

TABLE OF CONTENTS

#	Contents	Page
1.	Chapter 1: Introduction	03
2.	Chapter 2: Governance and Ownership	05
3.	Chapter 3: Environmental Scan	20
4.	Chapter 4: Academic Programs	30
5.	Chapter 5: Students	38
6.	Chapter 6: Research and Consultancy	48
7.	Chapter 7: International Academic Network	51
8.	Chapter 8: Infrastructure & facilities	53
9.	Chapter 9: Human Resources	72
10.	Chapter 10: Finance	76
11.	Chapter 11: Networking	83
12.	Chapter 12: Linkage with National and International Donors	90
13.	Chapter 13: Marketing and Promotion of academic excellence	94
14.	Recommendation	106
15.	Self-Assessment	115
	Annexure-I	107
	Annexure-II	108
	Annexure-III	110
	Annexure-IV	113

Chapter1: Introduction

The University of Peshawar is the mother institute of all public sector Universities in Khyber Pakhtunkhwa. Since its foundation on 30th October 1950 it gives birth Engineering University, Agriculture University, Medical University and Islamia College University etc which are playing a crucial role in the socio economic development of Pakistan.

In order to face the modern day challenges, fulfill the needs of society, strengthening the area of research and Innovation department of Environmental Sciences, Center for Disaster Preparedness & Management, Directorate of Distance Education Program, Nuclear Medicine Research Lab (NMRL), Centralized Resource Lab (CRL), Phyto-Pharmaceutical & Neutraceutical Research Lab (PNRL) and a sophisticated Material Resource Lab (MRL) have been established.

Two new Institutes i.e. Institute of Peace and Conflict Studies (IPCS), Office of Research and Innovation Center (ORIC) are under construction.

Vision

To be a prominent public sector university in the region recognized for its global perspective, diverse and supportive learning environment, having international reputation in research and creative discovery and emphasis on leadership development.

Mission

The University of Peshawar, a future-oriented and unique institution is committed to achieving excellence in the undergraduate and graduate education, research and public service. The University provides superior and comprehensive educational opportunities at the baccalaureate through doctoral and special professional educational levels.

The University contributes to the advancement of society through research, creative activity, scholarly inquiry, and development of knowledge. The University preserves and promotes arts, benefits the nation's economy, serves the citizens through public

programs and is dedicated to the production of quality human resource for the knowledge-driven development of the country.

Three major goals

- **Launching tomorrow's leaders** by enhancing student success with careers in a dynamic global society, as well as fostering intellectual, professional and personal development for lifelong learning.
- **Promoting discovery with delivery** by conducting field-defining research with breakthrough outcomes and catalyzing research-based economic development and entrepreneurship.
- **Meeting global challenges** by enhancing UOP's presence and impact in **addressing** grand challenges of humanity.

Chapter 2: Governance and Ownership

2.1: Governing Authorities and their role

SENATE:

20. **Powers and functions of the Senate.**---(1) The Senate shall have the power of general supervision over the University and shall hold the Vice-Chancellor and the Authorities accountable for all the functions of the University. The Senate shall have all powers of the University not expressly vested in an Authority or officer by this Act and all other powers not expressly mentioned in this Act that are necessary for the performance of its functions.

(2) Without prejudice to the generality of the foregoing powers, the Senate shall have the powers to-

(a) approve the proposed annual plan of work, the annual and revised budgets, the annual report and the annual statement of account;

(b) oversee the quality and relevance of the University's academic programmes and to review the academic affairs of the University in general;

(c) approve strategic plans;

(d) approve financial resource development plans of the University;

(e) consider the drafts of Statutes and Regulations proposed by the Syndicate and the Academic Council and deal with them in the manner as provided for in sections 28 and 29, as the case may be:

Provided that the Senate may frame a Statute or Regulation on its own initiative and approve it after calling for the advice of the Syndicate or the Academic Council, as the case may be;

(f) annul by order in writing the proceedings of any Authority or officer if the Senate is satisfied that such proceedings are not in accordance with the provisions of this Ordinance, Statutes or Regulations after calling upon such Authority or officer show cause why such proceedings should not be annulled;

(g) recommend to the Chancellor removal of any member of the Senate in accordance with the provisions of this Act;

(h) appoint Emeritus Professors and Meritorious Professors on such terms and conditions as may be prescribed; and

(i) to recommend to the Chancellor removal of any person from the membership of any Authority, if such person-

(i) has become of unsound mind; or

(ii) has become incapacitated to function as a member of such Authority; or

- (iii) has been convicted by a court of law for an offence involving moral turpitude; and
 - (iv) has been proven guilty of misconduct under the statutes made for ensuring efficiency and discipline in the University.
- (3) The Senate may, subject to the provisions of this Act, delegate all or any of its powers and functions, to any Authority, committee and officer at its additional campus, if any, for the purpose of exercising such powers and performing such functions in relation to such peripheral campuses, and for this purpose the Senate may create new posts or positions at the peripheral campuses

Syndicate:

23. **Powers and duties of the Syndicate.**---(1) The Syndicate shall be the executive body of the University and shall, subject to the provisions of this Act and the Statutes, exercise general supervision over the affairs and management of the University.

(2) Without prejudice to the generality of the foregoing powers, and subject to the provisions of this Act, the Statutes, the Syndicate shall have the following powers:-

- (a) Consider the annual report, the statements of Accounts, the annual and revised budget estimates and to submit these to the Senate;
- (b) Transfer and accept transfer of movable and immovable property on behalf of the University;
- (c) hold, control according to the laid down policy for the administration of the property, funds and investments of the University, including the approval of the sale and purchase or acquisition of movable and immovable property;
- (d) Enter into, vary, carry out and cancel contracts on behalf of the University;
- (e) institute schemes, directions and guidelines for the terms and conditions of appointment of all officers, teachers and other employees of the University;
- (f) cause proper books of account to be kept for all sums of money received and expended by the University and for the assets and liabilities of the University;
- (g) invest any money belonging to the University including any unapplied income in any of the securities described in section 20 of the Trusts Act, 1882 (Act II of 1882), or in the purchase of immovable property or in such other manner, as it may prescribe, with the like power of varying such investments;
- (h) receive and manage any property transferred, and grants, bequests, trust, gifts, donations, endowments, and other contributions made to the University;

- (i) administer any funds placed at the disposal of the University for specified purposes;
- (j) provide the buildings, libraries, premises, furniture, apparatus, equipment and other means required for carrying out the affairs of the University;
- (k) establish and maintain halls of residence and hostels or approve or license hostels lodgings or lodgings for the residence of students;
- (l) affiliate or disaffiliate colleges/institutions;
- (m) arrange for the inspection of colleges and the Departments;
- (n) institute Professorships, Associate Professorships, Assistant Professorships, Lecturer ships, and other teaching posts or to suspend or abolish such posts;
- (o) appoint teachers and other officers on the recommendation of the Selection Board in BPS-17 and above.
- (p) promote the officers of the Administrative Cadre to the next higher scale of pay, after taking into consideration their eligibility, efficiency and performance on the previously held posts length of service and availability of vacancy in the manner as may be prescribed;
- (q) inflict minor and major penalty upon University Teachers and officers in the manner as may be prescribed;
- (r) create, suspend or abolish such administrative or other posts as may be necessary;
- (s) prescribe the duties of officers, teachers and other employees of the University;
- (t) report to the Senate on matters with respect to which it has been asked to report;
- (u) appoint members to various Authorities in accordance with the provisions of this Act;
- (v) propose drafts of statutes for submission to the Senate;
- (w) regulate the conduct and discipline of the students of the University;
- (x) take actions necessary for the good administration of the University in general and to this end exercise such powers as are necessary;
- (y) delegate any of its powers to any Authority or officer or a committee; and
- (z) perform such other functions as have been assigned to it by the provisions of this Act or the Statutes made thereunder.

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, Meritorious Professors and Professors;
- (e) Six University Teachers, including 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.

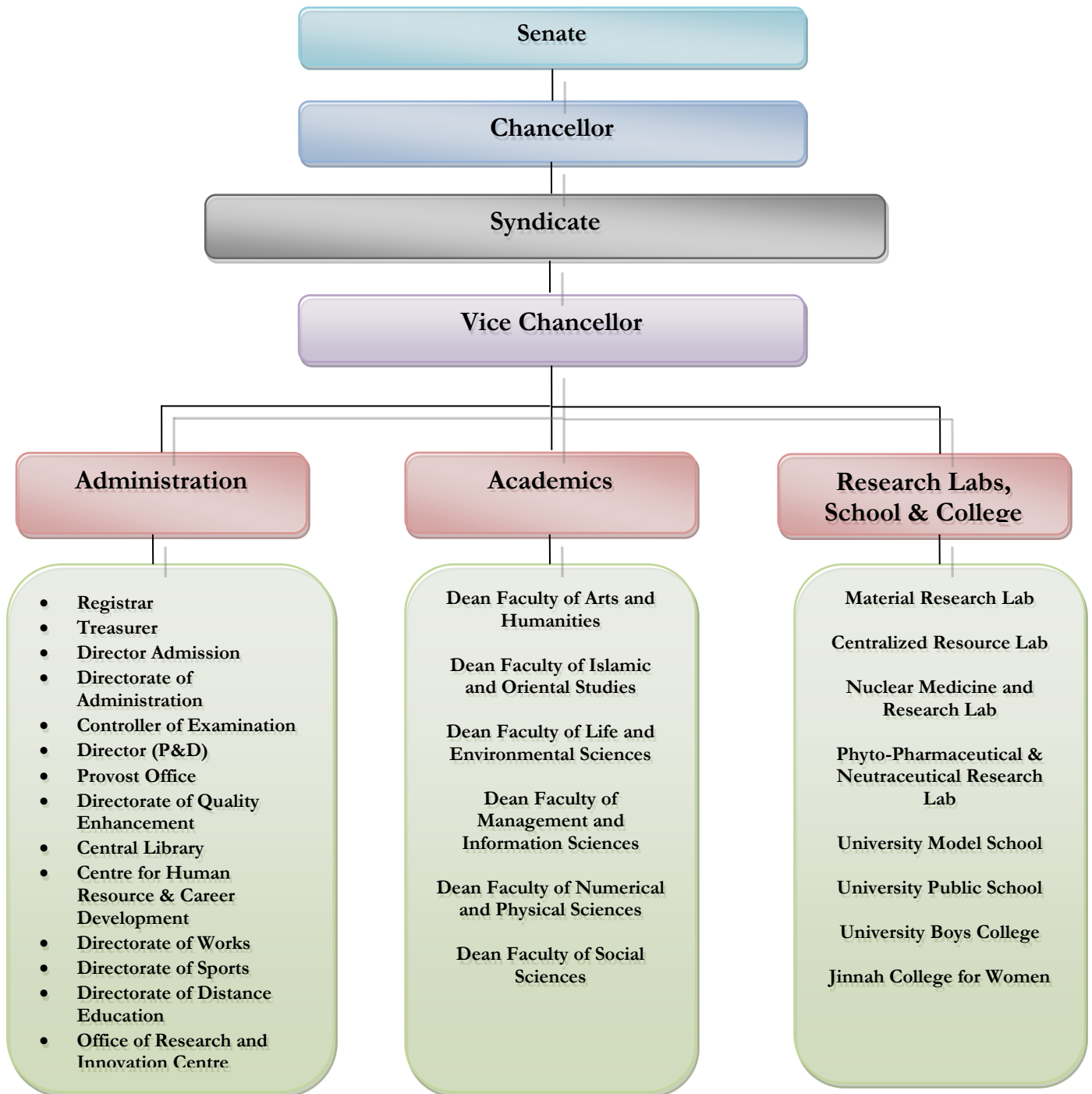
4. FINANCE AND PLANNING COMMITTEE

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.

2.2: Management Structure



Academics

Dean Faculty of Arts and Humanities

Institute of Archaeology & Anthropology
Department of English and Applied Linguistics
Department of Art & Design
Department of Philosophy
Department of History

Dean Faculty of Islamic and Oriental Studies

Institute of Urdu & Persian Language & Literature
Pashto Academy
Institute of Pashto Language & Literature
Institute of Arabic & Islamic Studies

Dean Faculty of Life and Environmental Sciences

Centre of Plant Biodiversity
Institute of Chemical Sciences
Institute of Geography, Urban & Regional Planning
Department of Pharmacy
Center of Disaster Preparedness and Management
Centre of Biotechnology & Microbiology
Department of Botany
Department of Environmental Sciences
Department of Geology
Department of Zoology

Dean Faculty of Management and Information Sciences

Department of Journalism & Mass Communication
Center of Information Technology, CIT Section
Quaid-e-Azam Commerce College
Department of Library & Information Science
Institute of Management Studies (IMS)
College of Home Economics

Dean Faculty of Numerical and Physical Sciences

Department of Mathematics
Institute of Physics & Electronics
Department of Computer Science
Department of Statistics

Dean Faculty of Social Sciences

Institute of Education & Research (IER)
Department of Law
Department of Political Science
Department of International Relation
Department of Psychology
Department of Regional Studies
Department of Economics
Institute of Social Work, Sociology & Gender Studies

2.2.1 Vice-Chancellor

- (1) There shall be a Vice-Chancellor of a University who shall be a person of eminence having proven ability and leadership skills, and has made significant contribution to higher education as teacher, researcher and academic administrator and shall possess such qualification and shall be appointed in accordance with the procedure as provided in the Schedule-II.
- (2) The Vice-Chancellor shall be the Chief Executive and Principal Accounting Officer of the University responsible for all administrative, academic and financial functions of the University and for ensuring that the provisions of this Act, Statutes, Regulations and Rules are faithfully observed in order to promote the general efficiency and good order of the University. The Vice-Chancellor shall have all powers prescribed by Statutes, Regulations and Rules for this purpose, including administrative control over the Officers, Teachers and other employees of the University excluding those mentioned in section 8 of this Act.
- (3) The Vice-Chancellor may, in emergency that in his opinion require immediate action not in the competence of the Vice-Chancellor, take such action as he may deem appropriate and shall report the action so taken to the Syndicate in its next immediate meeting for permanent decision:

 Provided that the action taken by the Vice-Chancellor in emergency shall not include
 —
 - (i) framing of Statutes, Regulations, Rules or any other legislative act;
 - (ii) making any kind of appointments;
 - (iii) taking actions which required out of budget implications;
 - (iv) imposing any penalty against employees in BPS-17 and above; and
 - (v) exercising powers of Senate.
- (4) The Vice-Chancellor shall, if present, attend any meeting of any Authority or body of the University.
- (5) The Vice-Chancellor shall also have the powers to-

(a) direct Officers, Teachers and other employees of the University to take up such assignments in connection with examination, administration and such other activities in or for the University as he may consider necessary for the purposes of the University;

(b) sanction by re-appropriation an amount not exceeding an amount prescribed by the Senate for an unforeseen item not provided for in the budget and report it to the Senate in the next meeting;

(c) sanction all expenditures provided for in the approved budget and re-appropriate funds from one head of expenditure to another within the approved budget and report such re-appropriation to the Syndicate at the time of its consideration of revised budget estimates:

Provided that such powers to sanction expenditure out of budget allocated to unit designated as independent cost centre shall rest with the head of such cost centre.

(d) create and fill temporary posts for a period not exceeding one year after which the posts shall stand abolished;

(e) appoint employees on contract basis against the properly created budgeted posts for a period not exceeding three years on the recommendations of a Selection Committee constituted by the Syndicate;

Provided that no extension shall be admissible beyond the period of three years:

Provided further that the Vice-Chancellor may renew contract of those employees whose contract was terminated before promulgation of the Khyber Pakhtunkhwa Universities (Amendment) Ordinance, 2016, for a period not exceeding three years, subject to thorough scrutiny of all academic documents and eligibility of these employees and availability of properly created budgeted posts, in the best interest of the University:

(f) make appointments in BPS-16 and below in such manner as may be prescribed by the Statutes. All such appointments shall be reported to Syndicate during its next meeting:

Provided that appointments in BPS-16 and below after the commencement of the Khyber Pakhtunkhwa Universities (Amendment) Ordinance, 2016, shall be made from persons living within the territorial jurisdiction of the University under section 4 of this Act. In case there is no eligible candidate available within the territorial jurisdiction, candidates from other places may be appointed in a manner as may be prescribed by Statutes:

Provided further that the Selection Committee for recommendations of suitable candidates for appointment in BPS-16 and below shall be constituted by the Syndicate in manner as may be prescribed by Statutes;

(g) suspend, punish, remove and dismiss from service university employees in BPS 1 to 16 in such manner as may be prescribed by Statutes;

(h) delegate, subject to such conditions as may be determined, any of his powers under this Act to an officer of the University;

(i) appoint examiners or reviews and paper setters for all examinations of the University on the recommendations of the relevant Board of Studies of Department and constituent institutions;

(j) appoint foreign and local referees for evaluation of candidates for faculty positions from the panel of names recommended by the Syndicate; and

(k) exercise and perform such other powers and functions as may be prescribed by Statutes.

(6) The Vice-Chancellor shall preside at the convocation of the University in the absence of the Chancellor and the Pro-Chancellor.

(7) The Vice-Chancellor shall present an annual report before the Senate within three months of the closure of the academic year. The annual report shall present such information as regards the academic year under review as may be prescribed by Statutes, including disclosure of all relevant facts pertaining to the following namely:

(a) academics;

- (b) research;
 - (c) administration; and
 - (d) finances including audited statement of accounts and management letter.
- (8) The Vice-Chancellor's annual report shall be made available, prior to its presentation before the Senate to all Officers and Teachers and shall be published in such numbers as are required to ensure its wide circulation and uploaded on the University website.
- (9) The Vice-Chancellor shall be responsible to the Senate for implementation of powers of the University and its authorities.

2.2.2 Pro-Vice-Chancellor.

- (1) There shall be a Pro-Vice-Chancellor of a University to be appointed by the Chancellor from amongst the three senior most Deans or Teachers, for a period of two years to act as officiating Vice-Chancellor or Acting Vice-Chancellor, as the case may be, in accordance with this section.
- (2) The Pro-Vice-Chancellor shall be deemed to be the officiating Vice-Chancellor to look after the office of the Vice-Chancellor only when the regular Vice-Chancellor is on leave for an academic visit abroad or any other purpose, duly granted by the Chancellor or when the post is vacant due to any reason which does not require appointment of regular Vice-Chancellor.
- (3) The Pro-Vice-Chancellor shall be deemed to be the Acting Vice-Chancellor to perform all the functions and powers of the Vice-Chancellor, in case of expiration of the tenure of the regular Vice-Chancellor or any other case which requires appointment of regular Vice-Chancellor. The Acting Vice-Chancellor shall remain in office till appointment of regular Vice-Chancellor under this Act.

2.2.3 Dean.

- (1) There shall be a Dean of each Faculty, who shall be the Chairman and Convener of the Board of Faculty constituted in such manner as may be prescribed by Statutes.

- (2) The Dean of each Faculty shall be appointed by the Chancellor from amongst the three senior most Professors in the Faculty for a period of three years as per the criteria provided in Schedule-III:

Provided that where Professor is not available in the respective Faculty, Professor from another Faculty may be appointed as Dean till the appointment of Professor of the respective Faculty.

- (3) The Dean shall present candidates for admission to degree, except honorary degrees, in the courses falling within the purview of the Faculty.

- (4) The Dean shall exercise such other powers and perform such functions as may be prescribed by Statutes.

2.2.4 Registrar

- (1) There shall be a Registrar of the University, who shall be the administrative head of the University.

- (2) The Registrar shall be appointed on regular basis by the Syndicate from panel of upto three candidates recommended by the Selection Board in order of merit. The Registrar shall be appointed on such qualification and terms and conditions as may be prescribed by Statutes:

Provided that the Registrar shall not be appointed from the superannuated persons:

Provided further that no member of the teaching faculty shall assigned the duties of the Registrar on acting or dual charge basis beyond the period of three months.

- (3) The experience as well as the professional and academic qualifications necessary for appointment to the post of the Registrar shall be such as may be prescribed.

- (4) The Registrar shall be full time officer of the University and shall-

- (a) act as Secretary of the Senate, Syndicate, Academic Council, Selection Board and such other authorities, bodies and committees as prescribed by or under this Act;
 - (b) subject to the decision of authorities, he shall have the power to enter into agreements, sign documents and authenticate records on behalf of the university;
 - (c) be the custodian of records, the common seal and such other property of the University as the Syndicate may commit to his charge;
 - (d) conduct elections to various authorities in a manner prescribed by statutes;
 - (e) to prepare and update the Handbook of Statutes, Regulations and Rules approved by authorities, bodies or committees from time to time, and make them available to public, all respective members of the authorities and officers of the university; and
 - (f) exercise such other powers and perform such other duties as prescribed by or under the Act or assigned to him, from time to time, by the Vice-Chancellor.
- (5) The Syndicate may, on advice of the Vice-Chancellor, terminate the appointment of the Registrar on grounds of allegations of gross misconduct, in-efficiency, corruption, moral turpitude or physical or mental incapacity, in accordance with the procedure prescribed by Statutes, before completion of his tenure.

