment of 1113 staff	500 Nos	701	902	1090	1105	1113
	Implementation of policies for recruitment of 1113 staff	500 Nos	701	902	1090	1105	1113
Growth and development	Development of policies for 180 HRDs	80	100	120	140	160	180
	Implementation of policies for 180 HRDs	80	100	120	140	160	180
Performance management	Development of policies for 1113 staff members	500 Nos	701	902	1090	1105	1113

	Implementation of policies for 1113 staff members	500 Nos	701	902	1090	1105	1113
Remuneration and benefits	Development of policies for 1113 staff members	500 Nos	701	902	1090	1105	1113
	Implementation of policies for 1113 staff members	500 Nos	701	902	1090	1105	1113

# CHAPTER 10

## FINANCE

To transform the university into financially independent institute through higher entrepreneurship and income generating activities as well as adopting cost saving strategies. Presently KUST recurring budget is Rs.516 million. 56% is being financed through HEC grants, 22% through KUST own resources whereas there is a deficit of 22%. The capital expenditure budget is Rs.159.420 million is being financed by Govt. of Pakistan through HEC/PSDP. By the year 2017 it is expected that the annual recurring budget will be increased to tune of Rs.1147.040 million whereas capital budget will be Rs.400.000 million.

### 10.1 Sources of income

Existing resources and financial position will be enhanced to cover operating expenses.

- Student fee
- Income from investments
- Miscellaneous income
- Income from consultancies
- Income from research by increasing scale of research and program-based funding
- Donation from Government
- Tapping other sources

### 10.2 Financial sustainability

- Income and Expenditure Statement
- Balance Sheet
- Cash flow statement
- Long term investment
- Adopting and maintaining Entrepreneurizing culture

### 10.3 Entrepreneur thrive

- Adoption of business plan for the university/ institute to commercialize its products
- University's programs, products (certifications) and facilities can be franchised and marketed both locally and internationally.
- Outcome of research can be commercialized
- Separating management of non core activities from the university through smart partnerships with subsidiaries or outside parties.

### 10.4 Resource allocation and administrative efficiency

Allocation will be made to make best use of the available resources

## 10.5 Strategies for Finances

**Goals:** Transform the university into financially independent institute through higher entrepreneurship and income generating activities as well as adopting cost saving strategies

Strategy	Reducing reliance upon the government allocation
Action 1	Setting of strategic business unit
Action 2	Bringing entrepreneurial culture to generate revenue
Action 3	Reduction in operating cost
Action 4	Reduction in utilities cost
Action 5	Separating management of non core activities from the university through smart partnership with outside parties.

## 10.6 Key Result Areas and Key Performance Indicators

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Income	Student fee of Rs. 1020.94	121.99	152.58	185.95	224.21	228.80	229.40
	Investment of Rs. 87.5	15.00	16.5	17.00	17.50	18.00	18.50
	Consultancies of Rs. 6.7	0	0	0	2.00	2.20	2.50
	Research (Grants) of Rs. 29	4.36	4.50	5.00	6.00	6.50	7.00
	Conduct of Exams of Rs. 119.5	15.20	17.50	20.50	23.70	27.10	30.70
	Miscincome Rs. 8.4	1.00	1.20	1.40	1.65	1.90	2.25
	Government grant of Rs. 5370.50						
	Recurring Grant of Rs.3370.50	358.45	482.32	607.91	700.58	722.90	856.79
	Development Grant of Rs. 2000	159.420	400	400	400	400	400
	<b>Total</b>		<b>675.420</b>	<b>1074.60</b>	<b>1237.76</b>	<b>1375.64</b>	<b>1407.40</b>
Expenditure	Establishment charges of Rs. 3596.00	360.00	505.00	649.00	768.00	779.00	895.00
	Recurring operational expenses of Rs. 1046.54	156.00	169.60	188.76	207.64	228.40	252.14

	Capital expenditure (Developmental) of Rs. 2000	159.420	400	400	400	400	400
	<b>Total</b>	<b>675.420</b>	<b>1074.60</b>	<b>1237.76</b>	<b>1375.64</b>	<b>1407.40</b>	<b>1547.14</b>

# CHAPTER 11 NETWORKING

University has strong relation with the government bodies and other stakeholders, i.e. Higher Education Department, Finance Department, Establishment Department, P&D Department, Governor Secretariat, Govt. of KP and Planning Commission, HEC, Finance Division, Ministry of S&T, EAD, Govt. of Pakistan.

In addition to above government bodies, University has strong relation with the local community as well as KUST alumni.

## 11.1 Government agencies

- Higher Education Department of the respective province
- Higher Education Commission
- Finance Department/Ministry
- Economic Affairs Division
- Local Authorities

## 11.2 Industry

Local industry will be taken onboard in research activities

### Alumni

A mechanism will be adopted to ensure liaison with the graduates to contribute towards the development of the university in all respects.

### Community

- The networking with the local communities surrounding the campuses of the university will be maintained
- Leaders of the community should be included in most major events taking place on campus if the prevailing situation allow.

