



## General Observations

Standard # 1	Observation	Rejoinder	Remarks
Mission, Vision & Goals	<p>The committee to formulate the Vision/Mission statements was constituted vide Notification No. KUST/ESH/C/14-7/Vol-11/13/9858-64 dated December 18, 2013. The committee never submitted detailed report in writing in this regard. However, after 27 months, the convener of the committee, who was dean of faculty become the Vice Chancellor and sent an email (copy at page # 42 of 20<sup>th</sup> Agenda Paper of Academic Council) dated 23<sup>rd</sup> March 2016 to the Registrar and Academics Section to include in the forthcoming meeting of academic council, the Slogan/ Vision /Mission statement for approval. No written evidence of any meeting of the committee constituted, not any report submitted for this purpose is provided for HEC team. Vision and Mission statement were consequently approved by academic council meeting # 20<sup>th</sup> and endorsed syndicate meeting # 33 held on 15<sup>th</sup> August 2017.</p>	<p>Mission/Vision statement was conceived by a Committee constituted by the Vice Chancellor and chaired by the Senior Dean.</p> <p>The document was proceeded further to include as an agenda item for discussion/ approval in 20<sup>th</sup> academic council meeting KUST held on 9<sup>th</sup> May, 2016</p> <p>Recommendation of the Academic Council was approved in 33<sup>rd</sup> meeting of syndicate held on 15<sup>th</sup> August, 2017.</p>	<p>Notification is placed as Annexure-A</p> <p>Academic Council minutes of 20<sup>th</sup> meeting are placed as Annexure-B and C.</p> <p>Minutes of 33<sup>rd</sup> Syndicate is placed as Annexure-D whereas Syndicate minutes of the vision/mission committee are placed as Annexure-E</p>

Mission, Vision & Goals	It was reported in the UPR that the University has revised the Mission. However, same was never reviewed by any committee. No such notification of committee constituted toward reviewing the Vision/Mission after its approval is provided.	Yes, it is part of the annual report and business plan which are normally presented each year to the University statutory bodies. However, the vision was finally approved in 2016 as mentioned above.  Most recently, it has been planned to constitute a committee to re-visit and review Mission, Vision. The same will be processed through required statutory bodies and will be reported in all official documents & displayed on University website.	A committee is reconstituted for reviewing the Mission/Vision of KUST. Copy is placed as Annexure-F
<b>Standard # 2</b>	<b>Observation</b>	<b>Rejoinder</b>	<b>Remarks</b>
Planning and Evaluation	In planning & budget preparation no feedback is taken from faculty and departments	All the plans are prepared by the Section of Planning and Development with the consultation of all the stakeholders. (Faculty Ref. answer to question # 01 page 33 (UPR) & Admin.	A letter from Treasurer is sent to all stake holders every year for every financial year. (Departments/Institutes) the stake holder submit their requirement. Copies are placed as Annexure-G & H.
Planning and Evaluation	The P & D Section needs serious attention as it seems definite without any regular Director. The whole department is looked after by one Deputy Director and one Superintendent.	The regular Director is retired from service. The post is advertised. Presently Registrar is performing additional duties of Director Planning & Development with his team including Dy. Director P&D and supporting staff.	Notification of Registrar to perform additional duties as Director Planning & Development along with Dy. Director is placed as Annexure I & J.
Planning and Evaluation	No Procurement Annual plan prepared by the university	A Standard Operating Procedure (SOPs) for all kind of procurements have been framed and approved in KUST Financial Rules. A University Purchase Committee and respective Departmental	A committee was constituted for preparation of procurement Plan vide Notification placed as Annexure-K.  Revised Financial Rules 2017 reflects the SOPs