2.2.5 **Treasurer**

- 1) There shall be a Treasurer of the University to be appointed on regular basis by the Syndicate from panel of upto three candidates recommended by the Selection Board in order of merit. The Treasurer shall be appointed on such qualification and terms and conditions as may be prescribed by Statutes:

Provided that the Treasurer shall not be appointed from the superannuated persons:

Provided further no member of the teaching faculty shall be assigned the duties of the Treasurer on acting or dual charges basis beyond the period of three months.

- 2) The experience and the professional and academic qualifications necessary for appointment to the post of the Treasurer shall be such as may be prescribed.
- 3) The Treasurer shall-
 - (a) manage the assets, liabilities, receipts, expenditures, funds and investments of the University;
 - (b) prepare the annual and revise budget estimates of the University and present them to the Syndicate or a committee thereof for approval and incorporation in the budget to be presented to the Senate;
 - (c) ensure that the funds of the University are expended on the purposes for which they are provided;
 - (d) have the account of the University audited annually so as to be available for submission to the Senate within six months of the close of the financial year; and
 - (e) perform such other duties as may be determined by the Syndicate.
- 4) The Syndicate may, on advice of the Vice-Chancellor, terminate the appointment of the Treasurer on grounds of allegations of gross misconduct, in-efficiency, corruption, moral turpitude or physical or mental incapacity, in accordance with the procedure prescribed by Statutes, before completion of his tenure.

2.2.6 Controller of Examinations.

- 1) There shall be a Controller of Examinations of the University to be appointed on regular basis by the Syndicate from panel of upto three candidates recommended by the Selection Board in order of merit. The Controller of Examinations shall be appointed on such qualification and terms and conditions as may be prescribed by Statutes:

Provided that the Controller of Examinations shall not be appointed from the superannuated persons:

Provided further that no member of the teaching faculty shall be assigned the duties of the Controller of Examinations on acting or dual charge basis beyond the period of three months.

- 2) The Controller of Examinations shall be a full time officer of the University and shall be responsible for all matters connected with the conduct of examinations and perform such other duties as may be determined by the Syndicate.
- 3) The Syndicate may, on advice of the Vice-Chancellor, terminate the appointment of the Controller of Examinations on grounds of allegations of gross misconduct, in-efficiency, corruption, moral turpitude or physical or mental incapacity, in accordance with the procedure prescribed by Statutes, before completion of his tenure.

2.2.6 Auditor

- 1) There shall be an Auditor of the University responsible for pre-auditing of all bills and documents for all payments to be made by the University and to carry out internal audit of all units including constituent institutions, administrative sections and developmental projects.
- 2) The Internal Auditor shall be appointed on regular basis by the Syndicate on recommendation of the Selection Board from amongst the candidates with relevant professional qualification and experience and on such terms and conditions as may be prescribed by Statutes.
- 3) The Syndicate may, on advice of the Vice-Chancellor, terminate the appointment of the Auditor on grounds of allegation of gross misconduct, in-efficiency, corruption, moral turpitude or physical or mental incapacity, in accordance with the procedure prescribed by Statutes, before completion of his tenure.

2.2.7 Other Officers.

Subject to the provisions of this Act, the terms and conditions of service and the powers and duties of other officers including but not limited to Deans, Chairpersons, Principals, Provost and Librarian of the University shall be such as may be prescribed by Statutes.

2.3: External relations and development

The Planning & Development Office of the University endeavors to enter into collaborative arrangements with leading academic and research institutions of the world, seeking mutually beneficial arrangements where both collaborating institutions can share knowledge, technical expertise, efficient educational practices and relevant research material. The linkages program established through personal contacts, through government agencies etc and the framework upon which many faculties and academic departments of the University of Peshawar built up with and takes the benefit.

The University of Peshawar has already signed over 30 Memoranda of Understanding with leading universities of the world, like Shandong University China, University of Erfurt, Germany, Hanbat National University of Korea, University Sains Malaysia (USM), BOISE State University, USA, Institute of Crop Science and Resource Conservation (INRES), Germany, and many more **(Annex-I)**.

Chapter 3: Environmental Scan

3.1 Education sector in Pakistan (Higher Education Perspective)

Education sector in Pakistan has evolved from a constant array of governmental attention and transformation. Since independence, serious attempts have been made to relate the education system to the needs and aspirations of the country. In this connection, the founder of the nation, Quaid-e-Azam Muhammad Ali Jinnah presided over a national gathering by the name of All Education Conference in 1947 whose motives were to provide the framework of education in the newly born state. The Quaid provided the basic guidelines for the future development of education by emphasizing interalia, that the education system should suit the genius of our people, consonant with our history, socio- culture and instill the highest sense of honor, integrity, responsibility, and selfless service to the nation. It should also provide scientific and technical knowledge to build up our economic life. This was followed by the appointment of several commissions, which served as foundations for primary, secondary and higher education.

In today's modern economic world, the role of higher education cannot be undermined. There is wide consensus that higher education is the backbone of socio-economic development in any society. A country's overall progress is now based on the underlying antecedent of quality and access to higher education. Cultivating quality education has become a necessity and a challenge. Responding to such challenges, Pakistan has over the past several years, tried to efficiently using available resources that may come from the government, private sector, civil society groups and development partners. The vital role that the institutions of higher education ought to play has now been recognized and played by the HEI's in Pakistan. This growing need has emerged in the higher education sector due to a multitude of factors, some of which are listed as follows:

Demographic intensity and diversity that necessitated the need of establishing quality higher education institutes catering to the demands of job market and society.

Growing shift toward knowledge economy that compelled the country to pay deeper attention to higher education sector and the universities in general.

Growing information society that formed linkages by delimiting the time and space constraints and using high tech industries.

Skill development that aimed to strengthen the human resource as a new enduring capital.

Pakistan needs a well-planned education system for a broader socio-economic development of the country. The analysis of the environment shows that though most national policies, such as Pakistan education conference 1947, Commission on national education 1959, New

education policy 1970, 72, 79, 92, 98-2010, have shown some sort of commitment to incorporating quality standards. However, these have not been met with success because of poor planning, implementation and lack of interest by the respective governments. Notwithstanding to financial requirements, several other recommendations concerning administrative and managerial reforms, quality improvement- independent of financial impact were also relegated to lower priority and yet to be implemented. Our institutions lacked a proper vision and mission to encompass the emerging challenges in the form of over-population and mass education with little emphasis on quality and knowledge creation. Had the stakeholders shown sincere interests before, the situation of higher education would have been improved decades ago and now the country would be able to tackle some of the most daunting challenges through their own indigenous research and development.

While there have been recent financial crisis faced by Universities in Pakistan, the Higher Education Commission ever since its inception, has been actively involved in providing an enabling environments to students and staff in the form of quality assurance, research, innovation and entrepreneurship and teaching standards and scholarships. The first medium term development framework (MTDF) has archived to a large extent, the set goals of enhancement of access to quality education, transformation of academic programs into internationally recognized three tier degrees i.e. bachelor, Masters and Doctoral programs. As per the HEC data, nearly 10,000 scholars have been awarded scholarships and fellowships for higher education in the country and abroad. Increased attention was laid down upon physical and biological sciences including but not limited to medical, physics, chemistry, engineering, health and agricultural sciences. The growth in arts and social sciences research has remained relatively slow yet met with a marked increase in the recent years.

At the University of Peshawar, research has, over the past few years, eventually become part and parcel of University's core academic programs. Generally, there has been a 25% increase in annual publications in international impact factor journals, the number of journals in ISI Master list is reaching almost 100. The faculty members are now exerting extra efforts for publications in reputed journals, conferences, writing research proposals and securing external research funding and start-up grants. The HEC has been successful in establishing Offices of Research, Innovation and Commercialisation (ORIC's) in almost 40 universities. Similarly, Quality Enhancement Cell has been already been established in most universities. Another praiseworthy initiative is the establishment of Business Incubation Centres which will lead to the new technology parks and new companies capitalizing at the intellectual property developed at the university. Lastly, the Centres of Excellences are also geared up to undertaking extensive research in their respective fields. All these developments have largely been achieved at the University of Peshawar.

Alongside the development of quality standards and research innovations, the HEI's are strongly encouraged to make use of ICT. The Information and Communication Technologies provide new avenues for rapid expansion in the provision of quality higher education. A structured and high-tech program of networking and computerization of every public sector university, inter-university linkage to each other via a high-speed dedicated network, and provision of services such as the digital library program were designed. This was closely followed by the video conferencing service link connecting more than 70 universities at one time. Research seminar, PhD defenses are now made possible for the interested parties to listen and take benefit from them through online mechanisms. All these developments were followed with the rollout of second generation of Pakistan Education and Research Network (PERN II).

In line with international academic standards, the HEI's in Pakistan including the University of Peshawar is devoted to concentrating mainly on their respective graduate and undergraduate students as the most useful service the University might offer to society. The students should be considered as the most valuable products of the Universities as the most highly skilled and qualified students can respond to the daunting challenges and demands of the marketplace. This quality dimension necessitates various imperative parameters such as clear vision and mission, well-defined objectives, set strategies and their plans, updated curriculum, qualified faculty, student centered learning, performance assessment and professional enabling environment. Such enrichment of students must also be accompanied by quality research output that not only competes international standards but also cater to the needs of local societal problems through indigenous knowledge creation and propagation.

Despite a bunch of local and international hurdles faced by the higher education sector in Pakistan, the HEC and most HEI's seem committed to strengthen their institutions to produce quality graduates. There have been areas where HEI's have performed below the standards such as university-industry relationships and university-community interaction. In addition, low enrollment in tertiary education, lack of capacity building for faculty, low quality and lack of employability of college and private graduates and overall poor governance of universities are areas where all stakeholders should pay sincere attention. As mentioned earlier, the HEC however has put a dedicated effort to streamlining and strengthening the HEI's so that they can stand self-reliant and self-sustainable in the long run. The recent administration has already adopted some solid measures to put the status of higher education onto solid footing. The HEC has put forward their strategic vision and also requires a five year strategic plan from all public sector universities in the region. There have been visible progress to fulfilling the University's needs with regard to faculty, students and staff and also their research output. With the ambition of quality teaching, performance, employability,

entrepreneurship and research, it is hoped that the higher education sector will soon prove as a real engine of socio-economic growth of the country.

3.2 Competitiveness of Universities

The universities in Pakistan have been increasingly competitive with each other as well as with their foreign counterparts. In today’s global world, universities have to remain competitive in order to fulfil the noble cause of creating and propagating knowledge. For this purpose, the most Pakistani universities have now established Quality Enhancement Cells which work in close collaborations to Finance and Audit department. In addition, some universities have been successful in establishing ORIC’s for the purpose of bringing in a rigorous research culture, innovation and entrepreneurship. Entrepreneurship and commercialization is considered as one of the most viable strategy to stay competitive and innovative. That’s why, scholars from different faculties are engaged in projecting the utility and value of their products/processes by commercializing them into the markets. Thus bridging the gap between industry and academia while maintaining a symbiotic relationship between the two.

The University of Peshawar over the past several decades, has positioned and identified itself as a mother educational institution of Khyber Pakhtunkhwa. This prestigious institute is an outcome of the dream of the father of the nation. It was created as the first ever University after independence. It is vigorously working with its full zeal and spirit ever since its inception, truly serving the society through a sacred cause of education. It is rigorously involved in creating and propagating indigenous and tacit knowledge that could benefit students, and community at large.

Table 3.1 Introductory data about University of Peshawar

1.	Date of Establishment	Oct 30,1950
2.	Total Covered Area (in Acres)	1045
3.	Faculty houses of various Categories	196
4.	Academic Faculties	06
5.	Post-graduate Departments/Institute	30
6.	Constituent Colleges	04
7.	Federal Centers of Excellence	05
8.	Constituent High Schools	02
9.	Existing Enrollment	16040
10.	Overall Students Enrollment including Private Students	104,479
11.	Population of the Campus :(approx)	75,000
12.	Teaching Faculty	7497
13.	Teaching Faculty with Ph.D	271
14.	Faculty Pursuing Higher Qualification (Abroad)	165

3.3 Competitors: Public and Private Universities

3.3.1 Competitors Profile

Though the University of Peshawar is the oldest and the most prestigious premier University in the region, there has been increased competition by the nearby surrounding public and private universities. As per our analysis, the competition is coming mainly from the following universities.

- Islamic College University
- Quaid-i-Azam University Islamabad
- Muhammad Ali Jinnah University Islamabad
- COMSAT
- IMSciences Peshawar

1. Islamia College Peshawar

Islamia College Peshawar, the symbol of academic excellence is rich in history. Its building, which is the best embodiment of Muslim civilization in south Asia and its lush green lawns attract visitors from all over the country and abroad. It is not only the culminating point of the Aligarh Movement, it is in fact the beautiful combination of Aligarh and Deoband Schools of Thought.

Being the breeding ground of the Pashtun intelligentsia this great seat of learning is the place, where diamonds are skimmed since 1913. Moreover, Islamia College Peshawar was destined to become mother institution of the three universities and several colleges on its campus. The credit of this goes to Sir Sahibzada Abdul Qayyum, who is commonly called The Sir Sayyed of Sarhad and his sincere colleagues, who founded Islamia College Peshawar in 1913.

Islamia College Peshawar is the best example of endowments. According to the Board of Trustees, the College, which is spread over 300 acres of land, has 1089 Jaribs cultivable land in Harichand, RaiKilli and Tarnab, (District Charsadda). In addition to this there are 395 shops and flats in the Khyber Bazaar Peshawar and main bazaar Charsadda. In fix deposit, the College has a handsome amount of Rs.108.50 million.

2. Quaid-i-Azam University Islamabad

The Quaid-i-Azam University is a public sector university located in Islamabad which is one of the strongest competitors to the University of Peshawar. The Quaid-i-Azam University is ranked amongst top 10 universities in overall universities ranking by HEC and is also placed into Quacquarelli Symonds ranking for the top 500 universities in the world in 2013. In addition, it was ranked 6th in natural science category for year 2012 among QS top Asian universities. As per 2012 ranking, QAU is ranked first in the general category. The research and development domain of the University is also very strong in the sense that around 80% of the faculty members hold PhD degrees.

The University attracts undergraduate and graduate students from a variety of locations and placed them into several emerging fields grouped together into four faculties and nine affiliated research institutes. Being located close to Peshawar, the University attracts students from KP and FATA, thereby posing strong competition to the University of Peshawar. Having a unique national strategic position, many prospective students grade QAU as the first choice for higher studies.

3. Muhammad Ali Jinnah University

Muhammad Ali Jinnah University was established in 1998 as a private university in Karachi and later in Islamabad Pakistan. Though a private sector institution, the university enjoys a high reputation and is recently listed among top ten universities for general category by HEC in 2013. The university offers undergraduate, post-graduate and doctoral studies programmes, with a strong emphasis on business management, applied sciences, engineering, and computer science.

Due to its faculty strength, location and building infrastructure, the University has availed a competitive position among its competitors. Thus, it attracts students from not only Islamabad area but also from surrounding territories of Khyber Pakhtoonkhwa. The result is that many students today strive to choose between the University of Peshawar and MAJU. At times, this becomes a difficult decision which is made up on the basis of several factors such as scholarship availability, physical proximity, program/field of study available to prospective students.

4. COMSATS

It is a matter of pride for the COMSATS institute of information technology that it has been able to record remarkable achievements in terms of ranking of its Engineering degree programs as well as research productivity of the faculty members. The quality and reputation of COMSATS can be judged by the fact that in HEC ranking of 2013, the CIIT has been ranked at number 4 in General Universities (Large) category among all 132 universities of Pakistan.

COMSATS also poses great competition to traditional universities including the University of Peshawar. It attracts hundreds of thousands of students from a variety of background and ethnicities. For the students of business management and information technology, the university offers a competitive environment and promising career prospects.

5. Institute of Management Sciences Peshawar

The Institute of Management Sciences, based in Peshawar, Khyber Pakhtunkhwa, is a young, innovative, and enterprising business school en route to compete with the foremost management schools of the country. The Institute is dedicated to its unique approach (at least

in the region) of providing management education based in cutting-edge research and comprehensive training. Unlike conventional academic institutes, IMSciences broadens its educational focus in response to new trends in the developing field of management. Based on the social values of integrity, honesty, professional excellence and a broad vision of life, the Institute aims to provide educational experience that transforms its students into business leaders at par with international managers, executives, and entrepreneurs. Since its inception in 1995, the school’s academic rigor and avant-garde approach to management education have produced alumnae that shape the world of business at regional, national, and international level.

3.3.2 Competitive Analysis

Table 3.2 provides a depiction of competitive analysis and competitive array of the top most reputed universities in Khyber Pakhtoonkhwa Pakistan. It is important to analyse the strengths and weaknesses of the surrounding competitors in the region. Six universities comprising 4 public and 2 private universities are compared and contrasted under four most important hypothetical industry success factors. The Universities include Islamia College University, Kohat University, University of Malakand, University of Science & Technology Bannu, Iqra University and IM Sciences Peshawar. The four key success factors under which the Universities are compared are faculty, location, alumni, and job placement.

Table 3.2 Competitive analysis of Universities in KP Pakistan

Key Success Factors	Industry	Faculty	Location	Alumni	Job Placement	Totals
Weighting		0.4	0.3	0.2	0.1	1.0
1. Islamia College University		6	6	4	5	21
IslamiaCollUni weighted		2.4	1.8	0.8	0.5	5.5
2. Quad-i-Azam University		6	6	4	5	21
Quaid-i-AzamUni weighted		2.4	1.8	0.8	0.5	5.5
3. MAJU		5	7	4	3	19
MAJU weighted		2.0	2.1	0.8	0.3	5.2
4. COMSATS		5	4	4	5	18
COMSATS weighted		2.0	1.2	0.8	0.5	4.5
5. IMSciencePesh		6	5	9	6	26
IMSciences Pesh weighted		2.4	1.5	1.8	0.6	6.3

The table shows that a strong competition to Peshawar University is provided by Islamia College University with the overall score of 28 and weighted score 6.9. In the table however, IM Sciences shows a better faculty with a score of 7. Similarly, the faculty score for Iqra University was awarded 4 yet the overall score was less than most of the other universities i.e.

17. The overall perceived quantified data suggests that Islamia College University, IM Sciences and Kohat University serve as the strongest competitors to the University of Peshawar.

3.3.3 Potential Competitors

In addition to the established universities and higher education institutes in the KP region, it is anticipated that the University of Peshawar may face some sort of competition from the relatively small and developing universities. These may include Shaheed Benazir Bhutto Women University (SBBW), University of Swabi, University of Swat and the emerging private sector universities. It is nevertheless stated that the University of Peshawar has always maintained a dominating position over the rest of universities/Institutes in the region and the aforementioned universities are expected not to pose any stiff competition to the University of Peshawar at least in the short run.

It should be mentioned that the above discussion of competitor analysis for the University of Peshawar is not based on actual facts and data. As there is a dearth of statistical data about the University and its environment and competitors, the authors have relied only on hypothetical information. They have made use of general perceptions taken from the relevant stakeholders of the University and gave them weights and scores.

3.4 Application of SWOT tool

SWOT Analysis of the University of Peshawar

Strengths

- University of Peshawar Brand name
- Affordable costs
- Central location, highly accessible
- Grand and large land resources and campus area
- Summer camps
- Free Wi-Fi facility to all hostalides
- Residential campus including the students' hostel
- Qualified full-time faculty
- Strong connection between faculty and students
- Expertise in teaching through non-traditional methods
- Flexible degree programs, for instance, Evening MBA

Weaknesses

- Underfunding in many departments and programs
- Little range of financial support for students and faculty scholarships
- Lack of infrastructure --- including physical, financial and human resources
- Inadequate financial capital
- Underdeveloped campus life and facilities
- Less diverse undergraduate degree programs
- Static and inactive alumni association
- Relatively poor standard of IT labs and equipment

Opportunities

- Continuing education for intellectual enrichment and for people of all ages
- Online degree programs nationwide
- Marketing student as products to industry e.g. healthcare, consumer goods, manufacturing, service, research etc
- Greater strategic partnerships with local and international employers
- Greater interaction with sister universities in KP and Pakistan
- Expansion of several in-demand degree programs onto other regional campuses
- Becoming leader in interdisciplinary and integrated learning

Threats

- Declining government funding from provinces, Higher Education Commission and Planning Commission.
- Faculty turnover and qualified faculty moving for lucrative opportunities
- Growing stiff competition from nearby universities especially in the public sector
- Direct affectee of security threats from extremist elements
- Shrinking job market because of competition

3.5 Universities/Institutes Assessment Tool

Quality at the University of Peshawar is the means through which an institution can guarantee with confidence and certainty that the standards of its educational provision are being maintained and enhanced. This quality control has been brought up in several ways in recent times at the University. The HEC expects from the University of Peshawar and other HEI's to be committed to enhance the quality of their programmes within the context of their mission, goals, resources, capacities. The University should also aim to create an enabling environment in which teaching, learning, research and other services of universities occur and whose performance evaluation and assessment is done on a regular basis in a more systematic manner.