## 11.3 Strategies for Networking

**Goals:** Establish good relationship among university, government bodies and other stakeholders

Strategy	Coordination with Government bodies
Action 1	Identification and explore areas for working together.
Action 2	Strengthen relations with public and private sector bodies to improve developmental matters in academic and physical infrastructure
Action 3	Sign MOUs



Strategy	Linkage with Industry
Action 1	Reach out to the local industry for effective and efficient use of research, conducted in the university
Action 2	Strengthen university of understanding of commitment to needs of the industry through enhanced communication.
Action 3	Seeking opportunities for enrichment of KUST programs through experienced and expertise of industry.
Action 4	The university will develop coordination with industry for feedback on research and academic products
Action 5	The university will develop academic research and financial coordination with local industry for the growth of mutual interest
Action 6	Commercializing the university expertise and services and identifying prospective graduates who could bring the industry in to the university.

Strategy	Alumni
Action 1	Collection of alumni statistics to establish and maintain alumni database
Action 2	Develop a professional network between alumni and students for successful and efficient interaction for the job market
Action 3	Reaching out to the alumni for academic, moral and financial support of our students

Strategy	Community
Action 1	Develop and strengthen community's trust in the university
Action 2	Awareness campaign will be launched.
Action 3	Leaders of the community will be invited in major events of the university

#### 11.4 Key Result Areas and Key Performance Indicators

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Coordination with government bodies	Coordination with 05 Government agencies strengthened	5	5	5	5	5	5
Linkage with industry	15 Awareness campaigns launched through ORIC	03	03	03	03	03	03
	24 Curricula reviewed once a year	16	18	20	21	22	24
	Funds received of				Rs. 2	Rs. 2.2	Rs. 2.5

	Rs. 4.72 million by 2017				million	million	million
Alumni	01 Development of database		1	1	1	1	1
	Contribution from alumni (PKRs 01 million)					0.5 million	0.5 million
Community	15 Awareness campaigns launched through ORIC		03	03	03	03	03
	Participation of community leaders in major 10 events		02	02	02	02	02

## CHAPTER 12

### LINKAGE WITH NATIONAL AND INTERNATIONAL DONORS

Presently 11 linkages with international universities / institutes have been developed. Apart from the international linkage local bodies like DOST, ICT etc has also been developed. The relationship will be strengthened. Liaise with the national and international donors for the uplift of the university, financial support and technical assistance.

#### Strategies for Linkage with National and International Donors

Goals: Generate funds for the university

Strategy	Revenue generation and student supports
Action 1	Liaise with national and international donors for the uplift and development of the university
Action 2	Staff, researchers, and students exchange will be ensure for educational and administrative activities
Action 3	Financial support and assistance will be acquired for the university and the students.

#### Key Result Areas and Key Performance Indicators

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Revenue generation and student support	Revenue generation (collaborative research)ofRs. 22.5 millions	4.36	4	3.5	4.5	5	5.5
	Foreign capital assistance of Rs. 4 million			1	1	1	1
	Scholarships of Rs. 2.5 million		0.5	0.5	0.5	0.5	0.5

## **CHAPTER 13**

# **MARKETING AND PROMOTION OF ACADEMIC EXCELLENCE**

Kohat University of Science & Technology, Kohat is chartered by Govt. of Khyber Pakhtunkhwa as Public Sector University. A piece of land measuring 1522 kanal was allotted in 2001 for the establishment of university along with seed money of Rs. 100 million. The major portion of recurring and entire development budget is being financed by the Govt of Pakistan through Higher Education Commission, Islamabad. The Planning Commission and other local agencies are also playing vital roles in providing funds through effective and efficient monitoring and evaluation system.

The KUST has established local academic linkages with various institutes/organizations like:

9. National Center for Physics (NCP), Islamabad
10. Lahore University of Management Sciences, Lahore
11. University of Engineering and Technology, Peshawar
12. Quaid-e-Azam University, Islamabad
13. Nishter Special Education School for Visually Handicapped Children, Kohat
14. Sarhad Rural Support Program (SRSP)
15. SMEDA Peshawar
16. Qarshi Industries, Hattar, Pakistan

The linkage program with international universities is to stay updated with the international community for strategic linkage. The university has already developed academic linkage with the following reputed international universities;

12. Tsukuba University Japan
13. Saga University Japan
14. Sunchon National University Korea
15. Queens Mary University Belfast UK
16. Kyungpook National University Korea
17. Glasgow University UK
18. Brunel University UK
19. Leicester University UK
20. University of Kentucky USA
21. Chonbuk National University, Korea
22. Institute of Botany, Chinese Academy of Sciences, Beijing, China

### **13.2 Outreach**

Reaching out to less fortunate segments of society and responding to natural calamities and commitment with full vigor has been the hallmark of KUST as a stated mission. Realizing its responsibility towards the society in which it operates, KUST strives to contribute its share to bring about improvements in communities wherever possible.

These activities include:

- Rehabilitation work for October 2005 earthquake

- KUST Scholarship Program
- Settling Swat IDPs in 2009
- Celebration of Earthquake Remembrance Day in October 2009
- Blood donations Days
- Helping Flood Affectees of 2010
- Scholarships for students which include Financial Assistance, Kinship, Sibling Concession, Merit-cum-Poverty, MORA Scholarship, Japanese Need base scholarship, FEF scholarship KUST Welfare Fund Scholarships etc.
- Established a cafeteria, which provides subsidized lunch to the lower level staff at campus.