		Purchase Committees, constituted by the Competent Authority for a fix term to look after the routine purchases. In addition, there is also an On-spot Purchase Committee that takes care of emergency procurement. Ref. question # 3 Standard # 7, Page # 95 of UPR	of University Purchase Committee. Copy is placed as Annexure-L.  Departmental Purchase Committees notification are placed as Annexure-M.
Planning and Evaluation	During last three years no PC-1 has been approved.	Request have been submitted to HEC	Annexure-N
<b>Standard # 3</b>	<b>Observation</b>	<b>Rejoinder</b>	<b>Remarks</b>
Organization and Governance	University Organogram, Vision/Mission is not uploaded on the University Website, University Organogram is not approved by the syndicate.	University Organogram is uploaded along with Vision/Mission on the University website. University organogram is prepared in the light of KUST Statutes, 2016. The Statutes is approved from all statutory bodies and duly signed by the Chancellor of the University.	Organogram is placed as Annexure-O The same is also uploaded on KUST official website.
Organization and Governance	Since its inception in 2001, only 6 senate meetings have been taken placed and last two meetings being held on 9 <sup>th</sup> April 2016 and 29 <sup>th</sup> June, 2018. University Acts defines that there should be two Senate meetings in a colander year. No meeting of senate took place in 2019 till now.	The Pre- Senate meeting have already conducted in February, 2020	Copies of requests to Chancellor are attached as Annexure-P
Organization and Governance	As per the University Act, Syndicate meeting once in every quarter in a colander year. Only one meeting of syndicate was held in year 2017 and 03 in 2018, where in required as per Act are	As the university was run by acting V.C. from September, 2014 to June, 2017. The regular VC reported in June, 2017. Therefore only one meeting was conducted in 2017 and 03 in 2018.	List of Syndicate meeting conducted is mentioned in the UPR

	04 meetings in every year.		
Organization and Governance	<p>The reply provided in the UPR Question 02 of Standard 03 said that VC has not used emergency powers as per Act Clause No 11 (3), however, emergency powers/ anticipatory approval has been used several times for example reverence agenda working paper of 33<sup>rd</sup> syndicate meeting wherein minutes of 15<sup>th</sup> affiliation committee meeting (2016) were approved by VC. Initially and later on post-facto approval was sought by the syndicate. Likewise, VC also appointed faculty members on contract/ ad'Hoc basis using emergency powers. Finally, study leaves were also granted by the VC to the employees on the recommendation of the study leave committee and later on reported to the syndicate.</p>	Yes, the VC has used emergency powers as and when required as per KUST Statutes, 2016.	A copy of 43 <sup>rd</sup> Syndicate meeting is attached as Annexure-Q For further clarification, KUST Statutes 2016 is available on KUST official website <a href="http://www.kust.edu.pk">www.kust.edu.pk</a>
Organization and Governance	It is observed that most of the key administrative positions are occupied on additional assignments basis such as, Treasurer, Director QEC, Director P&D, Director Academics etc.	Some of these positions have already been advertised. Among them the selection board for treasurer was conducted and approved Mr. Muhammad Zafar Khan as Treasurer. The same agenda was included in the 43 <sup>rd</sup> Syndicate meeting which is kept pending as the members of Finance, Establishment and HED not agreed to it.	A copy of 43 <sup>rd</sup> Syndicate meeting is attached as Annexure-Q

Organization and Governance	With reference to two typos in the reply of Question # 7 of UPR needs to be corrected as below 6 <sup>th</sup> syndicate meeting was held on 9 <sup>th</sup> June, 2018 and minutes were reportedly issued on 2 <sup>nd</sup> June, 2018. (before the meeting) which need correction. 36 <sup>th</sup> meeting of syndicate was reported to take place on 23 <sup>rd</sup> October, 2019 which is yet to come. The correct date as per records reflect may be 23 <sup>rd</sup> October 2019 which needs correction in UPR	The typographical mistakes have been rectified as 6 <sup>th</sup> Senate meeting was held on 29 <sup>th</sup> June, 2018 and minutes were reportedly issued on 3 <sup>rd</sup> August, 2018. 36 <sup>th</sup> meeting of Syndicate was reported to take place on 23 <sup>rd</sup> October, 2018	UPR is provided
<b>Standard # 4</b>	<b>Observation</b>	<b>Rejoinder</b>	<b>Remarks</b>
Integrity	Faculty members are unaware about usage of all features of Turnitin Software.	Account of Turnitin Software is provided to every faculty member of the University. A number of training sessions have been conducted. They are even offered on-spot facility related to Turnitin operations. Furthermore, a number of training/interactive session related with quality was planned in March, 2020. However, due to COVID 19, the sessions are yet not exercised/materialized.	
Integrity	Grievances committee exist and dealt 20 cases for which the record is not properly maintained, however, most of the faculty members and students are not aware of its existence. Moreover, SOPs for grievances committee	The Grievances committee for students is exist. Issues Resolving Committees for PBS-2 to 16 and BPS-17 and above already exists.	Copies of committee notification with minutes of meeting are attached as Annexure-R