In following the guidelines provided by HEC, the University of Peshawar has endeavored to develop and implement a Self-Assessment & Internal Quality Assurance process that helps in evaluating its effectiveness in realizing its mission and achieving its goals, and its compliance with external assessment and quality assurance standards both at national and international level.

The Higher Education Commission has developed a Quality framework to remain in line with the quality programs in international arena and offer best practices guidelines regarding maintaining quality for all universities in the country. This Quality framework focuses on elements of Internal Quality Assurance (IQA) as well as External Quality Assurance (EQA). According to this program, there are pre-set models of self-assessment at programs and

institutional level. This has recently been implemented in various universities under the authority of Quality Enhancement Cells (QEC's) and so is the case in Peshawar University.

Throwing some light on HEC guidelines about performance assessment of the programs, students, faculty and institute, it is important to highlight some of the essential Quality Assurance characteristics and pre-requisites which as described in the following lines.

- Efficacy of a formal, organized and consistent system of Quality Assurance and Self-Assessment containing a process of evaluating and improving the programmes and services and realization of institutional mission.
- Compliance of QA and Assessment System meeting the following criteria:
 - Integration of programme goals and goals of services with each other through a foundation provided in the institutional mission and subsequent goals.
 - Systematic and consistent use of a combination of qualitative and quantitative measures through the best use of available data and information, its relation with the goals, and usefulness of results to inform the decisions and future planning.
- Collaboration between faculty and university administration for the purpose of facilitating each other in goals achievement at both levels.
- Practicality and plainness to understand and to be owned by the respective tiers.
- Standard and consistent periodic evaluation mechanism of the university assessment and QA system and processes.
- Evidences of the use of university quality assessment results for further improvement in planning by sharing of these results with the respective constitutional and legislative bodies and responsible individuals.
- Documented strategic plans of the institution to reflect the consideration of QA and Assessment results.

At present, Internal Quality Assurance program is working merely at the institutional level at the University of Peshawar and not at the Program level. The Internal Quality Assurance program will eventually proved to be a foundation for the External Quality Assurance (EQA). It is further stressed that it is in the University's strategic plan that the Self-Assessment Manual developed for programme level and the University Quality Standards and Assessment Model for the institutional level will formally be adopted soon in due course of time. The University of Peshawar has established its dedicated office for QEC which is making substantial benefit from the HEC document, for example, Self-Assessment Manual and other related guidelines such as University Quality Standards and Assessment Model. There is not a single tool for assessment purposes, rather the University is utilizing HEC proformas such as Self-Assessment proforma, to analyze the departmental data and generate useful reports for further decision making. The future vision and plan for quality control and assessment will have to be build on the footings and guidelines provided by HEC. It is expected that the HEC proformas and instructions about the University's quality assessment will be used in letter and spirit in the near future under the administration of QEC Peshawar University

Chapter 4: Academic Program

University of Peshawar (UOP) has overall 121 academic programmes, covering an entire spectrum of biological science, numerical & Physical Sciences, Management & Information Sciences, Social Sciences etc. Currently, University of Peshawar is offering 32 undergraduate programs, 47 postgraduate programs and 42 MS/PPhil and Ph.D programs. Over the next five years, UOP will increase the number of undergraduate programs to 15, postgraduate programs to 50 and the Ph.D programs to 20. The table at **Annexure** shows the detail of existing academic programs as well as the academic programs to be newly introduced / expanded to remote campuses over the next five years.

UOP is educating research scholars in these cutting-edge technologies, who are enablers of sustainable growth, appropriate technology, and social and economic changes. They play their roles in making a sustainable nation providing a safe, secure, healthy, productive, and honorable life for all the people of the country and the world as a whole.

4.1: The introduction of new programs and the expansions of existing ones

For establishing a new academic program at the undergraduate level, a proposal is prepared by likeminded group of academicians, which is submitted to the Academic Council. The Academic Council discusses and considers the proposal and if finds feasible, recommends the establishment of the academic program for administrative approval of the Syndicate.

Subsequently, an interim Board of Studies is constituted, comprising faculty of the relevant Academic Program (s) and is notified. A proposal on the subject “Course and Syllabus, allocation of seats and procedure/rules for admission to the program” is prepared by the relevant academicians and is presented to the said interim Board of Studies of the Department for scrutiny. After due scrutiny by the Board of Studies, the same is submitted to the Academic Council for recommendations and subsequent approval of the Syndicate.

In case of establishment of the academic program at the postgraduate level, the same practice is involved with the only change that after consideration and scrutiny of the Courses of Studies/Syllabus, allocation of seats and procedure/rules for admission to the program by the interim Board of Studies of the Department, the same is submitted to the Advance Studies and Research Board (ASRB) for further scrutiny and recommendation. The ASRB, after reviewing and scrutiny, if finds it appropriate, recommends the same to the Academic Council for recommendations. Subsequently, the same is taken to the Syndicate for approval.

By following the above procedure, University of Peshawar plans to establish new programmes.

1. MS in Applied Linguistics, Department of English
2. Establishment of the Director of Distance Education for External Students
3. Establishment of Assessment and Counseling Clinic, Department of Psychology
4. Postgraduate Diploma in Clinical Psychology, Department of Psychology
5. Postgraduate Diploma in Human Resource Management, Quaid-e-Azam College of Commerce
6. Establishment of the Department of Regional Studies
7. Establishment of the Department of Health & Physical Education
8. Establishment of the Department of Tourism & Hotel Management
9. Establishment of the Departments of Criminology and Forensic Sciences
10. Institute of Peace & Conflict Studies

4.2: Curriculum (Review of existing and new ones)

One of the most important activities of the university is the development of curriculum or course outlines in consonance with the national and international demands and realities. Curriculum of a subject is said to be the throbbing pulse of a nation. By looking at the curriculum of a subject, one can judge the state of intellectual development and the state of progress of a nation. The world has turned into a global village where new ideas and information are pouring in a constant stream. It is, therefore, imperative to update our curricula by introducing the recent developments in the relevant fields of knowledge.

Curriculum development and revision is an organized and systematic process. The Academic Council of UOP revises the curriculum of its program as and when there is a need. The following four steps are involved in the development or revision of curriculum: -

- 1. Board of Studies**
- 2. Board of concerned Faculty**
- 3. Academic Council**
- 4. Syndicate**

1.	Social-Anthropology, Institute of Archaeology and Social Anthropology	<ol style="list-style-type: none"> i. Change in existing M.A Social Anthropology Programme ii. New Courses for M.A Anthropology iii. M.Phil/Ph.D. Courses
2.	Department of English	<ol style="list-style-type: none"> i. Three New Postgraduate (M.Phil/Ph.D.) Courses
3.	Department of History	<ol style="list-style-type: none"> i. Syllabus of the Subject of History at the Bachelors Level ii. Syllabus for M.A History (Private)

Business Plan (UOP) 2015-20

		<ul style="list-style-type: none"> iii. Revised Courses of M.A History Regular (Semester) iv. Scheme of Study for M.Phil/Ph.D.
4.	Area Study Center	<ul style="list-style-type: none"> i. M.Phil/Ph.D. Courses
5.	Economics	<ul style="list-style-type: none"> i. Scheme of Studies of MS in Economics (1 ½ - 2 Years Programme)
6.	International Relations	<ul style="list-style-type: none"> i. Revised Syllabus of Master of Arts in International Relations
7.	Political Science	<ul style="list-style-type: none"> i. Revision of the Syllabus of MA (Final) in the subject of International Law & Organization. ii. Inclusion of new courses in the syllabus of M.Phil/Ph.D. iii. Modification in the Syllabus of BS (4-Year) Programme Year-1
8.	Psychology	<ul style="list-style-type: none"> i. Eligibility for Admissions in BS, M.Phil and Ph.D. Programmes ii. Revised Curriculum of Psychology for Bachelor of Arts (B.A) iii. Revised Curriculum of Psychology for Master of Science (M.Sc.) (Semester System) iv. Revised Curriculum of Psychology for Master of Philosophy (M.Phil) v. Revised Curriculum of Psychology for Doctor of Philosophy (Ph.D.) vii. Detail of Courses for Post Graduate Diploma in Clinical Psychology (PDCP) viii. Detail of Courses for Post Graduate Diploma in Assessment and Counseling (PDAC)
9.	Social Work, Sociology & Gender Studies	<ul style="list-style-type: none"> i. Courses of MA in Gender Studies ii. Courses of M.Phil/Ph.D. in Gender Studies
10.	Disaster Preparedness and Management	<ul style="list-style-type: none"> i. Scheme of the Study for MS/M.Phil leading to Ph.D. ii. B.Sc. (4 Years) Curriculum iii. M.Sc. Curriculum iv. Revised Curriculum of the Postgraduate Diploma
11.	Institute of Geography, Urban and Regional Planning	<ul style="list-style-type: none"> i. BS Four Years Geography Courses ii. M.Sc. Geography Courses iii. M.Phil/Ph.D. Courses iv. One Year Postgraduate Diploma in Environmental Impact Assessment v. Scheme of Study for MS in Geomatics vi. Changes in the Diploma Courses. vii. Revised 4 Years programme in Urban and Regional Planning viii. Revised M.Sc. in Urban and Regional Planning courses (Semester System) ix. Revised M.Phil/Ph.D. courses x. Revised Postgraduate Diploma in Urban and Regional Planning
12.	NCE in Geology	<ul style="list-style-type: none"> i. To formulate the courses for the newly approved four disciplines (Geology, Geophysics, Environmental Geosciences, Geospatial Sciences) ii. Modified courses for MS/M.Phil/Ph.D. Degree Programmes
13.	Pharmacy	<ul style="list-style-type: none"> i. Changes in Examination and Promotion Rules ii. M.Phil/Ph.D. Courses iii. Format of Degree for Pharm.D. Condensed Course
14.	Physics	<ul style="list-style-type: none"> i. M.Sc. Physics Courses in line with HEC recommendations ii. M.Phil and Ph.D. Programme iii. Optional Courses (Specialization) for Postgraduate & M.Phil & Ph.D. Programmes in Physics
15.	Physics	<p>Inclusion of the following courses in M.Phil/Ph.D. Programme</p> <ol style="list-style-type: none"> 1. PHY-907 Plasma Physics – I (Crd. Hrs. 03) 2. PHY-908 Plasma Physics – II (Crd. Hrs. 03) 3. PHY-909 Experimental Plasma Physics (Crd. Hrs. 03)
16.	Electronics	<ul style="list-style-type: none"> i. M.Phil/Ph.D. Programme in Electronics
17.	Institute of Chemical Sciences	<ul style="list-style-type: none"> i. Curriculum for 4-Year BS in Chemistry with the recommendation to follow M.Phil/Ph.D regulations for

		examination and numbering of courses
18.	Department of Zoology	i. Review of course contents of already approved M.Phil courses ii. Scheme of studies for M.Phil/Ph.D.
19.	Department of Computer Science	i. Renumbering of Existing related/minor courses in MS/Ph.D Programme ii. Renaming of Existing MS/Ph.D Courses iii. Renumbering of Existing Ph.D Courses iv. Moving and renumbering of an Existing Ph.D Course to MS course v. Removing a course from Existing MS/Ph.D Programme vi. Addition of new courses in MS and Ph.D Programme vii. Course details of all newly added MS/Ph.D Courses viii. Changes in the semester structure/courses of BCS to adjust in according to BCS Curriculum guidelines provided by HEC ix. Approval of BS (Software Engineering) Discipline proposed by HEC x. change the nomenclature from BCS-4 Years to BS Computer Science
20.	Institute of Physics and Electronics	i. Streamlining M.Sc Physics course in line with HEC recommendations ii. M.Phil and Ph.D Programme in Physics iii. M.S/Ph.D Programme in the subject of Electronics
21.	Department of Statistics	i. Curriculum of Statistics BS (4-years)
22.	Institute of Geography, Urban and Regional Planning	i. Eligibility criteria for Diploma in Geomatics (GIS and Remote Sensing) ii. Review of BS-4 year Geomatics (GIS and Remote Sensing) iii. Scheme of Study for M.Sc. in Geomatics (GIS and Remote Sensing)
23.	NCE in Geology	i. Modification in the syllabus/course work for the Post- Graduate Diploma (PGD) in Geographical Information System (GIS) and Remote Sensing (RS)
24.	Institute of Chemical Sciences	i. Course Code/Numbering

- Modification in Syllabus of Master of Arts in International Relations
- Approval of Syllabus of Pakistan Studies BS 4-Years Programme
- Approval of Pre-Step B.Ed. (Hons) 4-Years Elementary and Secondary Programme
- Approval of 2-Years Scheme of Studies of Associate Degree in Education (ADE)
- Approval of Scheme of Studies of BS Home Economics (4-Year Programme)

4.3: Method of Delivery

The selection of delivery methods for a program delivery system should be based on the needs and preferences of the target audience and the specific educational purpose. Some delivery methods have multiple uses and can be employed effectively at more than one stage in a program delivery system. One of the unique features of education at University of Peshawar is the large array of methods that are used for delivering educational programs. UOP employs the following techniques and methods of delivery and plans to include more innovative methods in the future.

Existing methods	Prospective methods
1. Lectures through presentation on use of Multimedia 2. Class room discussion (Student / teacher interaction) 3. Case Studies in some subjects 4. Practical assignments / quizzes 5. Presentations 6. Video conferencing with national as well as international institutes 7. Seminars/ workshop / conference 8. Proposal writing	1. More interactive sessions 2. Large groups for theory and small groups of practical 3. Web based modules / International Research Lectures through Video Conferencing 4. Onsite training/ internships 5. Holding Annual Symposia series for graduate students 6. Online attendance via CMS system 7. Training on scientific communication and project writing

4.4 Recognition and certification

Higher Education Commission (HEC) is the primary regulator of higher education in Pakistan, responsible for higher education policy, quality assurance, degree recognition, development of new institutions and uplift of existing institutions in Pakistan. As explained in the opening chapter, University of Peshawar is the mother University in the entire Khyber Pakhtunkhwa province and FATA recognized by Higher Education Commission, Islamabad.

Pakistan Pharmacy Council Islamabad (PEC) is a regulatory body responsible for standardizing all the practices within the pharmacists in Pakistan to bring them at par with international standards. One of its main mandate is to protect, promote and maintain the health, safety and wellbeing of patients and the publics who use pharmaceutical services. The university of Peshawar currently run the program so as to ensure and manage continuing professional development. Being a public University, all the pharmacy programmes of University of Peshawar have been accredited by Pakistan Pharmacy Council Islamabad (PEC).

4.5: Research:

University of Peshawar has been endeavoring to create research environment in the University both at faculty and students level. University of Peshawar promotes faculty research projects and provides lucrative incentives to researchers involved in applied research projects for solving problems of Pakistan. University of Peshawar facilitates the researchers in providing linkage to the funding bodies e.g. Directorate of Science & Technology (DoST) KPK, ICT R&D fund, Pakistan Science foundation and HEC.

With the strengthening laboratories infrastructure and introduction of new academic programs of MS/MPhil and PhD, research and development

environment shall be promoted and original idea shall be incubated. The goal is to promote research and technology at international level. Presently University of Peshawar have five research labs serving the Peshawar University, Khyber Pakhtunkhwa and the country at all.

- MRL (Physics)
- CRL (Physics)
- NMRL (Institute of Chemical Sciences)
- PNRL (Institute of Chemical Sciences)
- Animal House (Pharmacy)

4.6: Partnership and Outreach

University of Peshawar utilizes the University’s technical expertise to provide access and engage community residents as active participants in outreach efforts for judicious and mutually benefitting relationship. To maintain strong linkages between the industry and academia, workshops and seminars are arranged at various levels. University of Peshawar conducted seminar / conferences at Bara Gali Summer Campus during summer vacation each year which are attended by more than thousands of national and international participants in order to maintain strong linkages between industry and academia.

4.7 Under Graduate Programme:

Strengthen and expand degree programs

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Introduce new undergraduate programs (4 Years).	Deans; HoDs;	X	X	X	X	X
Review the existing programs for quality and rigor	Dean; HoDs; Director QEC; Director ORIC	X	X	X	X	X
Increase input of stakeholders in curriculum development.	Deans; HoDs;	X	X	X	X	X
Increase outside classroom experiences of students through projects, internships, field work wherever applicable.	Dean; HoDs; Faculty	X	X	X	X	X
Start joint academic program with foreign universities.	Deans; HoDs	X	X	X	X	X
Ensure successful and timely completion of degree programs by students.	HoDs; Faculty	X	X	X	X	X
Establish linkages with national and international organizations	Deans; HoDs	X	X	X	X	X
Estimate, identify, manage and mobilize resources for research	Treasurer; Director ORIC	X	X	X	X	X

Relate research to local and regional market oriented needs.	Deans; HoDs; Faculty; Registrar	X	X	X	X	X
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Effective and efficient use of resources through integration of academic programs

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Conduct cost benefit analysis of programs	Treasurer	X	X			
Review degree programs portfolio for duplication and redundancy.	Deans; HoDs; Registrar	X				
Devise and implement strategy for phasing out redundant academic programs.	Registrar		X	X	X	X
Integrate programs/courses to promote/ensure efficient utilization of resources.	Registrar	X	X	X	X	X

Key Performance Indicators

- a. New undergraduate programs offered
- b. Program review every three years
- c. Students field visits
- d. Joint academic programs
- e. Average completion period of degree
- f. Cost benefit analysis conducted
- g. Academic programs phased out
- h. Programs/courses integrated

4.8: Post Graduate Programme:

1. Institute of Archaeology & Anthropology
2. Department of English & Applied Linguistics
3. Department of History
4. Department of Arts & Design
5. Department of Philosophy
6. Department of Botany
7. Centre of Biotechnology & Microbiology
8. Centre for Disaster Preparedness & Management
9. Centre of Biodiversity
10. Institute of Chemical Sciences
11. Department of Environmental Sciences
12. Institute of Geography &URP
13. Department of Geology
14. Department of Pharmacy
15. Department of Zoology
16. Department of Computer Science
17. Department of Mathematics
18. Department of Statistics
19. Institute of Physics & Electronics
20. Department of Economics
21. Institute of Education and Research
22. Department of International Relations
23. Department of Political Science

24. Department of Psychology
25. Institute of Social Work, Sociology & Gender Studies
26. Department of Regional Studies
27. Quaid-e-Azam College of Commerce
28. College of Home Economics
29. Institute of Management Studies
30. Department of Journalism & Mass Communication
31. Department of Library & Information Sciences
32. Department of Pashto
33. Institute of Urdu & Persian Language & Literature
34. Institute of Islamic & Arabic Studies

4.9: M.Phil. & Ph.D. Programmes:

1. Department of Arabic
2. Department of Islamiyat
3. Department of Seerat Studies
4. Department of Urdu
5. Department of Pashto
6. Department of Persian
7. College of Home Economics
8. Department of Journalism & Mass Communication
9. Institute of Management Studies
10. Department of Computer Science
11. Department of Mathematics
12. Department of Statistics
13. Institute of Physics & Electronics
14. Department of Economics
15. Department of International Relations
16. Institute of Education and Research
17. Institute of Social Work, Sociology & Gender Studies
18. Department of Political Science
19. Department of Psychology
20. Sheikh Zayed Islamic Centre
21. Centre of Biotechnology & Microbiology
22. Department of Botany
23. Institute of Chemical Sciences
24. Department of Environmental Sciences
25. Institute of Geography, Urban and Regional Planning
26. Department of Geology
27. Department of Zoology
28. Centre of Excellence in Geology
29. Centre of Excellence in Physical Chemistry
30. Department of Pharmacy
31. Centre for Disaster Preparedness & Management
32. Institute of Archaeology & Anthropology
33. Department of English & Applied Linguistics
34. Department of History
35. Department of Philosophy
36. Pakistan Study Centre
37. Area Study Centre
38. Pashto Academy
39. Law College (LLM)

Chapter 5: Students

University of Peshawar is bringing the most capable students by virtue of their intelligence, character, ambition, and diverse backgrounds, who take best advantage of life Sciences, Biological Sciences, Management Studies, Physical & Numerical and Social Sciences education and contribute to University, both as students and as alumni, carrying University's legacy to the nation. The goal of UOP is to create a pool of ambitious and exceptional students and to prepare them academically and professionally to become problem-solver and spread the awareness of social responsibility in a diverse, global society. In order to achieve this goal, UOP will attract outstanding students and will increase the quality of its academic programs.