### **13.3 University/institute as a center of excellence for the community of the world**

Realizing its corporate social responsibilities both locally and internationally, the KUST assumes an active role in becoming an active member of the international community and rendering social services for the benefits of the society.

In this way, KUST plays its role as a socially responsible corporate body. KUST's Corporate Social Responsibility (CSR) activities range from providing scholarships to needy students, teaching students about ethics, promoting social / cultural and ethical awareness and sharing with regional community and groups, and helping them during critical situations. As such KUST has established credentials as an institution that cares for the well-being of the communities among which it operates.

### **13.4 External relations and communication**

The most important goal of the KUST at present is to continue flexible approach to anticipate and meet the challenges of future technologies and diversity in education.

### **13.5 Create a strong University's/Institute's Community**

KUST always welcomes students from all around the globe. This diversity in culture provides our students the flexibility to interact with people coming from different backgrounds and adjust in different environments once they move into their practical lives.

### **13.6 Develop a quality mindset**

Investing in Quality, based on the ownership of Quality Assurance processes and Quality Enhancement practices for delivering high quality education, KUST, Pakistan envisages becoming a world premiere center of excellence for education, research and development. KUST has its own quality assurance regimen that reflects its strategic Vision 2020, follows the quality program of the Higher Education commission for improved quality and research, and is also in strict accordance with the international quality assurance standards that will facilitate KUST's participation in the world university rankings.

With Quality as its integer and Excellence in higher education as a qualitative strategic imperative, KUST manifested its progressive mission by establishing the Quality Enhancement Cell (QEC) in 2007, and since then, has taken bold initiatives to attain and manage quality at the institutional level in all its cadres as university management, academic and administration. The QEC, as an essential component of KUST management, is dedicated to the implementation of quality assurance policies and monitoring the academic programs to ensure that the quality standards are well-met. For this to happen, QEC considered the development of a quality mindset in the university at student, faculty, and management levels, so that CIIT practices a quality culture that manifests and promotes academic excellence in the context of higher education.

## Strategies for Marketing and promotion of academic excellence

Goals: Commercialize the research products / innovation for the uplift of the university and for the socio-economic development of the country.

Strategy	Branding of Academic Excellence
Action 1	Quality oriented research culture will be developed
Action 2	Strong university community will be created for marketing and promotion of academic excellence through partnership/outreach activities.

Strategy	Entrepreneurial thrive
Action 1	Implementation of university business plan in letter and spirit
Action 2	Identify relevant research area and university expertise
Action 3	Strengthen long term relationship with members of alumni
Action 4	Commercialize university products and services
Action 5	Development of mechanism to franchise university's research products
Action 6	Public-Private partnership will be encouraged

Goals: Disseminate quality education of undergraduate/graduate students at university.

Strategy	Program self assessment report
Action 1	Collection of data from the department regarding particular program.
Action 2	Formation of assessment team and its approval from the competent authority
Action 3	Review of program/Department by the assessment team, findings thereof for the approval of competent authority.
Action 4	Preparation of action plan and follow-up thereof.

Strategy	Teacher evaluation
Action 1	Collection of data through survey forms from the students.
Action 2	Compilation and preparation of report.
Action 3	Submission of report to concern faculty member and other authority. Submission of summery to the VC.
Action 4	

## Key Result Areas and Key Performance Indicators

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Branding of academic excellence	01 Establishment of ORIC	1	1				
	15 Marketing campaign for intake		3	3	3	3	3
	15 Motivation for research and consultancy		3	3	3	3	3
Entrepreneurial thrive	Implementation of business plan		1				
	100% Outcome of Research products			25%	25%	25%	25%
	04 Public-private partnership agreement			1	1	1	1

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Program self assessment report	10 Self assessment report of programs/departments	11	2	2	2	2	2
Teacher evaluation	100% Teaching evaluation	100	100	100	100	100	100

# Chapter 14

## FUTURE ACTION PLAN

### A. Main Focus

#### 1. Undergraduate Programs

Focus Area				
Goals:				
<ul style="list-style-type: none"> <li>• Increase access to education and fulfill the demand of the market.</li> <li>• Provide good base for the future researchers</li> </ul>				
Focus	Strategy	Action	Deadline / Timeframe	Responsibility
Increase access to education and fulfill the demand of the market.	Expanding existing 04 programs	<ul style="list-style-type: none"> <li>• Review of existing programs and Industry/Market survey</li> <li>• Secure approval from concerned authorities</li> <li>• Review/develop Curricula</li> <li>• Resource arrangement (for infrastructure, labs and human resource etc)</li> <li>• Establish link with the industry</li> <li>• launching of programs</li> <li>• training of faculty members</li> </ul>	30% - 2013 31% - 2014 37 % - 2015 02% - 2016	All Deans and Teaching heads
Provide good base for the future researchers	Launching of 08 new programs	<ul style="list-style-type: none"> <li>• Review of existing programs and Industry/Market survey</li> <li>• Secure approval from concerned authorities</li> <li>• Review/develop</li> </ul>	25% - 2014 25% - 2015 25% - 2016 25% - 2017	All Deans and Teaching heads