	does not exists.		
Integrity	There is no written policy for conflict of interest	In this connection Govt. of Khyber Pakhtunkhwa Universities Act, 2012 (Chapter-VII, Section-40) is attached.	Annexure-S
<b>Standard # 5</b>	<b>Observation</b>	<b>Rejoinder</b>	<b>Remarks</b>
Faculty	There is no policy to sort out the possibility of misusage the information for promotion if the faculty is strict in teaching, marking etc. but good in teaching.	HEC criteria policy is implemented. There is no such type of cases reported so far.	
Faculty	All the research project mentioned in the UPR are prepared in separate tables wherein award letters are missing in the UPR.	Award letters for all previous and future research projects will be collected and incorporated in the UPR.	
Faculty	Publication record and lists of publication do not match.	Corrected in the UPR	UPR is provided
<b>Standard # 6</b>	<b>Observation</b>	<b>Rejoinder</b>	<b>Remarks</b>
Students	Merit lists for new admissions to Bachelors level are based upon the result of 1 <sup>st</sup> year result only. Which is violation of HEC criteria of admission.	Students are allowed for provisional admission on the basis of 1 <sup>st</sup> year result. After final result, the Admission are finalized.	This practice has been done for attracting candidates for admission.
Students	University is running few academic programmes without obtaining relevant NOC for HEC.	All NOCs required have been obtained.	The accreditation certificate of required discipline/programs are placed as annexure-T
Students	Online feedback is carried out through “Kohat University Campus Management System” for undergraduate and graduate studies. However statistical	The same reports shared with concerned HoDs for information and further necessary action.	All the departments are sensitized

	report generated online are not being regularly discussed in BOS for improvement.		
<b>Standard # 7</b>	<b>Observation</b>	<b>Rejoinder</b>	<b>Remarks</b>
Institutional Resources	Access to the HEC digital library resources is available throughout the campus through VPN but the resources are not being used effectively by the faculty and students.	To enhance the use of HEC provided digital library in the campus, a number of session have been conduct for staff and students. Furthermore, KUST VPN services for remote access to digital library have also been provided to facilitate staff and students out of the campus	For reference <a href="http://www.kust.edu.pk">www.kust.edu.pk</a>
Institutional Resources	A mosque with low capacity exist in the campus.	The construction of new mosque with maximum capacity is in progress.	Tender Document is attached as Annexure-U
Institutional Resources	Insufficient health facilities are witnessed in the campus.	Health Care Center is available with 24 hours service along with ambulance.	A copy of notification is attached as Annexure-V
Institutional Resources	During the visit to various departments and labs, insufficient safety measures were witnessed.	The HoDs have been informed for compliance.	
<b>Standard # 8</b>	<b>Observation</b>	<b>Rejoinder</b>	<b>Remarks</b>
Academic Programs and Curriculum	The alumni survey, important in reviewing the programmes is not conducting regularly. The results of the most recent survey have not been compiled.	The alumni committee is already constituted. Dr. Muhammad Kaleem, Associate Professor of Institute of Business Studies is detailed as convener.	Copy is attached as Annexure-W
Academic Programs and Curriculum	The summary of the most recent surveys by graduating students is lacking.	The same survey form has already been uploaded on KUST CMS. Feedback from the students are still awaited.	
<b>Standard # 9</b>	<b>Observation</b>	<b>Rejoinder</b>	<b>Remarks</b>
Public	The university has	RTI Act and all details	Notifications of IPOs