5.1: Academic nurseries (Schools and colleges)

Goals:

- UOP 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, research and innovations.
 - All undergraduate/graduate and Post graduate programs are/will be research oriented.
- i. **Law College:** The Law College, University of Peshawar was established in 1950 and elevated to a Faculty in 1992. However, the existing faculties of the university were re-structured and Law College was placed under the Faculty of Social Sciences. The College has an academic link with the University of Oslo, Norway, and has also signed MOU with the IUCN Pakistan, under which it will have institutional co-operation with the latter in the area of Environmental Law.
- The Human Right Studies Centre is also part of the college and was established in March 2000 under the Government of Pakistan Human Rights and Mass Awareness and Education Programme, jointly funded by the NORAD and the Swiss Development Corporation. Its main objective is to develop curriculum for Human Rights as a subject at the Master's level and to coordinate the activities/research regarding Human Rights at the National and Provincial levels. It also aims at acting as a base for institutional cooperation between Human Rights Agencies at National and International levels. It offer LLB, LLM and Postgraduate Diplomas.
- ii. **Quaid-e-Azam College of Commerce:** The Quaid-e-Azam College of Commerce was established in 1962. It has the distinction of having been established out of the funds

bequeathed by the Father of the Nation, Quaid-e-Azam Muhammad Ali Jinnah. It is a premier institution of the Khyber Pakhtunkhwa (KPK), offering one year and two years Master of Commerce programmes. In both the programmes, the courses of study aim at imparting knowledge in the broad based principles and procedures of Commerce to develop a strong foundation for prospective managers in the functional areas of business. Besides, emphasis is laid on equipping students with appropriate skills to solve the organizational and operational problems faced by modern business entities. At present, the college offers specialization in Finance, Accounting, Marketing and Management, thus serving the need of Business Education within and outside the country.

- iii. College of Home Economics:** The study of Home Economics as a distinct discipline was introduced in the country soon after the emergence of Pakistan. Initially, a separate department, devoted to the subject, was set-up in 1954 by the University of Peshawar, in collaboration with Colorado State University, USA. The department was later upgraded to College status in 1963. It is one of the four colleges in Pakistan devoted to the study of Home Economics, for developing a complete education programme for female students to meet the challenges of a free society. The institution equips young women with the specialized knowledge in the field of interior design, textile design, small business management, teaching, and research. This field of study extends opportunities for pursuing careers in any of the above professions. Therefore, it has acquired a special significance in moulding the female generation, providing them with an opportunity to study a unique blend of both science and art related subjects. It also opens up future avenues for personal, professional and social enhancement for students as well as staff.
- iv. Jinnah College for Women:** The Jinnah College for Women, formally called University College for Women, was established in June 1964. The College provides educational opportunities to the University Employee's children and young women of the Khyber Pakhtunkhwa (KPK), on merit. It aims at producing enlightened and progressive young women. Maximum opportunities are provided for participation in extra curricular activities such as debates, dramatic and literary competitions and so on. Education trips and study tours are also arranged. Its two story building consists of classrooms, lecture-theatres, laboratories, a library with two reading rooms, an office and a hall. The college has a number of lawns, a botanical garden and a large playground. The class-rooms, lecture theatres and laboratories are well maintained, with heating arrangements for winters. The laboratories are properly equipped and the library has a good collection of up-to-date reference books, text books and books in specialized fields. The college hall,

the Safia Hassan Hall, has a seating capacity of 300 students and is the only venue for different functions. The playground attached to the college is used for inter-class and inter college tournaments and colleges sports.

5.2:Academic discipline

The academic programmes of the University of Peshawar are run by a teaching faculty of 630, of which 88 are Professors. The University has six faculties: Arts & Humanities, Islamic & Oriental Studies, Life & Environmental Sciences, Management & Information Sciences, Numerical & Physical Sciences and Social Sciences. These include about 40 Postgraduate departments in various disciplines of the Arts, the Humanities, the Social, the Physical, the Natural & the Biological Sciences, an Academy of Pashto Language & Literature, Centres of Excellence in Geology, and Physical Chemistry; the Islamic Centre; the Area Study Centre; the Pakistan Study Centre; the Quaid-e-Azam College of Commerce; the Law College; Institute of Management Studies, Education and Research, and Information Technology; a Centre of Biotechnology; a Central Resource Laboratory; a Computer Centre; a Central Library with a collection of over 2000,000 & properly digitalized; one undergraduate college for boys, two for girls, and three schools.

The University of Peshawar is unique institution where educational facilities exist from nursery to Ph.D. level. Having demonstrated excellence in almost all disciplines, both in terms of teaching and research, the University has over the years attained the position of being one of the significant universities in the East. It has academic links with numerous international research and academic institutions, and it is envisaged that in the coming times, these will both expand and get deeper. Among the National Universities / R&D organizations, the University of Peshawar stands 4th in rating by PCST for the quality of learning and teaching it imparts.

FACULTIES

1. Faculty of Arts & Humanities

- i. Institute of Archaeology & Social Anthropology
- ii. Sir Sahib Zada Abdul Qayyum Museum of Archaeology
- iii. English & Applied Linguistics
- iv. Art and Design
- v. History
- vi. Philosophy

2. Faculty of Islamic & Oriental Studies

- i. Institute of Islamic & Arabic Studies
- ii. Pashto

- iii. Institute of Urdu and Persian Language & Literature
- iv. Pashto Academy
- v. Seerat Studies
- vi. Pashto Cultural Museum
- 3. Faculty of Life & Environmental Sciences**
 - i. Botany
 - ii. Centre of Plant Biodiversity
 - iii. Chemical Sciences
 - iv. Centre for Disaster Preparedness and Management
 - v. Environmental Sciences
 - vi. Centre of Biotechnology and Microbiology
 - vii. Geography & URP
 - viii. Geology
 - ix. Pharmacy
 - x. Zoology
- 4. Faculty of Management & Information Sciences**
 - i. Journalism
 - ii. Library & Information Sciences
 - iii. Institute of Management Studies
 - iv. Quaid-e-Azam College of Commerce
 - v. College of Home Economics
- 5. Faculty of Numerical & Physical Sciences**
 - i. Computer Science
 - ii. Mathematics
 - iii. Institute of Physics & Electronics
 - iv. Statistics
- 6. Faculty of Social Sciences**
 - i. Economics
 - ii. International Relations
 - iii. FATA Cell
 - iv. Law
 - v. Political Science
 - vi. Psychology
 - vii. Institute of Social Work, Sociology & Gender Studies
 - viii. Regional Studies
 - ix. Institute of Peace and Conflict Studies
- 7. Research lab**
 - i. Nuclear Medicines and Research Lab**
 - ii. Material Research lab**
 - iii. Nuclear and Research Lab**
 - iv. Phytopharmaceutical and Neutraceutical Research Lab**

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 (Social Sciences, Management Sciences,
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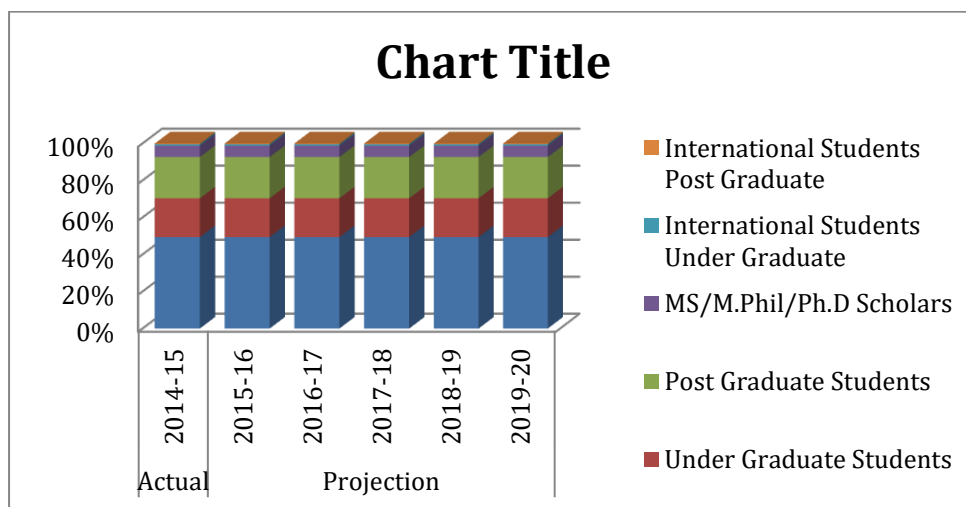
Business Plan (UOP) 2015-20

	Sciences, Arts and Humanities, Languages, & 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.

Strategy-5	Projected statistics for the students
Action 1	Increase the number of students up to 18045 by the end of 2017 (as tabulated below)



Description	Actual	Projection				
		2014-15	2015-16	2016-17	2017-18	2018-19
Total Enrollment	16040	20050	22055	24261	26687	29355
Under Graduate Students	6793	8491	9340	10274	11302	12432
Post Graduate Students	7242	9053	9958	10954	12049	13254
MS/M.Phil/Ph.D Scholars	2005	2506	2757	3033	3336	3669
International Students Under Graduate	250	313	344	378	416	458
International Students Post Graduate	119	149	164	180	198	218

5.3:International students

UOP understands that one of the objectives of having international students is to expose the local students and staff to other cultures of the world and vice versa, that further leads to exchange of ideas and further enriches the student community. UOP welcomes international applicants for admission to its various degree programs. For this purpose, special seats have been reserved for foreign students in each discipline at University of Peshawar.

Currently 200 foreign students from the Nine (09) countries are enrolled in different academic programs at UOP.

5.4:Support services for students

i. Grounds and Gardens

The University has a sprawling campus of 1050 acres. Grounds are leveled and turfed. Trees, bushes and hedges have been planted on an extensive scale in the residential bungalows and on either side of the roads.

ii. Watch and Ward

There is an effective and vigilant arrangement for security on the campus. Besides the regular University personnel, there is constant patrolling on the campus by the campus peace corps.

iii. Banks

A pay office of the National Bank of Pakistan was established in 1955. Later on it was raised to a full-fledged branch conducting all banking activities due to increase in students population. Branches of Habib Bank and United Bank are also functioning on the campus. They provide all banking facilities to customers mostly student and residents.

iv. Transport

The University has got its own fleet which offer transport facilities to the students and employees of the University. Besides, Intra Campus bus service is also available.

v. Post Mall

University has a post mall delivering services for postal communication with in the country as well as abroad. The modern building is situated at walking distance from Engineering Chowk.

vi. Cafeteria, Stores & Market

The main market is situated in the “Khyber House” on campus. This building also houses banks, two canteens, grocery shops, tailor shops, cooperative stores, and meat and vegetable shops. A spacious and modern cafeteria has been opened in the Teacher Student Centre. Some utility shops and a bookstore have also been opened in the Teacher Student Centre. A bigger market and a teaching hospital are right across the road.

vii. Teachers Students Centre

The Teacher Student Centre is the focal point of the University’s social, cultural and recreational activities. It provides services and facilities which support and enrich the academic programmes of the University. The Centre includes a cafeteria and a canteen which provide simple good food at reasonable rates both for the students and teachers.

viii. University Health Centre

The University Health Centre provides free medical aid to the students, University employees and their families.

ix. Hostel Accommodation

University has 8 male and 5 female hostels conveniently located from the teaching departments. The residence in hostel is not a right and is offered to students admitted in the morning shift strictly on merit. Due to limited number of available seats which are even not sufficient for morning shift, the student admitted to 2nd shift are not offered accommodation on the basis of lower merit.

x. University Central Library

The Central Library of the University was established in February 1951. The existing three story building has an area of about 15,000sq.ft. A block was added to the library in 1972. The Central Library provides services and facilities to the staff and students. In addition to the usual stock, it houses a good Oriental Collection of valuable and rare books and manuscripts. The philanthropists of Khyber Pakhtunkhwa (KPK), have donated a number of collections on local history and tribal customs and traditions. Computer, Internet and e-mail facilities are available. The Library is being completely refurbished and soon its operations will be digitalized.

The Central Library has been declared an official United Nations Library, which is one of the seven UN Depository Libraries. Publications and official United Nations text are placed in this section. The purpose is to make current information about the activities of the United Nations available to as many as visitors within the country.

xi. Museum

The Sir Sahibzada Abdul Qayyum Museum of Archaeology and Ethnology, University of Peshawar, founded in 1989, opened to the Public in 1998, is one of the most important museums of the country. So far seven galleries display the cultural material of pre-history, proto-history, and medieval periods. Presently, it has about five hundred Buddhist sculptures, about one thousand coins belonging to Indo-Greek, Scytho-Parthian, Kushan, Sassanians, Hindu, Shahi, Islamic and British periods. Besides thousands of stone tools and a huge quantity of Proto and historic pottery are in possession of the museum. The Ethnological gallery is in the process of its establishment. However, few specimens of ethnological material are on temporary display. The building of the Conservation laboratory has just been completed and acquisition of equipment is in process. The museum has well stocked library having books on diverse fields of study. Due to a modern auditorium and conference room the museum is the centre of social, cultural and other planned activities.

xii. The Bara Gali Summer Camp

The Campus II of the University of Peshawar is located at Bara Gali on the Abbottabad NathiaGali – Murree Road, at a distance of approximately 30 kilometers from Abbottabad, having an altitude of 8000 ft above the sea level, and is spread over an area of 60 acres of land.

Bara Gali, one of the most beautiful valley resort with dense forests, tall mountains and very pleasant climate, is enjoying the status of Campus II of the University of Peshawar since 1965. It is the thrust of academic and research activities particularly during entire summer, i.e. May to September. Each summer, around 20-25 International and National Seminars, Conferences, Symposia, Workshops, Training courses, etc. are held at this Campus, which are attended by more than thousand delegates from home and abroad. Thousands of our students from the various teaching departments / schools / colleges / centres visit Bara Gali, for various academic and research activities and pleasure trip round the year.

Besides, all the students' co-curricular activities, including shooting club, hiking society, adventure club, medical camps, cross-country / road running, sports mela, and so many other activities take place at the Bara Gali Campus. Each year the Independence Day is celebrated with traditional pomp and show. The whole campus is illuminated at night.

Hundreds of men, women and children participate in the various events. Educational activities are a matter of routine at Bara Gali during the summer vacations, giving the University of Peshawar the unique edge that its academic activities boost up during the summer vacations.

xiii. Students' Societies

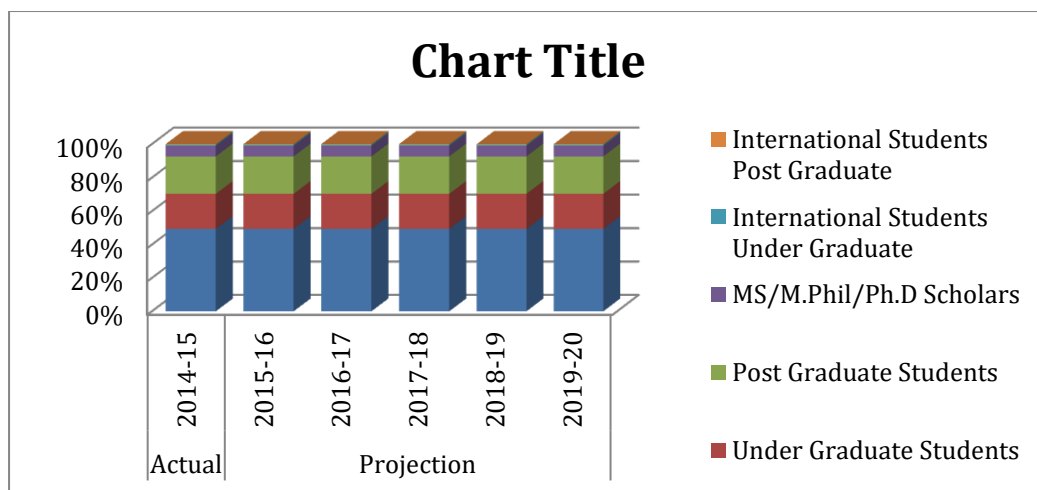
Extra curricular activities are an important part of campus life. These include all university-based or university-sponsored cultural, educational, social and recreational activities not part of the regular curriculum but are an integral part of the living-learning community at the University of Peshawar. The University offers unique leadership and service opportunities in the form of these activities through the following societies and clubs:

- i. Adventure & Hiking Club*
- ii. Blood Donors' Society*
- iii. Creative Art Society*
- iv. Cultural & Dramatic Society*
- v. Information Technology Club*
- vi. Khyber Islamic Cultural Society*
- vii. Khyber Literary Club*
- viii. Peshawar University Rifles Association*
- ix. Photo-Video Club*
- x. Science Society*
- xi. Social Welfare & Awareness Society*
- xii. Sports Society*

xiv. Games and Sports

Soon after the University of Peshawar came into existence, it was decided to organize University sports on Inter-Collegiate level. The first meeting was held on 24th November, 1950. In 1951 the constitution of University of Peshawar sports tournament committee was passed and Inter-Collegiate matches in Hockey, Cricket, Tennis, Volleyball, Basketball, Badminton, Relay Races and Athletics were held. Now due to the same strong base, the University players participate in the National and International games. In 1998, a student of this University won a silver medal in Athletic in South Asian Federation games. In the same year, our students participated in the World Inter University tournament held in Italy. The University, every year celebrates "Sports Gala". Teams from all universities of Khyber Pakhtunkhwa (KPK), are encouraged to participate in the same event.

5.5: Projected statistics for the students



Description	Actual	Projection				
		2014-15	2015-16	2016-17	2017-18	2018-19
Total Enrollment	16040	20050	22055	24261	26687	29355
Under Graduate Students	6793	8491	9340	10274	11302	12432
Post Graduate Students	7242	9053	9958	10954	12049	13254
MS/M.Phil/Ph.D Scholars	2005	2506	2757	3033	3336	3669
International Students Under Graduate	250	313	344	378	416	458
International Students Post Graduate	119	149	164	180	198	218

Chapter 6: Research and Consultancy

6.1: Inculcating the research and consultancy culture

The University of Peshawar goal is to ensure financial sustainability through diversification of sources of funding and income generation and to reduce budget deficit through incubation centers and advance research lab as per Mega PC-1 already submitted to the Planning Commission Government of Pakistan and on the agenda of upcoming of meeting of CDWP.

Incubation center is a place where the incubator should be focused on helping the growth of a diverse array of businesses in Khyber Pakhtunkhwa. The incubator should focus on creative industries and small businesses for its client base.

Students are eager to gain real world experience. The incubator can involve University students in a number of ways:

- It can establish a student business entrepreneurship program. This program should reserve special subsidized space for students to occupy at a low rate. It should be designed as a learning experience in which students receive help in running their own real business.
- The incubator and its businesses can provide internship and project opportunities.
- The incubator can host student business plan competitions

The University of Peshawar, being the pioneer Alma Mater of the province provides a perfect institutional arrangement to establish advance research lab to augment endeavors for creating the requisite intellectual capital to steer the sector of research.

Strategies

Improve financial management and control.

Action	Responsibility	Y1	Y2	Y3	Y4	Y5
Implement enterprise resource planning software	Treasurer; Director P&D; Director MP3	X	X	X		
On-time payment of fees and dues	Treasurer; HoDs	X	X	X	X	X
Develop human resources both on-campus and off-campus	Treasurer; CHRCD	X	X	X	X	X
Cut down redundant costs on maintenance and repairs	Director Works; Treasurer	X	X	X	X	X
Dissemination of changes in financial rules to stakeholders from time to time	Treasurer;	X	X	X	X	X

6.2: Revenue generated from research and consultancy

The revenue generated from research and consultancy activity acts as one of the primary sources of financing universities in the developed countries. At University of Peshawar, the consultancy culture would be newly introduced and thus it requires a careful approach to divide the revenues into four parts. The first part should go the University of Peshawar, the second to the academia (involved in the consultancy), the third portion can be put aside for management support activities for research and consultancy while the fourth part can go the research centre/department that the of faculty members belongs to.

Intellectual Property: Effective policies will be made to insure the protection of the intellectual property and the percentage share of each stakeholder involved.

(b) Consultancy: Various industry linkages, training programs, and well equipped labs at University of Peshawar are envisaged to provide a conducive platform for providing not only consultancy services to various organizations and industries, but also provide feasibility reports and encourage investments in small to medium sized business.

(c) Professional training programs and certifications: The University of Peshawar have Center for human resource Career development programs carried out at University will result in a substantial trained human capital in the fields of interest to UOP. That human capital can be utilized to offer various specialized training programs and certifications at UOP. Tailor made and customized programs can also be offered if deemed feasible by various organizations and industries.

(d) Lab testing facilities: The UOP have presently four research upgraded research labs and other available facilities which have been used to test various products, components, and processes for relevant industries and organizations.

(e) Prototype testing: New prototypes for products and solutions with good market potential can be fully tested, evaluated and verified at UOP.

Generate new sources of funding and income generation

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Increase student intake in BS Programs	Registrar	X	X	X	X	X
Mobilize University Alumni Association for donations	Registrar; Treasurer	X	X	X	X	X
Generate revenues through donations and gifts	Director P&D	X	X	X	X	X

Generate income through consultancy services.	Director ORIC; Director P&D	X	X	X	X	X
Establish University endowment fund	Treasurer	X	X	X	X	X

6.3: Management support for research and consultancy

Research and consultancy should be managed under the umbrella of ORIC (Office for Research Innovation and Commercialization). Various interdisciplinary research centres can be established to attract a variety of clientele by offering them various ways of enhancing productivity and creating value. The research centre should be initially established within department or given basic seed money by the university. Once the research centre generates its own revenue, it should payback the university's seed fund and also create its own account.