		<p>Curricula</p> <ul style="list-style-type: none"> <li>• Resource arrangement (for infrastructure, labs and human resource etc)</li> <li>• Establish link with the industry</li> <li>• launching of programs</li> <li>• training of faculty members</li> </ul>		
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## 2. Graduate programs

Focus Area				
Goals:				
<ul style="list-style-type: none"> <li>• Produce quality researchers.</li> <li>• Provide good base for the future researchers</li> </ul>				
Focus	Strategy	Action	Deadline / Timeframe	Responsibility
Produce quality researchers	Attracting quality students for admission	<ul style="list-style-type: none"> <li>• Offering of scholarships, loans or financial assistance</li> <li>• Aggressive marketing of the new program</li> <li>• Providing state-of-the-art teaching facilities including fully equipped labs, and internet facilities</li> <li>• Displaying information on the university website and updating</li> </ul>	32% - 2014 30% - 2015 30% - 2016 08% - 2017	All Deans and Teaching heads

		<p>regularly</p> <ul style="list-style-type: none"> <li>Highlighting the availability of experienced staff to supervise Graduate students in their studies/research</li> </ul>		
Provide good base for the future researchers	Expanding 04 programs (Management Sciences, Social Work & Sociology, Economics, and Mathematics) up to MPhil & PhD level	<ul style="list-style-type: none"> <li>Review of existing programs and Industry/Market survey</li> <li>Secure approval from concerned authorities</li> <li>Review/develop Curricula</li> <li>Bench marking of new programs with the established program of the university</li> <li>Resource arrangement (for infrastructure, labs and human resource etc)</li> <li>Establish link with the industry</li> <li>launching of programs</li> <li>training of faculty members</li> </ul>	<p>25% - 2014 25% - 2015 25% - 2016 25% - 2017</p>	All Deans and Teaching heads
	Infrastructure for learning student welfare	<ul style="list-style-type: none"> <li>Review of existing welfare programs</li> </ul>	<p>25% - 2014 25% - 2015 25% - 2016 25% - 2017</p>	

		<ul style="list-style-type: none"> <li>• Preparing of adequate facilities proposals including studies, research and graduate assistantship</li> <li>• Secure approval from concerned authorities</li> <li>• Implementation of the proposals</li> </ul>		
	Research intensive graduate programs	<ul style="list-style-type: none"> <li>• Launching intensified research programs</li> <li>• Assigning experienced staff to supervise or collaborate with the students in their research</li> <li>• Collaborating research work with the industry for exposure and sharing of facilities.</li> </ul>	25% - 2014 25% - 2015 25% - 2016 25% - 2017	

### 3. Students

#### Focus Area

Goals:

- KUST focuses on grooming its students into responsible citizens who think globally and act locally.
- The rules and regulations governing academic program are/ will be stream lined to enhance the quality of work.
- All undergraduate/graduate programs are/will be research oriented.

Focus	Strategy	Action	Deadline / Timeframe	Responsibility
<ul style="list-style-type: none"> <li>▪ KUST focuses on grooming its students into responsible citizens who think globally and act locally.</li> <li>▪ The rules and regulations governing academic program are/ will be streamlined to enhance the quality of work.</li> <li>▪ All undergraduate/graduate programs are/will be research oriented.</li> </ul>	Academic nurseries (schools and collages)	<ul style="list-style-type: none"> <li>• Visits of schools/colleges periodically for awareness of students/teachers regarding university requirements and to guarantee the potential inputs.</li> <li>• Efforts to be made to identify and maintain links with selected high performance colleges and higher secondary schools.</li> </ul>	14% - 2013 18% - 2014 20% - 2015 23% - 2016 25% - 2017	All Deans and Teaching heads
	Core academic discipline (Science & Technology)	<ul style="list-style-type: none"> <li>• Disseminates education through latest technological facilities</li> </ul>	100% per year	All Deans and Teaching heads
	International students	<ul style="list-style-type: none"> <li>• Allocate ten seats in each academic program for the international students, especially from the underdeveloped countries.</li> <li>• Strengthen Directorate of University</li> </ul>		

		<p>Advancement and Financial Assistance / R&amp;D/ORIC.</p> <ul style="list-style-type: none"> <li>The international linkage will be strengthened to carry out students exchange program</li> </ul>		
	Support service for students	<ul style="list-style-type: none"> <li>Hostel and health facilities have been developed and will be strengthened.</li> <li>Co-curricular and sports facilities have been developed and will be strengthened.</li> <li>Students counseling, financial support and career development services will be established and developed.</li> </ul>		

#### 4. Research and consultancy

Focus Area				
Goals: Promote market oriented research and consultancy environment in the university.				
Focus	Strategy	Action	Deadline / Timeframe	Responsibility
Promote	Inculcating	<ul style="list-style-type: none"> <li>Motivation</li> </ul>	14% - 2013	All Deans and