Disclosure and Transparency	adopted Right to Information Act (RTI) and assigned a focal person. There is no communication strategy/ processes for dissemination, regulation rules and policies for staff.	displayed at University website.	are attached as Annexure-X
<b>Standard # 10</b>	<b>Observation</b>	<b>Rejoinder</b>	<b>Remarks</b>
Assessment and Quality Assurance	Notifications regarding constituting Program Team (PTs) and Assessment Team (ATs) are being issued by Director QEC himself instead of registrar of SARs of various programmes.	Noted and notification of PT and AT members will be issued by Registrar office in future.	
Assessment and Quality Assurance	Executive summaries of SAR are prepared however, approval by the VC for the same is not provided to the team.	Noted for future compliance.	
Assessment and Quality Assurance	Assessment team reports towards SAR are not available.	Noted for future compliance.	
Assessment and Quality Assurance	QEC budget allocated in 2018-2019 as per the documents provided (15 <sup>th</sup> F & PC working papers) shows 0.253 million however, in UPR university reported Rs.7.07 million and usage is shown as 100%	Rs. 0.253 million was only expenses for QEC and Rs. 7.07 million was overall budget including expenses and salary of QEC staff.	
Assessment and Quality Assurance	Notification towards Director QEC as an observer in all statutory body meetings is available however, the minutes of Senate, Syndicate, Selection Board and Academic Council does not record his presence as an observer.	The Act and Statutes, 2016 is silent in this regards. However, Director QEC is attending meetings of Academic Councils and Advance Studies & Research Boards as an observer.	.
<b>Standard # 11</b>	<b>Observation</b>	<b>Rejoinder</b>	<b>Remarks</b>



Student Support and Services	Proper career development center, job placement and business incubation do not exist.	Centres are already established.	Copies are attached as Annexure- Y
Student Support and Services	Information available on university website is not up to the mark for students.	Noted and Director ICT KUST have been informed for further necessary action as per committee observations.	All the relevant information's are uploaded on KUST Website

## Areas of Concerns

Sr #	Observation	Rejoinder	Remarks
1	Vision/Mission statements be reviewed and consequentially approval of the same may be sought by the syndicate.	Most recently, it has been planned to constitute a committee to re-visit and review Mission Vision. The same will be processed through required statutory bodies and will be reported/ displayed in all official documents including university website.	Noted and new committee has notified for review of the University Vision/Mission statements. Already annexed as A
2	Various key administrative positions should be advertised and filled by regular staff instead of on additional charges.	Some of these positions have already been advertised and selection board is conducted. Some of these positions have already been advertised and selection board is conducted. The same agenda was included in the 43rd Syndicate meeting which is kept pending as the members of Finance, Establishment and HED not agreed to it.	A copy of 43 <sup>rd</sup> Syndicate meeting is attached as Annexure-Q
3	The university should strive to generate self-revenue in the areas of collaborative and Contract Research, Consultancy and Testing, income from Intellectual Property and Alumni.	The University has planned its five years Business Plan including all the items mentioned in the question. The number of students from 3000 approx. to 6000 approx.	Copy of Business Plan
4	To enhance and promote the Research Culture in the university. A scheme of research incentives should be considered.	The University has already initiated research culture and four (04) number of projects have already been started. Furthermore, more than 40 projects are in process by different departments	
5	Director QEC should be invited to all statutory body meetings as an observer including, Senate, Syndicate, Selection Board Academic Council etc.	The Act and Statutes, 2016 is silent in this regards. However, Director QEC is attending meetings of Academic Councils and Advance Studies & Research Boards as an observer.	

6	The university must prepare Annual Procurement Plan of all the projects as per PPRA rules.	Noted. Initiative has been taken and Annual Procurement Plan 2020-21 is under process.	
7	Meetings of statutory bodies like Syndicate, Senate etc. be held according to the University Act.	Noted. University has already follows the policy of HEC/HED and also Govt. of Khyber Pakhtunkhwa Universities Act, 2012.	
8	Admission to the undergraduate level should be according to the HEC guideline and not on the result of the 1 <sup>st</sup> year only.	Students are allowed for provisional admission on the basis of 1 <sup>st</sup> year result. After final result, the Admissions are finalized.	Concern has already communicated during the meeting through HED member
9	University should obtain relevant NOCs of academic programs on urgent basis after fulfilling the requirements as laid down by the HEC.	University has already adopted all the policies issued by HEC through Statutory bodies.	Copies of Accreditation are already attached as Annexure-T.
10	Appropriate safety measures such as fire alarms and fire extinguishers be deployed at proper places within the university campus including laboratories.	Safety and security measures are adopted such as fire alarms, fire extinguishers are installed in all the buildings/laboratories & offices as per the directions received from concerned authorities i.e. Army, Police, District Administrations etc as Disaster Management Committee notified.	