Chapter 7: International Academic Network

7.1: Strategic Linkages with the Universities/Institute of repute around the globe

University of Peshawar is proud to have academic linkages with world known institutions of higher education as part of its overall goal to provide global perspective to our scholars and improve the quality of academic and research activities at part with international level. To enlarge the horizon of students of University of Peshawar, linkages established with the established prestigious universities and institutions around the globe.

University of Peshawar has signed MoUs with the following world leading universities to carry out joint research, academic exchanges and faculty and student exchange program and culture exchange program. Below are given the detail:

Title of MOU/Linkages Program	Name of University and International Organization
Exchange Program of Students and Faculties	Shandong University China
Exchange Program of Students and Faculties	Hanbat National University of Korea
Exchange of Faculties and Students, Publications and Research Projects	University of Erfurt, Germany
Training of M.Phil and Ph.D Scholars in Chemistry from Afghanistan	Kabul University of Afghanistan
Exchange of Students and faculty, Joint research and split M.Phil / Ph.D programs	Consortium of University of Afghanistan
Peace and Human Rights Education for Teachers from Khyber Pakthunkhwa and FATA	Peace Education and Development & (PEAD) Foundation, Islamabad Pakistan
GIZ - IPR	GIZ
Joint Scientific Work, Educational and Cultural Collaboration	Sheraz University of Medical Sciences (SUMS) Peshawar
Agreement for Academic and Educational Cooperation	Shandong University of Science and Technology, China
Agreement for Academic and Educational Cooperation	Hannam University, Republic of Korea
Specific Student Exchange Agreement	Pyeongtaek University (Korea)
Livestock for Life Project	Relief International-Pakistan
To Assist and support each other in the archaeological research and Developments	University Sains Malaysia (USM)
Establishing a formal Mechanism for Collaboration in Launching new Research & Training	Sustainable Development Policy (SDPI)
Establishment of IT Incubation Center in Department of Computer Science	Board of Information Technology KPK
Joint Research Actives and Academic Materials Etc	Nagarhar University of Afghanistan
MOU on Collaborative Research	BOISE State University, USA
Training of M.Phil, Ph.D Joint Research	Guangzhou Institute of Geochemistry, China
Teacher Training Certificate Course	Peace and Education Foundation Islamabad
DAAD_Programme " German-Pakistan Research Collaborations"	Institute of Crop Science and Resource Conservation (INRES), Germany
Corporate Travel Agreement	Qatar Airways
To promote Trade, Education and Research Facilities, Internship Facilities to students of FATA and PATA	Tribal Areas Chamber of Commerce and Industry (TACCI)

Exchange Scientific, Research, Postgraduate Education, development	Gandhara University of Peshawar
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7.2: Academic program

The academic programmes of the University of Peshawar are run by a teaching faculty of 630, of which 88 are Professors. The University has six faculties: Arts & Humanities, Islamic & Oriental Studies, Life & Environmental Sciences, Management & Information Sciences, Numerical & Physical Sciences and Social Sciences. These include about 40 Postgraduate departments in various disciplines of the Arts, the Humanities, the Social, the Physical, the Natural & the Biological Sciences, an Academy of Pashto Language & Literature, Centres of Excellence in Geology, and Physical Chemistry; the Islamic Centre; the Area Study Centre; the Pakistan Study Centre; the Quaid-e-Azam College of Commerce; the Law College; Institute of Management Studies, Education and Research, and Information Technology; a Centre of Biotechnology; a Central Resource Laboratory; a Computer Centre; a Central Library with a collection of over 2000,000 & properly digitalized; one undergraduate college for boys, two for girls, and three schools.

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7.3: Students exchange program

Student exchange offers broad based benefits and outcomes for students. Most of these are intertwined and come together to constitute the overarching exchange experience. International learning and knowledge propels students towards acceptance and understanding of an array of different cultural and community perspectives. Language acquisition is achieved through practical immersion. Awareness and adoption of alternative, multi-faceted approaches to learning are achieved and analytical problem solving skills are improved.

Chapter 8: Infrastructure and facilities

8.1: Planning for infrastructure and facilities

University of Peshawar will develop infrastructure and facilities for which a Mega PC1 has been submitted to the Planning Commission Government of Pakistan in order to establish advance research Lab, incubation center, rehabilitation of existing Center of IT Services, and Central Library to meet the altering demands, approaches and working patterns of our diverse staff and students' population alike. University of Peshawar is rigorously striving to fetch funds; and invest in infrastructure and expand the facilities. In order to ensure the best use of our infrastructure, in the first step we will analyze the existing facilities, equipment, and instrumentation, which will help us develop a high-priority-needs list.

8.1.1: IT labs

University of Peshawar has established a cluster of computer laboratories accessible to all students of the University and has Center of IT Services. Currently, University has submitted the mega project to rehabilitate the existing Center of IT Services as a component part so as to have the state-of-the-art IT equipments facilities to fulfill sophisticated technological needs of university faculty and student.

8.1.2: Laboratories and workshops

The University of Peshawar is proud of having the Nuclear Medicine Research Lab (NMRL) Centralized Resource Lab (CRL), Phyto-Pharmaceutical and Neutraceutical Research Lab (PNRL) and a sophisticated Material Resource Lab (MRL) where faculty and scholars carry out experiments and research activities. During the next five year, University of Peshawar will expand the area of research and innovation by establishing Advance Research which will serve not only the university but Khyber Pakhtunkhwa is specific and the whole country at general.

The University of Peshawar has the online facility to conduct various workshops, viva/voce exam through video conference, in addition to having Sir Sahib Zada Abdul Qayyum Museum Hall being used for conducting Conferences /Workshops / Seminars /Symposium nationally and internationally on various topics. Further the said hall is also a source of generating funds by charging reasonable amount from agencies, NGOs utilizing it.

Besides Seminars & Conferences of various departments/institutes academic research and recreation purposes are held each year at Bara Gali Summer Camp attended by

more than thousand national and international participants alongwith faculty and students. Moreover co-curricular activities, Including Shooting Club, Hiking Society, Adventure Club, Medical Camps, Cross-country/road running, Sports Mela, and so many other activities also take place at the Bara Gali Campus.

8.1.3: Academic Facilities (Lecture Rooms / Theatre / Hall)

S No	Type of facility	Number of units
1	Class rooms/ theatres / halls	403
2	Laboratories	98
3	Seminar Library	47
4	Central Library	1
5	Faculty and Officers offices	625
6	Administrative staff offices	235
7	Staff Rooms	45
8	Students common rooms	95
9	Store rooms	50
Total		1599

8.1.4 Library

Introduction

The Central Library is located in the main administration Block of the University of Peshawar. The Central Library was established in February 1951. Initially it was housed in a small room in the old Central Training College building (presently The Agricultural Research Centre, adjacent to Khyber Teaching Hospital). The library then shifted to the University Science Block. It was later on transferred to the present premises in 1957. The Central Library has just gone through a massive uplift and renovation process in 2001. This project was an essential part of the general reform and restructuring process that the University has embarked upon to cope with the space problem and provide a congenial environment to its users.

The existing 3-storey building with an area of 16000 sq. ft. (approx.) The library has 1,74000 volumes in addition to 696 precious manuscripts of oriental language version.

The ground floor houses a Security and Information Desk, in addition to double sided stacks area housed with general books. A stairway in the western side leads to the reading floor, major book stacks and seating facility for library users.

The library has an automation and digital library program and its implementation has begun. Presently the library is using WINISIS Software for its books and theses databases. The retrospective catalogue conversion is going on.

LIBRARY SECTIONS AND UNITS

There are 14- service units/sections of the Library viz.

1. Administration Section, 2. Acquisition Section, 3. Technical Section, 4. Circulation Section, 5. Reference/ Textbook Section, 6. Periodical Section, 7. Theses Section, 8. Oriental Section 9. Manuscript Section, 10. U.N. Publications Section, 11. Computerization & IT Section, 12. Lincoln Corner Section. 13. Preservation and Binding Section, 14 Security Counter

ADMINISTRATION SECTION

Location:

This section is located on the ground floor of the library

BRIEF INTRODUCTION:

This section is responsible for the overall management of the library. The Administration section is one of the busiest sections of the Central Library and performs a variety of functions.

FUNCTIONS/ SERVICES:

The following are the main duties and functions of this section

To create coordination among all the sections of the library

To Development and maintenance new library services

To Formulate policies, rules and regulations for the library

To have Liaison with the administration of the university

To procure equipments and other materials needed for library operation through treasury wing

To manage library books through professionally and well trained librarian

To make out duty roster for Library staff shift wise alongwith maintaining proper record of leave and attendance

Library Automation and Digitalization

Library Automation System

At present the Library has been utilizing winisis software since 2001 which cater to the need of bibliographic information of books and theses only means very limited scope of function, whereas in the proposed project mainly focus will be on the implementation of a complete integrated library system (ILS) which will make automate all the basic library functions and its informations, leading to enhancing efficiency of library staff on one side and the end users of library on the other side by getting required information for research purposes round the clock.

Development of Digital Repository

To digitize the archival collection (including old theses and dissertations, journals, newspapers, conference proceedings, patents, meetings agendas and minutes, and other reports) placed in the library.

The basic goal of the Digitization Project is to overcome the physical space problems of the library and also to make 24/7 accessibility of research products to library users.

Development of Internet Cell

The Internet Cell will be equipped with latest Computers and high bandwidth internet facility enabling scholars to easily and fast access to digital repository, HEC digital library will save the time of end users.

Audio Visual Corner

To develop an audio-visual corner in the library whereby students will access study material available in DVD, CD and Audio/ Video Cassettes formats and AV Corner will be of great help to visually impaired students.

ACQUISITION SECTION

Location:

Acquisition Section is located on ground floor of the library.

BRIEF INTRODUCTION:

Acquisition Section of the Library is mainly concerned with the collection development of the library which deals with the selection and purchase of books, Serial publications and other library material in different formats utilizing the annual recurring grant. All the teaching departments are actively engaged in the selection process of the library material in various disciplines being taught in the university. This section handling various acquisition options

and maintain separate record for each option. The purchases are made from both national and international publishers through local vendors. The section maintains a prospective acquisition list of library material which is updated annually keeping in view the budget constraint of the library.

FUNCTIONS/ SERVICES:

The following are the main functions/ services of acquisition section:

Deals with day to day operations of the section

Preparing collection development policy for the library

Keeps contacts with publishers and booksellers and donor agencies

Arranging Publisher/ Bookseller catalogues and compiling subject-wise list of books to be acquired

Allocation of budget for purchases in various disciplines and Maintaining a complete and accurate record of the expenditure

Accessioning of library materials in the accession registers

Processing of acquisition orders and bills for payment to book suppliers

Organizing book exhibitions, fairs, etc. to help teachers, researchers in recommending books for the library in their relevant fields

TECHNICAL SECTION

Location:

Technical Section is located on the ground floor of the library.

BRIEF INTRODUCTION:

Before the reading material is made available for use on the stacks, it is technically processed. After purchasing and accessioning of the reading material in the Acquisition section, it is sent to the Technical Section for technical processing.

Technical services are the "behind the scene" activities that a library undertakes to effectively deliver library services to the public. This Section consists of the following sub-Units

Classification Unit

Cataloguing Unit

Labeling Unit

Library follows Dewey Decimal classification scheme for classification, AACR2 for Cataloguing, Library of Congress Subject Headings for assigning subject headings and Cutter's Author mark for Book numbers etc.,

The library has already developed its computerized database and using Online Public Access Catalogue (OPAC) since 2002.

FUNCTIONS/ SERVICES:

The following are the main functions of Technical Section:

Day-to-day affairs associated with the technical section

Classification and cataloguing of library material to make it ready for display on the shelves

Maintaining of the Subject and Author Authority Files

Preparation of Book Cards.

Spine labeling; pasting, ownership book mark, date slips, book pockets, etc.

Daily arrangement of books on shelves in classified order

Preparing statistical reports of the activities performed in the section

CIRCULATION SECTION

Location:

Circulation Section is located in the Entrance Hall on the ground floor.

BRIEF INTRODUCTION:

The Circulation Section is the backbone of the Library. Thousands of teachers, students and other staff from University as well as affiliated colleges and schools visit the library every month. Library users can get bibliographic information by accessing the library database via OPAC terminals placed on the Circulation Desk. Circulation has also provided with Information Desk and Security counter for the convenience of the library users.

FUNCTIONS/ SERVICES:

Circulation Section is the busiest section of the library which performs a variety of functions and provides services to its members:

Registering new members; Issue borrower's cards and renew memberships etc.

Issue and return of library reading material to and from the library members

Sending reminders for over due Books to the library members.

Levying fine for over due books

Issuing the library clearance certificates to the students/ faculty members etc
Helping out the library users in finding the required material.
Providing assistance in the use of the library catalogue.
Shelving of the books on the racks that had been returned to the library.
Checks incoming and outgoing materials thoroughly
Preparing statistical reports of the section
Carries out annual stock taking

REFERENCE & TEXTBOOK SECTION

Location:

Reference Section is located on the 1st floor of the library.

BRIEF INTRODUCTION:

The reference & Textbook section is a separate entity and holds about 5000 precious reference tools, including encyclopedias, dictionaries, directories, handbooks, almanacs, atlases, gazetteers, yearbooks, biographical dictionaries, bibliographies, guides, maps/ globes, etc. The reference material can only be used within the library premises and cannot be taken out of the library. Reference section plays a pivotal role in providing latest information in a discipline and pointing out the authentic sources available in various subject fields. The reference librarian has the critical role of guiding the researchers in conducting his/ her research work.

The Textbook Section holds the latest recommended textbooks being taught in various disciplines. This helps the library users to find the textbooks of different subjects at a single location. This section also provides photocopying facility to its users.

FUNCTIONS/ SERVICES:

This section has the following main functions/ services:

Organizing collection of Textbooks being taught in the teaching Departments
Arrangements for providing Photostat facilities of required topics from the Textbooks.
Maintaining all sort of reference materials
Providing data from District Censes Reports (DCRs)
Keeping local history Collection.
Providing Readers Advisory Service.

Collection and Maintenance of Govt. Documents.

Answering both simple and complex reference queries asked

The library user can get latest information at the reference desk.

PERIODICAL SECTION

Location

This section is located in the basement of the Library.

BRIEF INTRODUCTION

Serials Section is the source of current and the latest published information which is very useful in research work. It acquires journals of various subjects being taught in the University. This section has also subscribed to 27 Local newspapers in Urdu and English. When a volume of a journal or file of a newspaper is completed, it is compiled in a bound volume. Bound volumes of the journals are arranged on racks in classified-cum-chronological order and fresh issues are displayed alphabetically by title. Journals and newspapers are not issued, but photocopy of the required article(s) is allowed under the rules.

FUNCTIONS/ SERVICES:

Process Journals, Magazines and Newspapers subscriptions

Maintain budget(s) and accounts of periodical section

Regulate the shelf arrangement of the current journals/ magazines

Display recent arrivals daily

Bound volume every year

Assigning call Numbers to periodicals from ULRICH Periodical Directory.

Maintaining Visible Index of the Journals/ Magazines

Facilitating articles searches in Computer databases.

Browsing of newspapers for locating and underlining University News on daily basis

Daily newspaper clipping service for the university authorities

Archives the university news in newspaper clipping Register

Photocopying facility of the required articles.

Processing of Bills of Newspapers and Journals for payment.

Keep contacts with vendors for on time delivery of Journals/ magazines and daily newspapers

Maintaining statistical reports of the sections for ready reference

THESES/ DISSERTATIONS SECTION

Location:

Theses section is located in the basement of the Library

BRIEF INTRODUCTION:

This section allows access to the Ph.D, M.Phil and postgraduate theses/ dissertations of the university. The Examination department sends one copy of the theses to the Central Library for record. To keep accurate record of all the theses a theses database has been developed in WINISIS software, which has strong searching facility to track the theses on the shelves in various fields.

FUNCTIONS/ SERVICES:

This section performs the following main functions:

Managing day-to-day affairs of theses/ dissertations section

Acquisition of theses/ dissertations from examination department

Entering bibliographical record of these in the Theses Accession Register

Technical processing of theses/ dissertations

Shelving of MPhil, PhD and postgraduate theses in their relevant stack areas

Provision of searching facility in computerized theses database

Assisting users in preparing literature review for their research work

Provision of Photocopying service under the rule

Maintaining statistical reports of the section

ORIENTAL SECTION

Location:

This Section is located on the first floor in the Annexe building adjacent to the main library building

BRIEF INTRODUCTION:

This section has a rich collection of books in various disciplines that are published in oriental languages i.e. Arabic, Urdu, Pashto, Persian, Arabic, Punjabi, Sanskrit etc. The library has very old and rare materials in its oriental collection. This section maintains traditional card catalogue system for locating oriental languages books on the shelves.

FUNCTIONS/ SERVICES:

Technical processing including assigning subject heading, classification, cataloguing, assigning author mark and labeling of oriental books
Keeping record of books in accession register
Preparation of book cards, date slips and book jackets
Writing call numbers on spines of books
Daily arrangement of books on shelves
Filing and arrangement of catalogue cards.
Providing assistance in the use of catalogue.
Preparing statistical reports of the section

MANUSCRIPTS SECTION

Location:

This section is located on 1st Floor of the annexe building adjacent to the oriental section

BRIEF INTRODUCTION:

It has hundreds of years old rare manuscripts. The number of manuscripts including is about 696. The manuscripts may be consulted within the premises of the section and ordinarily readers are not provided their photocopies.

These collections are invaluable for research scholars and the policy framers. Genuine research scholars and teachers can access these records on the production and confirmation of their identity and the needs. The Archive at present are making every possible effort to digitize its holdings for its wider accessibility.

It covers a range of subjects like writings on Fiqah, Ahadis, Quran and literature in Arabic, Persian and Urdu languages.

UNITED NATIONS PUBLICATIONS SECTION

Locations:

This section is located on the 1st floor in the main reading hall.

BRIEF INTRODUCTION:

The Central Library of University of Peshawar is one of seven U.N. Publications depository Libraries in Pakistan. Under an agreement a nominal annual subscription is paid by the library. Being UN Publications Depository library, the Central Library receives publications

of almost all the departments working under the umbrella of UNO. To run this section, UNO has also trained one library officer, who is responsible for the overall management of the section.

Since the UN publications are labeled as reference material, these materials cannot be issued and be consulted within the library premises. However, the library provides photocopying facility to its users.

FUNCTIONS/ SERVICES:

The following are the main duties of UN Publications Section.

Managing day-to-day affairs of the section

Processing annual subscription to the UN Publications

Acquisition of the UN Publications on regular basis

Technical processing of the publications

Shelf arrangement of the publications in the classified order recommended by the UNO

Providing reader advisory service

Entertaining different level of reference queries regarding these publications

Provision of photocopying facility to the users

COMPUTERIZATION/ I.T. SECTION

Location:

This section has three sub-Units which are located on ground, 1st and 2nd floors of the library

BRIEF INTRODUCTION:

The age in which we are living is called the information age with respect to the information overload. To travel on this information super highway, the Central Library has developed a new I.T. Section, which aims to cope with the coming technological changes, and to transfer all manual services to computerized systems.

FUNCTIONS / SERVICES

Bibliographical data feeding into the database

Proper Management of Books/ Theses/ Periodical Databases

FSearching of HEC Digital Library Online Resources

Troubleshooting of hardware and software

Maintenance of the Library Software

Searching of books/theses/ Articles through Library Databases

Updating the databases

Providing training on the use of Library Software to the users of library

Provision of Internet Services

Digitization of e-books

This section is further divided into three units:

Automation Unit

Digitization Unit

Internet Lab/ HEC Digital Library Unit

Automation Unit:

In view of the vital role of automated system in the Libraries of modern age, it was genuinely felt that a suitable system be acquired for automation purpose. The automation project of the Central Library has gone through many phases and now is very close to its destination. UNESCO developed library software named WINISIS is used for automation of books, theses etc .

Online public access catalogue (OPACs) terminals are installed in the library near Circulation Counter to facilitate the searcher. The online public access catalogue (OPAC'S) lists almost 90% material in English language. The database of the bibliographic resources of the library will be made available through Intranet as well as Internet for online search.

Digitization Unit:

In order to provide the facility of full-text Books access to the researchers in digital form, the Library staffs have made their hectic efforts to build digital collection of free full text (e-Books) in various discipline and in this connection 500 e-books have already been searched and added to the library collection for Library users:

The Library is also planning for building institutional repository of the University of Peshawar like Theses (Master, M.Phil&Ph.D) and Manuscripts.