<p>market oriented research and consultancy environment in the university.</p>	<p>the research and consultancy culture</p>	<p>campaign through seminar, symposia etc by involving stakeholders</p> <ul style="list-style-type: none"> <li>• Create and maintain the directory of experts available in the university for research and consultancy</li> <li>• Enhancement/skill development of the researchers in the field of data collection, analysis and interpretation thereof.</li> <li>• Managerial support by providing necessary infrastructure within the available resources</li> <li>• Formulation of Rules/Regulations for award of reward / honoraria for quality research, publication &amp; consultancy and approval thereof from the statutory body</li> <li>• Making available incentive for research and consultancy work</li> <li>• Promoting research and consultancy work</li> <li>• Program to encourage research and consultancy activities</li> </ul>	<p>18% - 2014 20% - 2015 23% - 2016 25% - 2017</p>	<p>Teaching heads</p>
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	Revenue generation from research and consultancy	<ul style="list-style-type: none"> <li>• Taking steps to ensure effective management of research and consultancy and the capability of generating revenues</li> <li>• Making market oriented research culture</li> <li>• Making research and consultancy as an alternate source of income</li> <li>• Quality researchers will attract new job opportunities</li> </ul>	100% per year	All Deans and Teaching heads
	Management support for research and consultancy	<ul style="list-style-type: none"> <li>• Efforts will be made to gear research and consultancy activities in the university</li> <li>• Update the database on available expertise in the university</li> <li>• Make fast financial transaction such as grant payments or claims of researchers</li> <li>• Provide adequate facilities (labs, workshop etc)</li> <li>• Appreciate researcher and consultants by recognizing their achievements through awards and promotion etc</li> </ul>		

## 5. International academic network

Focus Area				
Goals: Stay updated with the International community for strategic linkage				
Focus	Strategy	Action	Deadline Timeframe	Responsibility
Stay updated with the International community for strategic linkage	Strategic linkages with the DAIs of international repute	<ul style="list-style-type: none"> <li>Motivation of PhD holders (foreign and indigenous scholars) to interact with their respective university for research collaboration</li> <li>Signing of Memorandum of Understanding (MoUs) with foreign Universities / DAIs</li> <li>Exchange of mutual interest and knowledge through faculty / student exchange programs</li> <li>Identify more sources of funding for international students to enable them to study at KUST</li> </ul>	18% - 2013 13% - 2014 23% - 2015 23% - 2016 23% - 2017	All Deans and Teaching heads
	Academics Programs	<ul style="list-style-type: none"> <li>Review of existing</li> </ul>	18% - 2013 13% - 2014	All Deans and Teaching heads



		<p>university curricula with respective foreign university</p> <ul style="list-style-type: none"> <li>• Making necessary amendments in the curricula to harmonize it with the international market</li> <li>• Attract international faculty</li> <li>• Highlight the accessibility to R&amp;D facilities within and outside the university</li> </ul>	<p>23% - 2015 23% - 2016 23% - 2017</p>	
	Student exchange program	<ul style="list-style-type: none"> <li>• Identification and selection of disciplines</li> <li>• Attract fee paying international students</li> <li>• Nomination and selection of students</li> <li>• Develop mechanism of assessing international students</li> <li>• Develop international recognition of courses/study programs</li> </ul>	<p>07% - 2013 13% - 2014 20% - 2015 27% - 2016 33% - 2017</p>	All Deans and Teaching heads

		<ul style="list-style-type: none"> <li>• Sending our students to foreign for research oriented activities under already signed MoUs and admitting their students.</li> <li>• Progress reports of both the students for evaluation &amp; monitoring</li> <li>• Development of future strategies on the basis of experience learned.</li> </ul>		
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## 6. Infrastructure and facilities

Focus Area				
Goals: Provide latest infrastructure and allied facilities which support services to create conducive research environment				
Focus	Strategy	Action	Deadline / Timeframe	Responsibility
Provide latest infrastructure and allied facilities which support services to create conducive research environment	Planning for infrastructure and facilities	<ul style="list-style-type: none"> <li>• Review the existing facilities and chalk out future requirement</li> <li>• Project proposals so designed will be placed before the approving authorities for arranging and allocation of funds.</li> <li>• Approved proposals will then be executed accordingly.</li> <li>• Identity sources of</li> </ul>	Initial review/demand will be done in 2013, whereas new projects / implementation would continue till 2017	Planning & Development and Directorate of works

		funding/alternative means.		
	Information and Communication Technology (ICT)	<ul style="list-style-type: none"> <li>Review the existing facilities including manpower and chalk out future requirement</li> <li>Provision of ICT infrastructure/ facilities.</li> <li>Equipping students and faculty with ICT and multimedia skills and capabilities.</li> <li>Establishment/improving Cyber library.</li> <li>On the basis above finding, comprehensive project proposals will be formulated, if needed.</li> <li>Project proposals so designed will be placed before the approving authorities for arranging and allocation of funds.</li> <li>Approved proposals will then be executed accordingly.</li> <li>Maintenance of interactive website etc.</li> </ul>	Initial review/demand will be done in 2013, whereas new projects / implementation would continue till 2017	Planning and Development