## Recommendations

Sr #	Recommendation	Rejoinder	Remarks
1	It is suggested that the Vision/ Mission statements be reviewed by a committee and consequentially approval of the same may be sought by the statutory bodies.	Most recently, it has been planned to constitute a committee to re-visit and review Mission Vision. The same will be processed through required bodies and will be reported in all official documents displayed at University website.	Noted and new committee has notified for review of Vision/Mission. Already placed as Annexure-A
2	Various key administrative positions should be advertised and filled by regular staff instead of on additional charges.	Some of these positions have already been advertised and processes. Advertisement copy attached as	Annexure-Q
3	The university instead of relying on HEC grant only should emphasize on self-revenue generation in the areas of collaborative and Contract Research, Consultancy and Testing, income from Intellectual Property and Alumni.	Noted. The same directions has already been reflected in university Business Plan 2018-2023.	KUST Business Plan
4	To enhance and promote the Research Culture in the university. A scheme of research benefits for the faculty should be considered.	The university has already initiated research culture and four (04) number of projects have already been started and over 40 are in process	
5	As per HEC policy, Director QEC should be invited to all statutory body meetings as an observer including, Senate, Syndicate, Selection Board Academic Council etc.	The Act and Statutes, 2016 is silent in this regards. However, Director QEC is attending meetings of Academic Councils and Advance Studies & Research Boards as observer.	
6	A committee may be constituted to prepare strategic plan of the university in consultation with the departmental Heads/Chairpersons.	Noted.	
7	While planning and preparing budget, input from faculties/departments may be taken.	Noted.	
8	A regular director along with sufficient staff may be hired for effective implementation of all plans of the university.	Noted.	

<b>9</b>	The university must prepare Annual Procurement Plan of all the projects as per PPRA rules.	Noted.	
<b>10</b>	University Organogram should be approved by syndicate and same along with Vision/Mission be uploaded on the university website.	Noted. Already uploaded on KUST website.	
<b>11</b>	Meeting of statutory bodies like Syndicate, Senate etc.be held according to the University Act.	Noted.	
<b>12</b>	Training on Turnitin software may be arranged for faculty members as well as for students.	Noted and already done.	
<b>13</b>	SOPs for grievances committee and plagiarism committee may be prepared, approved by syndicate and uploaded on the university website.	Noted.	
<b>14</b>	Conflict of interest policy for avoiding conflict of interest at the level of each statutory body may be prepared and approved.	Noted.	
<b>15</b>	All the research projects should be compiled together in a summarized manner in UPR. Also to include the list of award letters issued with dates.	Noted and done.	
<b>16</b>	Admission to the undergraduate level should be according to the HEC guidelines and not on the result of 1 <sup>st</sup> year only.	Noted.	
<b>17</b>	University should obtain relevant NOCs of academic programs on urgent basis after fulfilling the requirements as laid down by the HEC.	Noted.	
<b>18</b>	Statistical reports of online feedbacks form be regularly discussed in respective board of studies for further improvements.	Noted.	
<b>19</b>	The university should take appropriate measures towards effective and efficient usage of digital library.	Noted.	
<b>20</b>	A proper mosque to accommodate	Noted and construction of	Annexure-U

	the requirements of all students and employees may be constructed at the university campus.	new jamia Masjid is already started.	
<b>21</b>	Health facilities at the campus needs to be improved.	Noted.	
<b>22</b>	Alumni and graduate students survey be taken, completed and discussed regularly in the time.	Noted.	
<b>23</b>	A proper mechanism of communicating public information, rules and regulations must be established.	Noted.	
<b>24</b>	Notifications regarding constituting Programmes Teams (PTs) and Assessment Teams (ATs) needs to be issued by the Registrar.	Noted.	
<b>25</b>	Summarized executive summaries of all SARs should be approved by the VC on annual basis.	Noted.	
<b>26</b>	Appropriate safety measures such as fire alarms and fire extinguishers be deployed at the proper places within the university campus including laboratories.	Noted.	
<b>27</b>	Assessment team reports towards SARs should be prepared by the convener of AT Team and duly signed copies by all the members of AT Teams should be submitted to QEC for further action.	Noted.	
<b>28</b>	A separate QEC Bank account should be open and QEC budget be transferred on regular basis.	Noted.	
<b>29</b>	Carrier Development Center, Business Incubation Center and Job Placement Office should be established.	Noted & already established.	Annexure-Y
<b>30</b>	University website need to be upgraded.	Noted and directed the concerned officials.	