Greenstone - A UNISCO developed software, is used which help in creating digital library.

INTERNET LAB / HEC DIGITAL LIBRARY UNIT

With a view to increase the access to the scholarly literature for institutions in Pakistan, the Higher Education Commission has launched the National Digital Library Program for enhancement of Research Information.

Through this programme, the University has access to the 32 Online Databases, 23 Thousands full text e-journals and 45 thousands full text e-books of International Publishers.

The duties of this Unit includes

- Coordination with HEC regarding the Digital Library
- Organizing training workshop on the use of Online Journals/Books
- Providing assistance to the researchers & faculty members in tracking down the relevant information.
- Acquiring Print documents through Document Delivery Service of British Library.
- General Internet Searching
- Providing help in the use of Search Engines

LINCOLN CORNER SECTION:

Location:

This section is located on 2nd floor of the Library

BRIEF INTRODUCTION:

This is the 1st American Corner in Pakistan, named as Lincoln Corner to commemorate Abraham Lincoln (Sixteenth President of U.S.A.) . It is a joint partnership of U.S. Mission in Pakistan and University of Peshawar. The Corner is a multi-functional platform, providing traditional as well as advanced library services and also serves as a “PROGRAMMING” platform. Major role of the Lincoln Corner is to provide information about U.S. politics, policies, people, education, history and culture and visions to wide local audiences, maintain an open dialogue with them, and build bridges of understanding. It has a Reference collection of 1500 books, 20 Journals, 51 DVD’s, 53 CD-ROM’s, 47 Video Tapes.

FUNCTIONS / SERVICES:

- Reference Services to the Library users.
- Browsing Internet Resources through Different Search Engines

- Reader Advisory Service
- Printing Service
- Photocopying Service
- CD-Writing (Burning) Facility
- Organizing programs like Lectures, Exhibitions, Training workshops, Seminars on US Education, Groups discussions
- Educational Movies shows
- Video Conferencing

PRESERVATION AND BINDING SECTION

This Section is located at the 2nd floor of the Library.

BRIEF INTRODUCTION:

This Section is responsible for overall preservation of bibliographic library material

FUNCTIONS / SERVICES:

The following are the main duties and function of this section

Binding and repairing of books

Binding of UN Publications

Binding of Newspapers files

Binding of Research Journals

SECURITY COUNTER

It is part of the Circulation Section, which is responsible for the following duties

Keeping belongings of library users through token system

Keeping vigilance on library users at entrance

8.1.5: Recreational facilities

1. Hostel Accommodation

The Provost Office is providing hostel facility to Boys & Girls Students of F.A/F.Sc, B.A/B.Sc, BS, M.A/M.Sc&M.Phil/Ph.D student of various colleges departments institutes of University of Peshawar in Eight Boys & Five Girls Hostel, accommodating approximately 5000 (Five Thousand) Students.

2. Student Counselling

The Provost Office is providing the facility of Student Counselling in various fields.

3. Student Societies

The Provost Office is supervising the activities of 14 Student Societies.

The Aims & Objectives of these Societies are to:

- Polish hidden good-qualities of the students
- Enhance creative potentials of the youth
- Inculcate in students the spirit of healthy competition
- Induce in individuals the sense of love, sacrifice and service to the entire creation to make them good human-beings
- Educate students for all practical ends
- Prepare students for future challenges in the global context.

Names of Students' Societies

- Adventure/Hiking Club
- Blood Donor's Society
- Creative Art Society
- Cultural and Dramatic Society
- Khyber Islamic and Cultural Society
- Khyber Literary Club
- Photo-Video Club
- Science Society
- Character Building, Social Welfare and Awareness Society
- Sports Society
- Young's Women Club
- National Affairs
- International Students' Society
- Students Movements to Green Campus

4. Seminars & Conferences at Bara Gali Summer Camp

Seminars & Conferences of various departments/institutes are supervised and facilitated by Provost Office during summer season at Bara Gali Summer Camp which are attended by more than thousand national and international participants Thousands of our students from various teaching departments/ Institutes visit Bara Gali each year both in summer and winter,

for various academic and research, and recreation purposes. Besides, all the co-curricular activities, including Shooting Club, Hiking Society, Adventure Club, Medical Camps, Cross-country/road running, Sports Mela, and so many other activities take place at the Bara Gali Campus.

5. Students Identity Cards

A separate section is working in Provost Office for preparation of Students Identity Cards. This Section also facilitates the preparation of Chest Cards for Graduate Students of Convocation every year.

6. Law & Order Situation

The Provost Office helps the University Authorities in maintaining Peaceful atmosphere in the University and extends its full co-operation in maintaining Law and Order Situation.

7. University Discipline Committee (UDC)

The University Discipline Committee is headed by the Provost which deals with any discipline related matter of the Students of the University of Peshawar.

8.1.6: Family accommodation and support services

S #	Name of Houses	Entitlement	Nos	Storey	Per House Covered Area (Sft)	Total Houses Covered Area (Sft)
1.	Vice Chancellor Bungalow	BPS-22	01	Single	3575	3575
2.	O-Type Bungalows	BPS-20-21	03	Single	3525	10575
3.	W-Type Bungalows	BPS-20-21	02	Single	3135	5498
4.	P-Type Bungalows	BPS-19-20	08	Single	2974	23792
5.	R-Type Bungalows (Old)	BPS-19-20	21	Single	2627	55167
6.	R-Type Bungalows (New)	BPS-19-20	24	Double	2605	62520
7.	S-Type Bungalows	BPS-18	29	Single	2558	74182
8.	SA-Type Bungalows	BPS18-19	18	Single	2500	45000
9.	SB-Type Bungalows	BPS-18	10	Double	2500	25000
10.	F-Type Houses (Old)	BPS-17	66	Single	1763	116358
11.	F-Type Bungalows (New)	BPS-17	36	Double	1732	62352
12.	J-Type Houses	BPS-17	13	Single	1541	20033
13.	Female Cottages	BPS-17-18	05	Single	2265	11325
	Total Nos of Houses For BPS-17 to 22		236			
1	FA-Type House	BPS-14-16	04	Single	1120	4480
2	FB-Type House	BPS-14-16	07	Single	914	6398
3	FC-Type House	BPS-14-16	02	Single	1029	2058
4	FD-Type House	BPS-14-16	06	Single	954	5724
5	CA-Type Houses	BPS-11	54	Single	924	49896
6	CB-Type Houses	BPS-11	27	Single	831	22437
	Total Nos of Houses For BPS-11 to 16		100			

1	MM-Type Quarters	BPS-01-05	89	Single	675	60075
2	MS-Type Quarters	BPS-01-05	58	Single	415	24070
3	Bearer Quarters	BPS-01-05	36	Single	245	8820
Total Nos of Houses For BPS-1 to 5			183			

S#	Houses Required For:	Nos
1.	Faculty/Administrative Staff	50
2.	Class-III	100
3.	Class-IV	100
4.	Sanitation Staff	20

8.2:Information and Communication Technology (ICT)

Centre for IT Services (PERN)

University of Peshawar is the first public sector university and renown as mother university in Khyber Pukhtunkhwa and its network being lay down comprising 47 Km long on single and multimode fiber optic cable as backbone with more than 4,500 network nodes, 45 network switches which provides internet and intranet facility to all departments, hostels, administrative and academic blocks.

University of Peshawar has established Centre for IT Services (CITS) to manage all the activities of the overall I.T. Infrastructure i.e. network development, expansion and maintenance, troubleshooting services (network, hardware and software), online announcement of examination results and 24/7 internet facility. The Centre is working for the growth and smooth progress of IT with 136 Mbps internet bandwidth under Pakistan Education & Research Network (PERN2) Project umbrella. As internet surfing is increasing day by day for educational purposes with which our internet bandwidth is fully utilized. Activity and proposed project regarding bandwidth up-gradation to 200Mbps is in the pipeline and hopefully fruitful outcome will be ensured.

Currently a new project is in pipe line for strengthening of network infrastructure and backbone uplink to the main data center. In this project our current infrastructure will be upgraded from 1Gpbs to 10Gpbs.

Network: The Centre provides support and services to maintain the network communication infrastructure; which is required to sustain the IT activities within University premises. Network infrastructure plays a central role in enabling the high levels of agility, you need to respond quickly to educational opportunities and challenges. Centre for IT Services

(CITS) also manages network expansion and enhancement with the increasing requirements/demand.

1. Video Conferencing:

University of Peshawar is fully connected with the National and International universities with the help of the video conferencing facilities. This facility comprising of online teaching, research, public defense and administrative head meetings; which is the need of the hour. Similarly, video conferencing plays vital role in institution uplifting and research contribution sharing. This facility is free for all university academic and administrative faculties.

2. Campus Management Solution:

A project of Campus Management System (CMS) is in implementation phase. The said project is CMS and ERP launched by Higher Education Commission (HEC) and will automate the whole university student data from admission process to his/her graduation; covering his/her complete life cycle. Using this CMS/ERP every department can easily manage the records of all the students in their respective departments. Also faculty members can easily manage their classes/ results using this proposed system.

The main modules of CMS/ERP are:

- Admissions Enrollment System
- Student Records, Attendance
- Timesheet and Assignment/Exam Results
- Student Financial & Administration
- Inventory/Procurement System
- Hostel Management Solution

The procurement and implementation of Campus Management System was planned and advertised through open tendering system; M/s Inbox Business has been shortlisted and the solution mechanism is in process and soon will be implement in University of Peshawar for the Year 2016 onward.

3. Web Portal:

Center for IT Services has been involved in all stages of the development of web sites - right from planning, designing, control, online promotion and monitoring. A fully dynamic website

for the University is currently functional with the URL www.uop.edu.pk. Center is regularly updating exams results, merit lists, entry test results, research journals, date sheets, admission notices, course outlines, faculty data, university press releases, jobs notices and any other notification(s) provided by different departments.

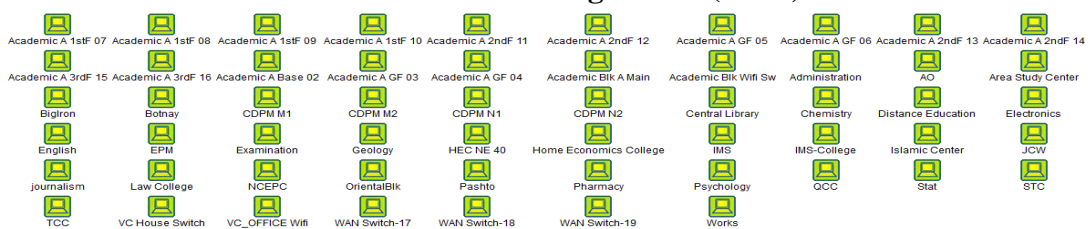
CITS is taking keen interest to work out for managing the University of Peshawar website more informative, attractive and user friendly. The Centre also provides email addresses to University of Peshawar employees and research students, which facilitates them to interact with the rest of the world securely and efficiently. There are administrative, academics faculty groups in UOP domains which are functional and being utilized for official correspondence.

In order to give access Microsoft free software under HEC – Microsoft Academic Alliance, this Centre provides Microsoft Dream Spark account to the students and faculty members.

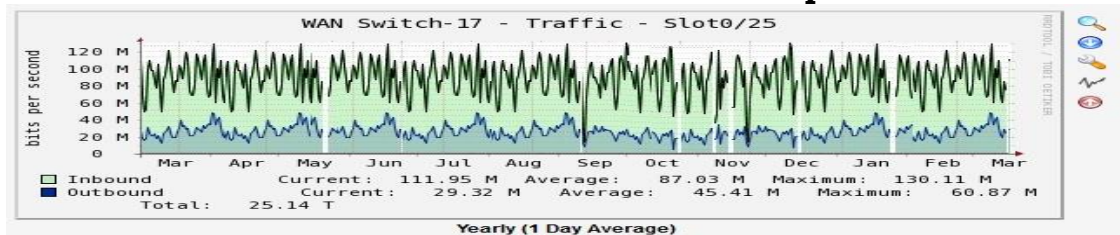
4. Development of Online Admission System

Online admission module is part of campus management solution and will be completed by the vendor before started the admission for the session 2016-2017. Online services will be provided to the students/applicants for enrollment in the different academic disciplines. Campus management system will be utilized for the complete life cycle of the student. He can easily access this service for evaluation, assignments, date sheet and learning management system on the campus as well as for the remote/distance learning education programs.

Network Monitoring Server (NMS)



Total Bandwidth Utilization Graph



Chapter 9: Human Resources

9.1: General human resource policies

University of Peshawar recognizes that its qualified and trained human resource is the most valuable asset of the University. The goal of the UOP is to hire, develop and retain outstanding and motivated workforce that will lead it to its supremacy in teaching, learning and research. In order to achieve this goal, UOP has formulated and is in the process of adopting comprehensive policies as per the standard rules and regulations, covering all the aspects of managing this most valuable asset. Some of the rules and regulations include: -

- (a) Khyber Pakhtunkhwa Universities Act -2012
- (b) UOP Service Statutes -1974
- (c) UOP Tenure Track Statutes
- (d) UOP criteria for appointment of faculty in the University under BPS
- (e) UOP administrative Staff (Appointment & Promotion) Rules
- (f) UOP Technical Staff in Laboratories & Maintenance Shops (Appointment, Promotion and Upgradation) Rules
- (g) UOP Uniform Medical Rules
- (h) UOP Employees Efficiency & Discipline Statutes
- (i) UOP Employees Residence Rules
- (j) UOP Leave Rules
- (k) UOP Financial Rules
- (l) Government of Khyber Pakhtunkhwa, Estacode -2011 (for guidance)
- (m) Establishment Division, Islamabad, Estacode -2007 (for guidance)
- (n) Instructions on performance evaluation report (for guidance)

In order to ensure that researchers can concentrate their efforts on research rather than administrative red tape, UOP is streamlining administrative practices, processes, and procedures. UOP is increasing transparency and availability of information by improving the availability of standard operating procedures and timelines so that employees know what to expect when interacting with administrative units.

9.2: Recruitment and retention policies

Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews, which requires many resources and time. In order to hire best faculty and ensure transparency, UOP has adopted HEC criteria for recruitment of faculty under Basic Pay Scales 18 to 21 in the University. Similarly, Tenure Track Statutes of

HEC are being followed in the University for recruitment of faculty under TTS. In addition, UOP has well defined recruitment policies for recruitment and retention of laboratory, administrative and support staff in the University. For the purpose of identification the policy gaps, UOP regularly conducts benchmarking by comparing its policies with that of the best practices in public and private sector universities and organizations. The amendments proposed by the Higher Education Commission from time to time are strictly followed for appointments on all the posts especially the teaching positions.

9.3: Growth and development (HRD)

The university firmly believe in the capacity building of its existing human resource. For this purpose a Centre for Human & Career Development is working actively whereby refresher courses are arranged on various administrative, academic and financial matters for the existing staff. Moreover, the employees are recommended for various national and international trainings, symposiums, workshops and conferences on regular basis.

UOP started Human Resource Development Program in 2003, which is aimed at meeting the growing need for professionals in state-of-the-art Numerical & Physical Sciences, Management & Information Sciences, Life & Environmental Sciences and Social Sciences 15 faculty members were sent abroad to technologically advanced countries for M.S leading to Ph.D studies under University Own Source Scholarships Program who have now joined back the University and are actively involved in teaching and research.

In addition 36 FDP Scholars have been sent to technologically advanced countries for M.S/Ph.D under the mega project titled MP-I and MP-II who have now been joined the University so as to make a pool of highly qualified administrators and faculty in the University.

9.4: Performance management

UOP has designed an effective performance appraisal system by which Heads of Departments and Sections acknowledge the achievements of their staff, learn whether problems exist, and work with individual staff to build on their strengths, overcome problems, and foster the common objectives of the Department or Section. Separate forms of Annual Confidential Report (ACR) in different formats for teaching staff, administrative officers, clerical staff, laboratories staff and technical staff have been designed, which reflect an employees' strong and weak points more objectively.

The report is initiated by the immediate officer of the employee, after which it is countersigned by the next higher authority. The performance of all regular employees is appraised annually in writing at the end of calendar year i.e. 31st December each year. In the first week of January, ACR forms are sent in respect of all the employees of University to their respective Heads of Departments/Sections. The reporting officer is expected to return these forms duly completed by 31 January. In case, completed ACR forms are not received from a reporting officer by January, 31, a reminder letter is issued to that reporting officer. When completing an employee's Annual Confidential Report form, reporting officer is expected to focus on the employee's job performance and his/her work-related behavior, observed throughout the evaluative period. The reporting officer acts like leader in his department and is more likely to experience successful results from the appraisal system.

In case of adverse entries in the ACR report, the adverse remarks are communicated in writing to the employee reported upon. The employee has the right to apply for the expunction of such remarks through proper channel to the authority next above the countersigning officer within one month. If the final authority dealing with a report, considers the adverse remarks to be biased or unjustified or inconsistent with the facts, he can expunge the adverse remarks by scoring through the entries. However, marginal note is to be added showing the file number and date of the orders by which the entry has been expunged.

UOP will revise the Performance Evaluation Reports/ACRs for various categories of its employees over the next five years so as to make the mechanism of performance management more effective.

9.5: Remuneration and benefits

Permanent service in a large part of the world guarantees security of jobs over the full working life, and is highly valued by the employees, especially in developing countries where employment opportunities are scarce. The salary structure of employees deserves special attention because it determines the quality of personal hired. While many other factors also affect the performance of the employees, the financial rewards have a strong bearing on the motivation and performance of the staff.

Remuneration and benefit are offered to employee as per Government of Pakistan. Details of pay packages is attached.

In addition to appointment of staff in Basic Pay Scales, the University has started appointment of faculty under Tenure Track System. TTS is a performance-based pay-system introduced by Higher Education Commission (HEC) in order to stop brain drain of highly qualified faculty and provide talented faculty members the opportunity to get due recognition of their higher qualification and capabilities by placing them in higher salary scales and nudge them towards constant good performance.

9.6: Projection of staff

9.6.1: Projected number of academic staff

Description	Actual	Projection			
	2015-2016	2016-17	2017-18	2018-19	2019-20
Students Population	16040	17644	19408	21349	23484
Faculty	7497	8247	9071	9979	10976

9.6.2: Projected number of PhD holders

Description	Actual	Projection			
	2015-2016	2016-17	2017-18	2018-19	2019-20
Research Students Population	2004	2205	2425	2668	2934
Academic staff Population Ph.D Degree Faculty	271	298	327	360	396

9.6.3: Projected number of administrative staff

Description	Actual	Projection			
	2015-2016	2016-17	2017-18	2018-19	2019-20
Administrative Office BPS-17 to 22	35	39	46	48	53
General Supporting Staff BPS 5-16	744	875	900	990	1089
Class IV Employees	795	875	963	1058	1164

Chapter 10: Finance

10.1: Background (Existing resources and financial position and plans)

The University of Peshawar meets its expenditure through two major sources. First, through grants received from Federal Government through HEC and second, through own sources. Since its establishment in 1950 major part of own sources came through Student Fee; however, more recently emphasis is laid on provision of consultancy services. It is expected that in coming 3 to 5 years, a considerable amount will be generated through consultancy services. At the same time the University has initiated a long-range of financial management and human resource management reforms to rationalize its costs and human resources.

10.2: Sources of income

Sr. No.	Source of Income	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
10.2.1	Student Fee	812.294	945.53	1087.36	1250.463	1438.033	1653.738
10.2.2	Income from Investment	4.976	4.178	4.8047	5.525405	6.354216	7.307348
10.2.3	Miscellaneous Income	37.794	22.286	25.6289	29.47324	33.89422	38.97835
10.2.4	Income from Strategic Business Units	142.49	162.092	186.4058	214.3667	246.5217	283.4999
10.2.5	Income from subsidiary companies/unit	16.843	15.676	18.0274	20.73151	23.84124	27.41742
10.2.6	Income form consultancies	0	0	10	11.5	13.225	15.20875
10.2.7	Income from research by increasing scale of research and programme based funding	0	0	0	1	1.15	1.3225
10.2.8	Donation from Government	0	0	0	0	0	0
10.2.9	Tapping other sources	0	0	0	1	1.15	1.3225
		1014.397	1149.762	1332.226	1534.06	1764.169	2028.795

10.3: Financial Sustainability

The University of Peshawar is maintaining its books on single entry system. Nevertheless, efforts are afoot to transform to double-entry book system in the near future. For this purpose the University has floated the Tender for procurement and implementation of Tier-1 commercial-off-the-shelf Financial Management Solution. It is expected that the said solution will be operational by January 2017.

Trial Balance

As already noted above, at present University is operating under single entry accounting system which excludes the notion of debit and credit. Thus preparation of Trial Balance at this stage is not possible, however, the same would be incorporated in the next versions of the Business Plan.