## B. Support Thrust

### 1. Academic thrust

Focus Area				
Goals:				
<ul style="list-style-type: none"> <li>Increase access to education and fulfill the demand of the market.</li> <li>Provide good base for the future researchers</li> </ul>				
Focus	Strategy	Action	Deadline / Timeframe	Responsibility
Increase	Expanding	<ul style="list-style-type: none"> <li>Review of existing</li> </ul>	30% - 2013	All Deans and

<p>access to education and fulfill the demand of the market.</p>	<p>existing 04 programs</p>	<p>programs and Industry/Market survey</p> <ul style="list-style-type: none"> <li>• Secure approval from concerned authorities</li> <li>• Review/develop Curricula</li> <li>• Resource arrangement (for infrastructure, labs and human resource etc)</li> <li>• Establish link with the industry</li> <li>• launching of programs</li> <li>• training of faculty members</li> </ul>	<p>31% - 2014 37 % - 2015 02% - 2016</p>	<p>Teaching heads</p>
<p>Provide good base for the future researchers</p>	<p>Launching of 08 new programs</p>	<ul style="list-style-type: none"> <li>• Review of existing programs and Industry/Market survey</li> <li>• Secure approval from concerned authorities</li> <li>• Review/develop Curricula</li> <li>• Resource arrangement (for infrastructure, labs and human resource etc)</li> <li>• Establish link with the industry</li> <li>• launching of programs</li> <li>• training of faculty members</li> </ul>	<p>25% - 2014 25% - 2015 25% - 2016 25% - 2017</p>	<p>All Deans and Teaching heads</p>

## 2. Graduate programs

Focus Area				
Goals:				
<ul style="list-style-type: none"> <li>• Produce quality researchers.</li> <li>• Provide good base for the future researchers</li> </ul>				
Focus	Strategy	Action	Deadline Timeframe	Responsibility
Produce quality researchers	Attracting quality students for admission	<ul style="list-style-type: none"> <li>• Offering of scholarships, loans or financial assistance</li> <li>• Aggressive marketing of the new program</li> <li>• Providing state-of-the-art teaching facilities including fully equipped labs, and internet facilities</li> <li>• Displaying information on the university website and updating regularly</li> <li>• Highlighting the availability of experienced staff to supervise Graduate students in their studies/research</li> </ul>	32% - 2014 30% - 2015 30% - 2016 08% - 2017	All Deans and Teaching heads
Provide good base for the future researchers	Expanding 04 programs (Management Sciences,	<ul style="list-style-type: none"> <li>• Review of existing programs and Industry/Market</li> </ul>	25% - 2014 25% - 2015 25% - 2016 25% - 2017	All Deans and Teaching heads

	<p>Social Work &amp; Sociology, Economics, and Mathematics) up to MPhil &amp; PhD level</p>	<p>survey</p> <ul style="list-style-type: none"> <li>• Secure approval from concerned authorities</li> <li>• Review/develop Curricula</li> <li>• Bench marking of new programs with the established program of the university</li> <li>• Resource arrangement (for infrastructure, labs and human resource etc)</li> <li>• Establish link with the industry</li> <li>• launching of programs</li> <li>• training of faculty members</li> </ul>		
	<p>Infrastructure for learning student welfare</p>	<ul style="list-style-type: none"> <li>• Review of existing welfare programs</li> <li>• Preparing of adequate facilities proposals including studies, research and graduate assistantship</li> <li>• Secure approval from concerned</li> </ul>		

		<p>authorities</p> <ul style="list-style-type: none"> <li>• Implementation of the proposals</li> </ul>		
	<p>Research intensive graduate programs</p>	<ul style="list-style-type: none"> <li>• Launching intensified research programs</li> <li>• Assigning experienced staff to supervise or collaborate with the students in their research</li> <li>• Collaborating research work with the industry for exposure and sharing of facilities.</li> </ul>		

### 3. Human resources

Focus Area				
Goals: Create conducive environment to attract, develop, retain quality and competent human resources				
Focus	Strategy	Action	Deadline / Timeframe	Responsibility
Create conducive environment to attract, develop, retain quality and competent human resources	General Human Resource Policies	<ul style="list-style-type: none"> <li>• Hiring / engaging capable, efficient and professional staff through transparent approach and practices</li> <li>• Adopting performance oriented pay structure</li> <li>• Maximizing their potential for the benefit of the</li> </ul>	The existing general HR policies will continue to develop until 2017	Registrar