10.3.1: Income and Expenditure Statement

The Income and Expenditure Statement is prepared by the University at the end of each quarter. The Income and Expenditure Statement is prepared on Cash-Basis as the university books its income and expenditure on the basis of actual cash/bank transaction. The Income and Expenditure statement for the period 2013-14 to 2018-19 is given below:

Budget Heads	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
A. Income						
Grant in Aid	1161.21	1225.86	1348.45	1483.29	1631.62	1794.79
Student Fee	812.29	945.53	1087.36	1250.46	1438.03	1653.74
Income from Investment	4.98	4.18	4.80	5.53	6.35	7.31
Miscellaneous Income	37.79	22.29	25.63	29.47	33.89	38.98
Income from Strategic Business Units	142.49	162.09	186.41	214.37	246.52	283.50
Income from subsidiary units	16.84	15.68	18.03	20.73	23.84	27.42
Income form consultancies	0.00	0.00	10.00	11.50	13.23	15.21
Income from research by increasing scale of research and programme based funding	0.00	0.00	0.00	1.00	1.15	1.32
Donation from Government	0.00	0.00	0.00	0.00	0.00	0.00
Tapping other sources	0.00	0.00	0.00	1.00	1.15	1.32
Total Income	2175.61	2375.63	2680.68	3017.35	3395.79	3823.58
B. Expenditure						
Establishment - Pay & Allowances	1354.70	1391.40	1558.36	1745.37	1954.81	2189.39
Fees	1.89	2.58	2.84	3.12	3.43	3.78
Communication	10.33	12.76	14.04	15.44	16.99	18.68
Utilities	131.90	161.84	178.02	195.83	215.41	236.95
Occupancy Costs	20.70	21.47	23.62	25.98	28.58	31.43
Motor Vehicles	0.01	0.11	0.12	0.13	0.14	0.16
Travel & Transportation	13.74	18.54	20.39	22.43	24.67	27.14
General Operating Expenses	173.40	228.40	251.23	276.36	303.99	334.39
Pension	388.34	477.87	535.22	599.44	671.38	751.94
Encashment of LPR	14.65	17.80	19.58	21.54	23.69	26.06
Assistance Package for Families of Deceased Emps	1.98	1.97	2.17	2.38	2.62	2.88
Repair and Maintenance	11.19	9.87	10.85	11.94	13.13	14.45
Research Survey	1.00	0.86	0.94	1.03	1.14	1.25
Financial Assistance/ Scholarships	36.86	40.59	44.64	49.11	54.02	59.42
Entertainments and Gifts	1.22	1.06	1.16	1.28	1.41	1.55
Other Transfer Payments		0.30	0.33	0.36	0.40	0.44

Budget Heads	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Advances to Employees	13.12	13.12	14.43	15.87	17.46	19.21
Expenditure on Acquiring of Physical Assets	5.88	21.65	23.81	26.19	28.81	31.69
Total Expenditure	2180.90	2422.16	2701.76	3013.80	3362.08	3750.81
Surplus/Deficit (A-B)	-5.30	-46.53	-21.08	3.55	33.71	72.77

10.3.2 Balance Sheet

The University is currently following Single Entry System and Asset and Liabilities Accounts are non-existent in the Books of Accounts. In the absence of Assets and Liabilities Accounts, the Balance Sheet cannot be prepared. However, it may be noted that at present the University does not have any long-term liability. Efforts are being made to switch to double-entry system as soon as possible. The University is also considering hiring of professional evaluators to carry out valuation of its assets so that the same may be brought to books. It is expected that the University will be able to prepare its Balance Sheet for the financial year ending 2017-18.

10.3.4 Maintaining financial bed

The University is maintaining Reserve Funds to meet any unexpected requirement. However, the reserve funds maintained by the University at the moment are not sufficient and efforts would be made to increase the volume of reserved funds. Further, in order to ensure maximum return on funds, the University has constituted an Investment Committee to look for alternative sources of investment in view of declining bank rates. To ease the burden on university exchequer, the university is also considering to engage in public-private partnership mode for development of infrastructure or provision of facilities to the stakeholders. Recently, the University has initiated the process of hiring Actuarial Services to workout its pension liabilities so that sufficient financial bed may be maintained for the purpose.

10.3.5 Long term investment

The long-term investments of the University comprise employee related funds, i.e. G.P. Fund and Benevolent Fund, and University's Pension Fund. Normally, developmental works are not carried out through long-term investment, rather the same is met through HEC/Government approved projects.

10.3.6 Adopting and maintaining Entrepreneurizing culture

The University has an operational Office of Research, Innovation and Commercialization (ORIC). The ORIC has undertaken a number of activities in the last year to instill entrepreneurial culture amongst faculty and students. The University also intends to establish Business Incubation Centre in near future and a proposal alongwith cost estimates are submitted to HEC as part of University's recent PC1. The said centre will groom the students to become entrepreneurs and be job-givers instead of job-seekers. The establishment of the centre will also have symbolic value as will motivate the students to come up with more marketable research ideas/studies.

Strategy Formulation for Financial Sustainability

Goal: To use more sophisticated techniques to achieve financial sustainability			
Strategy	Actions	Time Frame	Responsibility
Increase Own Sources of Funds	Initiate new market-based programs to attract more students	Continuous	Deans
	Increase the capacity of existing programs	Continuous	Deans/HoDs
	Emphasis on provision of Paid Consultancy Services	Continuous	ORIC/BIC
	Maximimize Resource Mobilization by engaging in Public-Private Partnership	Continuous	P&D/Tr/ Syndicate
Decrease Cost of Operations	Establishment of Cost Centre to monitor Cost per student for each program	Continuous	Deans/Tr/F&PC
	Implementation of Internal Control Mechanism to ensure cost-effectiveness in entire business operations	Continuous	Deans/HoDs/ Sectional Heads

**Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Targets:
Financial Sustainability**

KRAs	KPIs	Baseline	Five Years Targets				
		0	1	2	3	4	5
GRANT RELIANCE TO DISPENSE WITH	Grant to own source ratio	50 : 50	48 : 52	48 : 52	47 : 53	46 : 54	45 : 55
	New revenue avenues including new programs and consultancy services	0	2	4	6	7	8
LAND / BUILDING FULL UTILIZATION	Revenue per square feet (In Rupees) to be increased	25	25	25	32.5	32.5	32.5

ACCOUNTING SYSTEM UP-GRADATION	New accounting software (% of Implementation)	0	0	20%	60%	20%	-
	Conversion of single entry records	0	0	0	80%	20%	-

10.4: Entrepreneurial thrive

10.4.1: Adoption of business plan for the university/institute to commercialize its products

The University has established the Office of Research, Innovation and Commercialization to commercialize the research produced by university. The University is working to strengthen the ORIC and lay down Standard Operating Procedures (SOPs) to facilitate faculty and students in commercializing their research output. Meanwhile, the University has also submitted Proposal for establishment of Business Incubation Centre. Both these office, i.e. ORIC and BIC will work in close harmony to promote the research and thrive entrepreneurial culture at the campus.

10.4.2: University’s programs, products and facilities can be franchised and marketed both locally and internationally

The University offers affiliation in various academic program which may be viewed as franchising of its programs. The University has established the Directorate of Distance Education which offers degree programs to students who are unable to enroll for regular on-campus programs. University departments are also engaged with International Organization for provision of services in different community based programs. One-Third of the income earned through such arrangements are credited to University Fund.

10.4.3: Outcome of research can be commercialized

As already noted above, the University has established Office of Research, Innovation and Commercialization with the objective of commercializing research undertaken by its members. The ORIC will be further strengthened and efforts will be made to involve local, national and international business organizations so that research produced by the faculty and staff can find sponsor in the market.

10.4.4: Separating management of non-core activities from the university through smart partnerships with subsidiaries or outside parties

The University firmly believes in entrepreneurial spirit and modern management practices. Given that the University intends to outsource its non-core functions so that the same may be performed by professionals more efficiently in a cost-effective manner. Recently, the University has out-sourced some of its security duties to a security firm. The University is also contemplating to outsource its shuttle bus service in the near future.

Strategy Formulation for Entrepreneurial thrive

Goal			
a) To create an entrepreneurial environment where students, faculty and staff can initiate entrepreneurial ventures			
b) Commercialize University Intellectual Property for public benefit			
c) Promote innovation as a tool for entrepreneurship			
Strategy-1	Actions	Time Frame	Responsibility
To promote Innovation and Entrepreneurship	Offer courses in Entrepreneurship for bachelor level students as well as professional engineers	Year 3-5	Dean/HODs/ Director BIC
	Organize activities including successful entrepreneurs that encourage faculty, students and staff towards entrepreneurship and emphasize importance of innovation for success	Year 1-5	Dean/HODs/ Director BIC
	Create awareness about Social Entrepreneurship	Year 1-5	Deans/HODs/ DD SS
	Arrange seminars and workshops for bringing up innovative business ideas - converting ideas into enterprises	Year 1-5	HOD/Director BIC/DD SS
	Train and encourage students, faculty and staff to participate in national and international business plan competitions.	Year 1-5	HOD/ Director BIC
	To attract funds from the industry and Alumni for converting ideas into enterprises	Year 1-5	Fund Raising Office/ Director BIC
	To launch start-ups	Year 1-5	HOD/ Director BIC
Strategy-2	Actions	Time Frame	Responsibility
Commercialize University Intellectual Property	Generate income through consultancy, patents, copy rights etc.	Year 1-5	HOD/Director ORIC
	Develop links with Chambers of Commerce and industrialists in the province/country/internationally	Year 1-5	HOD/Director ORIC
	Arrange networking events where entrepreneurs can meet researchers	Year 1-5	HOD/ Director ORIC/ Director BIC

	Formulate technology licensing to attract potential industry/entrepreneurs to license developed technologies.	Year 1-5	HOD/ Director ORIC/ Director BIC
	Pitch projects/ideas to industry for initiating University-Industry Projects	Year 1-5	HOD Director ORIC/ Director BIC

**Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Targets:
Entrepreneurial thrive**

KRAs	KPIs	Baseline	Five Years Targets				
		0	1	2	3	4	5
Business ideas promoted	Per year number of exhibitions / competitions	3	3	5	7	9	11
Industry and entrepreneurs attracted	Number of networking events	0	0	2	3	4	5
Income through consultancy, patents	Million rupees earned through consultancy	0	0	10	11.5	13.2	15.20
	Million rupees earned through patents	0	0	0.5	1.0	1.5	2.0
Start-ups launched	Number of start-ups launched	0	0	0	0	1	3

10.5: Resource allocation and administrative efficiency

The University will establish Cost Centre and will charge the specific centre for all the cost incurred on behalf of that centre. This will include HR Cost and other overhead costs. This cost data will be then used to find out cost/student in various departments which will give a very clear picture of resource allocation and administrative efficiency. Based on the aforesaid data coupled with the revenue generated by the cost centre would then be used to adjust/rationalize resources to ensure maximum efficiency.

Strategy Formulation for Resource allocation and administrative efficiency

Goals: To ensure optimal resource allocation			
Strategy-1	Actions	Time Frame	Responsibility
Unit wise cost and revenue data	Establishment of Cost Centres	Year 2-3	Tr/F%PC
	Procurement and Implementation of COTS Financial Management System	Year 3-4	Steering Committee/Tr

Chapter 11: Networking

11.1 Government Agencies

Different government agencies, on both provincial and federal level, work in collaboration with each other, synergising their efforts towards the improvement of education in Pakistan. Coordination between these agencies is of utmost importance for proper alignment of all these agencies and for avoiding redundancy and duplication of efforts.

11.1.1: Higher Education Department of the Respective Provinces

The objectives of the regional departments of higher education Pakistan are to facilitate the institutions of higher learning and to serve as an engine of socio-economic development of Pakistan and to coordinate and manage different academic activities and events via meetings, workshops, seminars, trainings, HRD, and Quality assurance programs in collaboration with different divisions of HEC as well as regional institutes of higher learning (HEC, 2013).

ABOUT REGIONAL CENTER PESHAWAR KHYBER PUKHTOONKHWA

Higher Education Commission (HEC), Regional Centre (RC), Peshawar was established under Commission resolution P-1 No.11 (ii) and 1706, September 3, 1975 and May 20, 1976 respectively. Initially this centre had started working at Rahat Abad near University of Peshawar. HEC, RC Peshawar was shifted to its new building located at Phase-V Hayatabad in 2008. The then Governor Khyber Pakhtunkhwa Mr. Awais Ahmed Ghani formally inaugurated the new building of HEC Regional Centre Peshawar on 17th February, 2010.

HEC Regional Centre Peshawar is composed of two blocks i.e. Administration Block and Trainee Resident House (TRH) Block. The Administration Block includes Offices, Training Hall, Lecturer Hall, Video Conference Hall and Data Centre which is the Centre of International Networking (internet) for all Provincial Public Sectors Universities of Khyber Pukhtoonkhwa whereas Trainee Resident House Block is of two floors and comprise of 20 double bed rooms, one kitchen, one Dining Hall, two Drawing Halls and one Digital Laboratory Hall.

The core functions of this centre is to facilitate Institutions of Higher Learning in the region of Khyber Pakhtunkhwa and to provide wide range of HEC services to universities/Degree Awarding Institutions, faculty members, students as well as general public. It serves as a key geographical site and acts as a hub for the people of this region.

KEY RESPONSIBILITIES OF REGIONAL CENTER PESHAWAR KPK

1. Functions of Regional Centre (RC), Peshawar
2. Meeting with Provincial Universities & DAIs.
3. Follow up HEC Court Cases at Provincial Level.
4. Facilitates HEC HRM Islamabad for Test and Interviews.
5. New Linkage Developments between Inter and Intra Universities.
6. Facilitating FATA/Balochistan HEC Mega Project, Crash Program, Meeting & Students Facilitations.
7. National & Provincial Level HEC Sports Facilitation & Meetings.
8. Allama Iqbal Shield Debate Contest (provincial Level) Annually.
9. Foreign Students Admissions.
10. NCRC Meetings.
11. Collection Centre for Attestation & Equivalence.
12. Organization capacity building Training / Seminars/ Workshops with collaboration of stakeholders and HEC.
13. Video Conference.
14. Faculty Development Programs.
15. Follow up Monitoring Visits.

11.1.2: Higher Education Commission

Higher Education Commission, Islamabad is an autonomous apex body responsible for allocating public funds from the federal government to universities and DAIs, accrediting their degree programs, formulating higher education policy, quality assurance, and degree recognition, development of new institutions and uplift of existing institutions in Pakistan. Its main purpose is to upgrade universities in Pakistan, to be Centers of education, research and development. Because of the cordial relations we have established with HEC, Islamabad, UOP is on the top of Universities receiving developmental grants. We have so far completed 14 developmental projects worth Rs. 0.982 billion, while 02 projects worth Rs.687.689 million are under implementation, and one new mega project worth Rs. 820.63 million under approval from Government of Planning Commission.

11.1.3: Finance Department Khyber Pakhtunkhwa

University of Peshawar receives recurring and developmental funds from the federal government through Higher Education Commission Islamabad and the provincial government does not provide any funds to the University in recurring side however provide some assistance in developmental projects. UOP has limited interaction with the Finance Department in connection with receipt of funds as compare to HEC. UOP has coordinates with the Departmental Accounts Committee of the Finance Department in connection with audit reports.

11.1.4: Economic Affairs Division

The Economic Affairs Division, Islamabad is responsible for dealing with the foreign donors. With respect to universities, the division is coordinating with foreign donors for supporting universities in developmental schemes, scholarships, and other development activities. Also the department conducted every year Workshops with the cooperation of foreign donors on Economic Growth and Financial Sustainability in the University for Young faculty and research students. UOP coordinates with the Economic Affairs Division through Higher Education Commission, Islamabad in these matters. Further, the Economic Affairs Division also handles the admissions of foreign students under Pakistan Technical Assistance Program.

11.1.5: Local Authorities

In addition to the above government agencies, UOP keeps close interaction with other local authorities. These interactions usually take place in important events like convocations, seminars / workshops / conferences / symposiums, exhibitions and training etc.

11.2: Industry

According to the State of Pakistan Competitiveness report (2011), in 2011 Pakistan's ranking on the World Economic Forum Global Competitiveness Index fell from 101 to 123. This has placed Pakistan ahead of approximately 12% of the countries listed, down from 25% in the previous year. Critical areas of decline were largely related to macroeconomic policy, human resources, infrastructure and institutions. According to the report the major areas of concern for the country are the deteriorating security situation, lack of investment in the people, and the declining business environment, which are greatly affecting Pakistan's competitiveness.

When comparing Pakistan's performance to relevant comparator countries (those which share similar geographical and economic proximity with Pakistan or emerging economies with large populations) like India, Indonesia, Brazil, Sri Lanka, and Indonesia, it is seen that only Pakistan has declined sharply in ranking in comparison. Pakistan's infrastructure is lacking for gaining economic competitiveness. An insufficient and unreliable supply of electricity, load-shedding, etc., leads to the most costly means of electricity production imposing a significant cost on an already weakened economy. This greatly affects small businesses and the private sector in particular leading to increasing cost and lower levels of production. Pakistan has been suffering from ever-increasing inflation rates, high interest rates, and low country credit rating. It has the highest inflation rates globally. In August 2010, official inflation rates ran 12.9%, ranking Pakistan in the world's ten worst performing countries. Pakistan also has extremely low tax rates with tax revenue close to approximately 11% of

GDP. This includes low property tax, labour tax, profit tax, and corporate tax. Unsustainable taxes make Pakistan dependent on foreign aid and transfers which in turn leads to higher inflation rates and foreign debt. Also according to the Economic Survey of Pakistan (2010-2011), the investment dipped to 13.4% against last year's 15.4% in terms of the economy's total size (The Express Tribune, 2011). Also the private sector is in a bad state: there was a sharp decline in credit to the private sector (Financial Risk Manager, 2011).

In addition, Pakistan has been plagued with natural disasters, the war on terror, and a deteriorating security situation. In Oct 2005, Pakistan was hit by a massive earthquake killing over 73,000 people (Overseas Development Institute, 2006) and extensively damaging its infrastructure affecting 30,000 km² such as: Houses: 500,000 (56%), Medical facilities: 365 (65%), Telecommunications: Exchanges (86 - 34%), Power lines (33,225 - 13%), and Schools/colleges: 6,083 (50%) and over 1,000 hospitals collapsed along with blocked roads, a total loss of clean water supply, a partial loss of the telecommunications infrastructure, and a partial loss of the UN VHF system (The Command and Control Research Program, 2009). An early estimate suggested that about 5,198 million US dollars' worth of damage was caused by the earthquake, excluding the indirect costs of about 576 million US dollars (Asian Development Bank, 2005).

Pakistan was still recovering from the earthquake disaster when it was hit by heavy flooding in 2010. The floods caused great damages to the life and infrastructure of Pakistan. It destroyed more than 1.5 million homes, 2,000 (approx.) were declared dead, and another 18 million people were affected, and cost the country a massive \$10 million in direct and indirect losses (BBC, 2011). A year later Pakistan is still struggling with rebuilding the infrastructure and providing basic needs such as water sanitation, homes to the affected, food and aid, etc.

In addition to the above, Pakistan is struggling with deteriorating security conditions. Since the start of the war on terror from 2003 to 2011, more than 35,000 Pakistanis have died and numerous more have been injured in multiple terrorists attacks (Ministry of Finance Government of Pakistan, 2011). Around 1,202 people died in KPK where this study was conducted. In addition, the economy has suffered greatly. The private sector is taking the heaviest toll of this war. Exports were affected, foreign investment was affected, private industries were affected, expenditures were overrun, and the infrastructure was greatly damaged. Over the past ten years the security situation has cost Pakistan, directly and indirectly, around 68 billion dollars" worth of damage (Cost of War on Terror for Pakistan Economy Government of Pakistan Ministry of Finance, 2011).

The deteriorating security situation, electricity shortages and load shedding, low educational attainment, and continued constraints in the business environment reduced Pakistan's competitiveness. Pakistan's economy cannot be globally competitive when only two-thirds of its people have a primary education and one-third a secondary education. Most importantly, the lack of security related to terrorism, civil conflict, and crime are taking their toll on the local business and the private sector has suffered greatly because of it (Shah, 2012).

The situation in Peshawar is considerably worse than the rest of the country due to its historical strategic position and close proximity to Afghanistan. It has been target of majority of suicide and other attacks carried out in the country. Unfortunately, due to all the issues mentioned above, the local industry has taken the brunt of the socio-economic, security, and environmental catastrophes. Having said that, there is still hope as local industry is still operating, though nowhere near its full potential and certain elements are operating in these harsh conditions. What's needed to be done now is a proactive approach needs to be adopted by the local government and the University of Peshawar. The relationship between the government, industry, and universities of a country, and how this relationship can effectively be utilized is demonstrated by the Triple Helix Model put forth by Etzkowitz and Leydesdoff (1996). The University of Peshawar, with the involvement of the government, needs to establish links with the local industry for technology/knowledge transfer and proactively try to take the lead on elevating the local economy by benefiting from the research its faculty does.