		<p>university</p> <ul style="list-style-type: none"> <li>• Attuned to the vision, mission and strategic plans of the university</li> </ul>		
	Recruitment and retention policies	<ul style="list-style-type: none"> <li>• To employ potential and best suited human resources in a transparent and competitive manner</li> <li>• Ensure their productivity in teaching, research and administrative jobs</li> <li>• Retention of employees ensuring conducive and congenial environment including due promotion and service benefits at campus</li> </ul>	The existing general HR policies will continue to develop until 2017	Registrar
	Growth and Development (HRD)	<ul style="list-style-type: none"> <li>• Establish mechanism of induction courses for the staff to acquaint them with the vision, mission and strategic plans of the university</li> <li>• Enhance core competencies of the administrative staff to develop their potential and to improve their versatility.</li> <li>• Enhance research and teaching methodologies of the academic staff</li> <li>• Special attention to be given to newly appointed staff</li> </ul>	The existing general HR policies will continue to develop until 2017	Registrar



		especially engaged with teaching and research.		
	Performance Management	<ul style="list-style-type: none"> <li>• Continuous Monitoring and Improved evaluation policies to be followed</li> <li>• Academic staff will be supported adequately in research and teaching so that they can contribute quality research and teaching</li> <li>• Academic and administrative staff appointment/promotion criteria will be made transparent and performance based.</li> <li>• Rotational system amongst administrative staff to make them multi skilled will be introduced.</li> </ul>	The existing general HR policies will continue to develop until 2017	Registrar and Director QEC
	Remuneration and Benefits	<ul style="list-style-type: none"> <li>• Avenues will be explored to reward the devoted, competent and efficient staff within the available limited resources.</li> <li>• All the researchers will be motivated to contribute towards increasing revenue of the university beside government support</li> </ul>	The existing general HR policies will continue to develop until 2017	Registrar

		<ul style="list-style-type: none"> <li>Attractive reward mechanism/packages will be developed for the researchers to generate and enhance university funds</li> </ul>		
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#### 4. Finance

Focus Area				
Goals: Transform the university into financially independent institute through higher entrepreneurship and income generating activities as well as adopting cost saving strategies				
Focus	Strategy	Action	Deadline / Timeframe	Responsibility
Transform the university into financially independent institute through higher entrepreneurship and income generating activities as well as adopting cost saving strategies	Reducing reliance upon the government allocation	<ul style="list-style-type: none"> <li>Setting of strategic business unit</li> <li>Bringing entrepreneurial culture to generate revenue</li> <li>Reduction in operating cost</li> <li>Reduction in utilities cost</li> <li>Separating management of non core activities from the university through smart partnership with outside parties</li> </ul>	By the end of 2017, the university is expected to generate Rs. 1272.04 million as own resources as per under mentioned breakup: 2013: Rs. 192.28 2014:Rs. 229.85 2015:Rs. 275.06 2016:Rs. 284.50 2017:Rs. 290.35	Director Finance

#### 5. Networking

Focus Area				
Goals: Establish good relationship among university, government bodies and other stakeholders				
Focus	Strategy	Action	Deadline / Timeframe	Responsibility

<p>Establish good relationship among university, government bodies and other stakeholders</p>	<p>Coordination with Government bodies</p>	<ul style="list-style-type: none"> <li>• Identification and explore areas for working together.</li> <li>• Strengthen relations with public and private sector bodies to improve developmental matters in academic and physical infrastructure</li> <li>• Sign MOUs</li> </ul>	<p>The exiting good working relationships with government bodies will continue to evolve until 2017 and beyond</p>	<p>ORIC</p>
	<p>Linkage with Industry</p>	<ul style="list-style-type: none"> <li>• Reach out to the local industry for effective and efficient use of research, conducted in the university</li> <li>• Strengthen university of understanding of commitment to needs of the industry through enhanced communication.</li> <li>• Seeking opportunities for enrichment of KUST programs through experienced and expertise of industry.</li> <li>• The university will develop coordination</li> </ul>	<p>The university plans to reach out to the industry and liaise with it through the years until 2017</p>	<p>ORIC</p>

		<p>with industry for feedback on research and academic products</p> <ul style="list-style-type: none"> <li>• The university will develop academic research and financial coordination with local industry for the growth of mutual interest</li> <li>• Commercializing the university expertise and services and identifying prospective graduates who could bring the industry in to the university.</li> </ul>		
	Alumni	<ul style="list-style-type: none"> <li>• Collection of alumni statistics to establish and maintain alumni database</li> <li>• Develop a professional network between alumni and students for successful and efficient interaction for the job market</li> <li>• Reaching out to the alumni for academic, moral and financial support of our students</li> </ul>	KUST is in the process of developing alumni association for mutual economic and professional growth.	ORIC and Registrar
	Community	<ul style="list-style-type: none"> <li>• Develop and strengthen</li> </ul>	Consistent awareness	ORIC

		<p>community's trust in the university</p> <ul style="list-style-type: none"> <li>• Awareness campaign will be launched.</li> <li>• Leaders of the community will be invited in major events of the university</li> </ul>	<p>campaign through media, visits, open houses through 2013 - 2017</p>	
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## 6. Linkages with national and international donors

Focus Area				
Goals: Generate funds for the university				
Focus	Strategy	Action	Deadline / Timeframe	Responsibility
Generate funds for the university	Revenue Generation and student supports	<ul style="list-style-type: none"> <li>• Liaise with national and international donors for the uplift and development of the university</li> <li>• Staff, researchers, and students exchange will be ensure for educational and administrative activities</li> <li>• Financial support and assistance will be acquired for the university and the students.</li> </ul>	KUST expects financial and technical support from national and international counterparts through the period.	All Deans and Teaching heads

## 7. Administration

Focus Area				
Goals: Dissemination of knowledge through quality administration				
Focus	Strategy	Action	Deadline / Timeframe	Responsibility
Dissemination of knowledge through quality administration	Excellent administration for KUST	<ul style="list-style-type: none"> <li>Designing/developing staff management system through e-administration.</li> <li>Imparting training for e administration and skill development for staff.</li> <li>Developing inter coordination system.</li> <li>Formulation of career opportunities/promotion rules and procedures.</li> </ul>	KUST will start e-administration and develop excellent administration by 2013	Registrar

## 8. Marketing and promotion (branding) of academic excellence

Focus Area				
Goals: Commercialize the research products / innovation for the uplift of the university and for the socio-economic development of the country				
Focus	Strategy	Action	Deadline / Timeframe	Responsibility
Commercialize the research products / innovation for the uplift of the university and for the socio-economic development of the country	Branding of Academic Excellence	<ul style="list-style-type: none"> <li>Quality oriented research culture will be developed</li> <li>Strong university community will be created for marketing and promotion of academic excellence through partnership/outreach activities.</li> </ul>	The university will further promote and strengthen ORIC through 2013-2017.	ORIC

	Entrepreneurial thrive	<ul style="list-style-type: none"> <li>• Implementation of university business plan in letter and spirit</li> <li>• Identify relevant research area and university expertise</li> <li>• Strengthen long term relationship with members of alumni</li> <li>• Commercialize university products and services</li> <li>• Development of mechanism to franchise university's research products</li> <li>• Public-Private partnership will be encouraged</li> </ul>		ORIC, all Deans and Teaching heads
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### 9. Quality Assurance (Bench Marking)

Focus Area				
Goals: Disseminate quality education of undergraduate/graduate students at university.				
Focus	Strategy	Action	Deadline / Timeframe	Responsibility
Disseminate quality education of undergraduate/graduate students at university.	Program self assessment report	<ul style="list-style-type: none"> <li>• Collection of data from the department regarding particular program.</li> <li>• Formation of assessment team and its approval from the competent authority</li> </ul>	The university will manage assessment of teaching and teachers through 2013 – 2017	QEC

		<ul style="list-style-type: none"> <li>• Review of program/Department by the assessment team, findings thereof for the approval of competent authority.</li> <li>• Preparation of action plan and follow-up thereof.</li> </ul>		
	Teacher evaluation	<ul style="list-style-type: none"> <li>• Collection of data through survey forms from the students.</li> <li>• Compilation and preparation of report.</li> <li>• Submission of report to concern faculty member and other authority.</li> <li>• Submission of summary to the VC.</li> </ul>		ORIC, all Deans and Teaching heads



## **CHAPTER 15**

### **RECOMMENDATIONS**

As the technology of today's world advances by leaps and bounds, it really stands out as a requisite to obtain a higher academic qualification in almost every field of life. The burden of higher education incidentally rests on the shoulders of the government. And it had been identified that the lack of planning and management had caused considerable damage to the education system of the country, however, since some recent years, there have been few productive efforts from the offices of the state, but such stand-alone beneficial activities might find themselves too small to create a substantial stir in the system.

Over the past few years, we have observed some radical changes in the policies of higher education, in an effort to rejuvenate the research and development sector of the country. Allocation of an abundance of finances and resources are the salient features of the campaign. But what needs to be understood is that having a bagful of money is not going to put everything right. A meticulously formulated script that must cater all aspects of the advanced studies is extendable to accommodate future improvements in the same program, created by the advice and consultancy of educationists and must have an active and effective representation of the community of students for whom the policy is meant.

Once the direction is identified, tools like finances and resources could be used to provide the additional thrust to the system. Following are the few suggestions about implementable actions to enhance the efficiency.

#### **Research**

No doubt research is an assiduous and laborious work; it must be given equivalent weightage in every advanced degree in any institution. Not only that, but all the research work must be backed up by the provision of necessary infrastructure and equipment, as well as adequate financial support to the team involved in the project. So that they may concentrate on the undergoing project rather than being occupied by the 'lack of finances for family' thoughts. A mentally satisfied student would have an increased throughput and concentration than a student occupied with livelihood concerns.

#### **Effective Affiliations with R&D Organizations**

One of the factors that could exponentially improve the quality of education is the close collaboration of the higher education institutions with R&D companies. A big number of private companies in Pakistan are operating on standalone basis with little or no help from

the offices of the state. Their practice is to wait for the graduating class of any institution and hire them after their degree. With an effective professional affiliation between the university and the organization, they must be allowed to penetrate a little deeper in the institution by proposing and sending certain projects to the final year students of the institution. The approach is fairly practical for the benefit of both the students as well as their future employers to get acquainted with each other. While the employer can look for the potential candidates for them according to the interests, the students can actually get a taste of the research trends in the industry and choose their careers accordingly.

### **Retaining of staff**

In order to retain well experienced staff among both faculty and administration, a transparent and comprehensive promotion policy along with a proper career mechanism will be adopted. The grounds for improvement in the higher education policies at Pakistan are numerous. This is leading to a progressive improvement in the state of higher education in Pakistan. Further planning, organization and management can integrate all the efforts into one common effective system that would eventually provide a huge benefit to the youth of the country as well as experienced and competent employees of the university.