11.3: Alumni

The importance of an alumni association is both to benefit the alumni as well as the University. It promotes interaction among alumni living in a certain area and provides them with valuable social and professional contacts, opening doors at many stages of their lives and at the same time, playing a vital role in carrying forward the mission of the University.

Keeping these things in mind, UOP has recently established an Alumni Association in the of University of Peshawar Alumni Association (UOPAA). In the meantime, this office is in the process of publishing an Alumni UOPAA Directory. All details will be published and a copy of it will be sent to all registered Alumni members. Moreover, till to date, the UOPAA has organized five reunions of different departments. Other departments of the University are following the trend and it is expected that over the next five years, the number of registered alumni will reach upto three to four thousand.

UOP will strive to make it a robust association, by arranging intellectual, social, cultural and sports events where Old UOP Titans meet and interact. The Association will be helpful in assisting and helping the University in different fields and will be instrumental for collection of funds from the Old UOP Tians for providing financial aid to deserving students and development of the University.

11.4: Community

As discussed in section 13.5 no organization works in isolation. It interacts with an external community which it operates, and fosters an internal community. Therefore every organization must take into considerations the needs of these communities and instil a sense of community building within its immediate aims and objectives. The more an institution helps thrive these communities the better the image of the organization. This strong sense of community is even more so important for universities in this age of the world becoming a global village as universities aims and reach is now extended to the whole world rather than only locally. Projecting a strong sense of community while dealing with international students, faculty, and organizations is one of them main objective of majority of international universities around the world. Not only is this important from marketing and international relations point of view but also for the wellbeing of students, faculty, and employees on campus as well as the immediate external local community of the university. A university brings vibrancy to a local community. Large universities attract restaurants, retail stores and other business enterprises that benefit local residents. A university's faculty, staff and students interact with the external community by engaging in volunteer initiatives, internships, student teaching, community contributions, and social activities etc. It is essential for a university to ensure harmonious interactions of elements within the internal community and between the internal and external communities at large.

The University of Peshawar occupies a unique geographical location. Being on the border of Afghanistan it operates in the midst of a number of local and international communities, sometimes with conflicting interactions and this area specifically has seen an influx of a variety of foreigners in the recent past. Peshawar itself is the centre of attention of worldwide media and given that it is the centre for Asian head offices of a vast number international organizations such as IRC, UNHCR etc. it is attracting an increased inflow of developmental and educational funds. Being the only university of its repute around The University of Peshawar has a huge potential to capitalize on this strategic edge. The whole international community is looking for an organization to play a centralized role to cater to the needs of different indigenous communities as well as minority groups such as Afghan refugees, FATA

citizens, Women Entrepreneurs, people affected by war etc. and looking to fund local educational institutes for developmental and educational activities such NGO Trainings, Numerous Scholarships for women and afghan refugees, infrastructure development etc. But to benefit from and contribute to these diverse goals of the international community it is essential that UOP instill a harmonious, all-encompassing sense of community that caters to the needs of the local as well as other non-local community needs. It must show that it can work well with and localize all these different elements and develop a strong sense of community by promoting a community that thrives on diversity while supporting social and cultural differences. The key to this is by acting as a liaison and communicating effectively between different stakeholders, both local and non-local. It will have to take the ultimate responsibility, promote environmental awareness, and encourage globalism over self-serving interests. To do this the UOP will need to bring peace and harmony amongst the different community elements operating in and around it, strengthen its connections with the international alumni and seek their help in bringing different ideas to fruition, as well as increase its students' interactions and participation in different community projects.

Chapter 12: Linkages with National and International Donors

12.1: Generating Revenue:

The advancement of education institutions is highly dependent on contributions by sponsors including companies, charities, individual alumni and alumni associations. These contributions may take the form of financial donations such as grants, gifts and pledges, as well as support for interns and co-operative learning students.

The goal of UOP is to promote long lasting relationship with national and international donors for acquiring a range of services and support functions. UOP will engage donors in momentous interactions that attain pride, advocacy, public and private support for the university by building long lasting, trust-based relationship, both internally and externally. We will highlight the significance of fund raising and collaborative responsibility of corporate sector, national and international donors and fund raising organizations for the cause of equal access to higher education in different fields.

UOP will develop database of potential donors including government and non-government organizations, corporations, foundations, and individuals and will hold individual visits / meetings and organize collaborative seminars / workshops / conference with potential donors. UOP Alumni and national heroes will be persuaded to contribute in the development process of the university. The following national and international donors will be targeted to establish annual income generating campaigns to support the University: -

(a) National donors

- Higher Education Commission, Islamabad
- Information and Communication technologies Research & Development fund (ICT R&D fund)
- Pakistan Scientific Foundation
- Directorate of Science & Technology, Khyber Pakhtunkhwa

(b) International donors

- Asian Development Bank (ADB)
- Islamic Development Bank (IDB)
- GIZ
- Japan International Cooperation Agency (JICA)
- US Aid
- United Nations Development Programme (UNDP)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)

➤ The World Bank (WB)

Sponsored by	Cost	Status	Start date	End date
Higher Education Commission	210,000/-	Completed	12-4-2014	13-4-2014
Higher Education Commission	7960,000/-	On Going	15-6-2014	14-6-2016
Directorate of Science & Technology, Govt of KP	450,000/-	On Going	10-6-2014	9-6-2015
Directorate of Science & Technology, Govt of KP	490,000/-	On Going	10-6-2014	9-6-2015
Directorate of Science & Technology, Govt of KP	464,000/-	Completed	15-9-2013	14-9-2014
Directorate of Science & Technology, Govt of KP	400,000/-	On Going	1-10-2014	1-10-2016
Directorate of Science & Technology, Govt of KP	465,000/-	Completed	15-9-2013	14-9-2014
Directorate of Science & Technology, Govt of KP	320,000/-	On Going	1-7-2013	1-7-2016
Directorate of Science & Technology, Govt of KP	500,000/-	On Going	1-9-2013	1-9-2014
Directorate of Science & Technology, Govt of KP	420,000/-	On Going	1-10-2014	1-10-2016
Directorate of Science & Technology, Govt of KP	490,000/-	New	26-6-2014	25-6-2015
Directorate of Science & Technology, Govt of KP	480,000/-	New	26-6-2014	25-6-2015
Directorate of Science & Technology, Govt of KP	18,960,000/-	New	1-11-2014	31-10-2017
Higher Education Commission	£ 35,225	On Going	25-6-2011	25-7-2014
Department of Journalism and Mass Communication, University of Peshawar	500,000/-	New	1-4-2012	1-6-2012
National ICT R&D	68875/-	Completed	3-1-2014	12-6-2014
National ICT R&D	69602/-	Completed	3-1-2014	12-6-2014
National ICT R&D	62500/-	Completed	3-1-2014	12-6-2014
USAID, IFPRI	\$10,000	Completed	5-9-2012	7-9-2014

12.2: Students Scholarships

The Student Financial Aid Office at University of Peshawar considering the importance of higher education, UOP is trying its level best to provide equal higher education opportunities to underprivileged students. In this regard, UOP provides support to its students who are having financial constraints and are facing problems to continue their education. UOP is

providing financial aid and scholarships to the deserving students in the form of need and merit based scholarships, interest free student loans.

In order to provide financial assistance and scholarships to the student, the university is focusing on attracting financially needy and talented students from remote, conflicted and less developed areas; and initiating collaborations and MOU's with the potential national/international organizations such as USAID, JIACA, Frontier Education Foundation, FATA Secretariat, FATA Education Foundation, etc.

➤ **Prime Minister Tuition fee Payment Scheme for Master/M.S/ and Ph.D Students of Less developed areas.**

Already granted full fee waiver to FATA and Malakand Division, Bannu, Kohat, Lakki Marwat etc students amounting and all detailed as under:

Grand Summary for noting			
Program	Number of students per set	Total No. of students	Amount
Masters	217+576+418+63+120	1,394	47,868,238
MS/Mphil	69+70+235	374	29,739,553
Phd	22+43+28	93	7,946,564
		1861	85,554,354

All 1861 students of FATA and Malakand division, Kohat, Bannu, Lakki Marwat etc were awarded full fee waiver in the year 2014-15 amounting to Rs. **85,554,354** from December 2015

➤ **HEC Need Based Scholarship**

350 Scholarships fully funded covering tuition fee boarding charges and hostel charges will be distributed in the month of November 2014-15 covering their full duration of program i.e.BS 4years and Masters 2yerar.

➤ **Prime Minister's National Program for Provision of Laptops to Talented Students**

In the month of November 2014 almost 1500 M.S/M. Phil and Ph. D students will get Laptops followed by almost 1500 students of B.S, M.A/M.Sc.

➤ **HEC French Need Based Scholarship:**

24 fully scholarships will be provided to BS students Amounting to Rs. 48, 000,00
University of Peshawar merit Scholarship for BA/B.Sc. Position holders:

Those students will be awarded full fee waiver for their full duration of program.

➤ **Brother/Sister Concession**

More then 800 students were provided sibling concession last year and this year expected to raise to 1000.Students.

➤ **Peshawar university Teachers contribution fund:**

University of Peshawar Teachers donates a handsome amount from their salary for helping the needy student this year Rs. 20, 00000/- (Twenty Lac) will be distributed among the needy students.

➤ **PAKISTAN BAITUL MAL SCHOLARSHIPS**

50 Scholarships will be provided to BS 1st Semester Students from Pakistan Baitulmal to deserving and needy students.

➤ **DIYA SCHOLARSHIP:**

Diaya Pakistan foundation scholarships for the undergraduate and postgraduate students. Applicant can chose any field for their study.

➤ **Duration of Diya Scholarships:**

4 years of graduation program and two year for master programs.

➤ **MORA SCHOLARSHIP :**

Mora scholarships is awarded by the district zakat committee of various districts for undergraduates and postgraduate.

Chapter 13: Marketing and promotion (Branding) of Academic Excellence

Any kind of an organization nowadays is operating in a globalized world, where information is communicated in a blink of an eye, where innovative ideas are generated on frequent basis, where virtual organizations rise and fall over night, different entities worlds apart link, coordinate, and gain market shares, where substantial technological advances are every day norm, and especially where it has to compete with information bombardment facilitated by the advent internet and smart phones. In such a globalised market where different companies are fighting for the attention of consumers by using innovative marketing tools such as social media etc., marketing and promoting itself becomes essential to an organizations survival, be it local or international, private or government. Universities themselves are not an exception to this increased competition: especially now that worldwide reputable universities are making their virtual presence and online course available in the comfort of students' homes. Like its international and national counterparts the University of Peshawar also has to compete on a global level and appeal to both local and foreign markets if it is to maintain its competitive advantage in the upcoming future. The time of UOP enjoying a somewhat monopolistic position is nigh and it has to come up with a comprehensive, well-thought out, long-term marketing strategy if it is to maintain academic excellence. Innovative and modern techniques of making its presence known worldwide have to be adopted.

13.1: Partnership

No academic entity can operate in isolation. Being part of an open system they must interact with other educational as well as not educational subsystems to have any meaningful academic impact on the society at large. This thus requires some basic level of understanding, strategic alliances, as well as partnerships with national and international institutions to further their academic aims. Just establishing such links is not enough. Not only do universities need to establish such links with public and private institutions, but they need to do this by strategically aligning them with their broader aims if they are to efficiently utilize these links. For the University of Peshawar this means focusing more emphasis and devoting further resources to developing long lasting relationships than has been done so in the past if these links

are to be exploited to their full potential. Universities typically partner with other educational institutions to encourage academic excellence through furthering the advancement of learning and research. This broadly includes encouraging faculty members' visits from one institution to the other and jointly engaging in research work. This also includes facilitating the admissions of qualified students from one university in another through cultural exchange programs or research collaborations. This helps foster the scholarly exchange of information and helps facilitate the exchange of academic publication as well as promote other academic activities.

In addition to the above mentioned traditional academic aims of conducting research and disseminating knowledge, the role of universities on global level is now changing in terms of its contributions to the societies at large. Strategic goals of universities are now evolving to include, in addition to creating knowledge, putting that knowledge to use (Shah, 2012). This is known as the "third task" or as the "third mission" of the universities (Laukkanen, 2003, 372). Entrepreneurial Universities is the term coined by Etzkowitz (1983) to refer to such universities that incorporates the technology transfer aims by exploiting the practicality of the knowledge they produce. This changes the role of universities from tacitly disseminating knowledge to actively putting that knowledge to use, thus helping in bring revenue to the universities through such activities as technology transfers, patenting etc. and in the process contributing to the regional economic development as well as making universities independent of government budgeting. This independence of government contribution allows universities to pursue their own aims rather than catering to the whims of political changes. To do this universities need to collaborate with other government and private institutions which is detailed by a model put forth by Etzkowitz and Leydesdorff (1996) which they call the Triple Helix Model.

This is realized by the University of Peshawar as well as by the Higher Education Pakistan. The UOP has long been establishing academic links with national as well as international academic institution through memorandum's of understanding. Examples include but are not limited to MOU's with Boise State University, 12 Universities in South Korea, University Sains Malaysia, University of Oslo, Tashkent State Institute, Manchester University; as well as with local institutes such as Tribal Area Chambers of Commerce, FATA Development Authority, Sustainable Development Policy Institute (SDPI). Also on the knowledge/technology transfer

front UOP has been active for a long time establishing links with local business/industrial institutions such as SMEDA, Chamber of Commerce, Women Business Development Centre, and Industrial State etc.

The issue is that these links have not been utilized to their full potential. For one thing there needs to be further increased transparency in regards to what is happening on all these fronts and how faculty of the university as a whole can benefit from and contribute to them. Also these activities need to be broadcasted for the consideration of a larger university audience. Faculty member actively need to be made aware of such established relationships and should be asked to utilize them for the benefit of the university as efficiently as they can. Furthermore majority of such industry/academic links are established by the initiatives of some minor elements within specific departments more or less independently of the broader university P&D administration and as such their scope is limited to these specific departments/individuals. All research/knowledge-transfer/technology links and explorative activities need to be streamlined and brought under one umbrella. HEC has already recognized this need and has directed all universities to establish Offices of Research, Innovation, & Commercialization (ORIC's) which encompasses all the activities from developing research proposals to commercialization of research products. University of Peshawar now needs to establish this department to its full capacity, mobilize all departments towards contributing and collaboration with it, and streamline all its research activities under this umbrella department. Furthermore this department of UOP needs to establish transparency rules and guidelines for establishing working relations with other departments for streamlining their activities. More importantly the ORIC department should issue a newsletter or a circular every two or three months or so for circulation to all the faculty members of UOP so that everyone is aware of what is happening in the university at large as well as they need to be kept informed of what procedures to follow if they have an idea or a proposal, or whom to contact in such a case. Basically the activities of ORIC need to be streamlined, operationalized, made transparent, and broadcasted if it is to be utilized to its full potential.

Another aspect that we feel that UOP is lacking in and has greatly ignored is assessing and utilizing its facilities and resources. UOP has many underutilized resources, which if taken advantages of will benefit the university greatly. One of these

underutilized resources is its links with affiliated institutes. University of Peshawar, being one of the oldest in Pakistan and encompassing a large number of academia and top class faculty, enjoys a considerable distinction and somewhat of a monopoly in KPK region in general and Peshawar in particular. Every year thousands of students apply to UOP but the university can take in so much. The unsuccessful students then turn to other private or public universities. On the other hand the university is also bombarded with requests for affiliations from private institutions regularly. And in many cases it has given out affiliations under different establishments to a large number of private institutions. But its relationship with these affiliated organizations is more passive rather than active. It needs to proactively utilize these relations. For one thing it can bring all these affiliated institutes under ‘Sister Organizations’ or ‘Sister Campuses’ and officially operationalize its links with them. It can treat all these affiliated institutes as its secondary campuses and establish a centralized admission criterion where unsuccessful students from the main campus can be accommodated there. Currently the curriculum for these institutes is developed by UOP, exams are conducted by UOP, and degree awarded by UOP; it makes sense to bring the students admissions under a centralized criteria dictated by UOP. Furthermore these affiliated institutes make large investments on the development of their campuses and facilities. The UOP can take advantage of this already invested capital and utilize their resources for conferences, projects, seminars etc. They can hold intercampus competitions, mobilize their faculty, and create career centres and internship programs with the help of these affiliated institutes. It can act as a win-win situation where the university expands its operations with little or no cost while these private affiliated institutes enjoy a better working relationship with its parent university. This will benefit the public as well as private sector educational institutes and help UOP of Peshawar maintain its dominance in the region.

Title of MOU/Linkages Program	Name of University and International Organization
Exchange Program of Students and Faculties	Shandong University China
Exchange Program of Students and Faculties	Hanbat National University of Korea
Exchange of Faculties and Students, Publications and Research Projects	University of Erfurt, Germany
Training of M.Phil and Ph.D Scholars in Chemistry from Afghanistan	Kabul University of Afghanistan
Exchange of Students and faculty, Joint research and split M.Phil / Ph.D programs	Consortium of University of Afghanistan
Peace and Human Rights Education for Teachers from Khyber Pakthunkhwa and FATA	Peace Education and Development & (PEAD) Foundation, Islamabad Pakistan
GIZ – IPR	GIZ
Joint Scientific Work, Educational and Cultural Collaboration	Sheraz University of Medical Sciences (SUMS) Peshawar
Agreement for Academic and Educational Cooperation	Shandong University of Science and Technology, China
Agreement for Academic and Educational Cooperation	Hannam University, Republic of Korea
Specific Student Exchange Agreement	Pyeongtaek University (Korea)
Livestock for Life Project	Relief International-Pakistan
To Assist and support each other in the archaeological research and Developments	University Sains Malaysia (USM)
Establishing a formal Mechanism for Collaboration in Launching new Research & Training	Sustainable Development Policy (SDPI)
Establishment of IT Incubation Center in Department of Computer Science	Board of Information Technology KPK
Joint Research Actives and Academic Materials Etc	Nagarhar University of Afghanistan
MOU on Collaborative Research	BOISE State University, USA
Training of M.Phil, Ph.D Joint Research	Guangzhou Institute of Geochemistry, China
Teacher Training Certificate Course	Peace and Education Foundation Islamabad
DAAD_Programme " German-Pakistan Research Collaborations"	Institute of Crop Science and Resource Conservation (INRES), Germany
Corporate Travel Agreement	Qatar Airways
To promote Trade, Education and Research Facilities, Internship Facilities to students of FATA and PATA	Tribal Areas Chamber of Commerce and Industry (TACCI)
Exchange Scientific, Research, Postgraduate Education, development	Gandhara University of Peshawar

13.2: Outreach

University of Peshawar has an obvious vested interest in building strong relationships with the communities. UOP is inherently an important potential institutional based for helping community-based economic development. The province of Khyber Pakhtunkhwa and FATA have been the victims of poverty, terrorism and natural disasters. UOP administration and PUTA have always helped out by remaining at the forefront to cater to the needs of affected

people. It is rigorously working to provide higher education opportunities to these communities

The goal of UOP is to optimal utilization of the University' academic expertise in various fields and the community organizations' ability to provide access to and engage community residents as active participants in outreach efforts for judicious and mutually benefitting relationship. To maintain strong linkages between the outside community dealing with day to day diversified socio economic activities and academia, workshops and seminars are arranged at various levels.

UOP has track record of arranging international conferences on emerging technologies highlighting the core issues of the country. UOP is actively involved with international universities for the exchange of research, ideas and for bridging gap between academia and industry via seminars and conferences. This exercise promotes strategic guidelines and venues for research uplift in different sectors in the country.

13.3: University/Institute as a centre of Excellence for the Community of the World

A CoE can be described as a department that, in addition to performing its own routine work, has an additional role in improving its own expertise and knowledge resources so that in turn it can help other activity centres throughout the organisation to improve. It may refer to a team, a shared facility or an entity that provides leadership, best practices, research, support and/or training for a focus area. In some cases it is called a Competency Centre or a Capability Centre rather than Centre of Excellence. Whatever we may call them, a Center of Excellence (CoE) should, at a most basic level consist of: *A team of people that promote collaboration and using best practices around a specific focus area to drive business results.* This team could be staffed with full- or part-time members. Many countries are setting up centres of excellence within universities or standalone units with the aim of improving not only research but also innovation and teaching. The Centre of excellence functions by basically by first gaining and instilling cutting edge knowledge in a specific field and then establishing successfully implemented policies and procedures thus increasing its competency to a level of excellence. It then helps out other entities by providing advice, guidelines, establishing policies, providing incubating facilities if applicable, and/or technologies in that specific field of knowledge. Such centres are also expected

to lead the way in cutting edge research, knowledge transfers, and research publications. To establish such centres a country or university first must establish a strong education and science system. It works as a prerequisite to establishing such centres.

The University of Peshawar currently has five centres of excellence on campus namely: Geology Centre, Physical Chemistry Centre, Area Study Centre, Pakistan Study Centre, and Sheikh Zayed Islamic Centre. Suffice to say it lacks competency in leading technologies and have not yet reached level of excellence in fields such as information and communication technologies or biological sciences. The university should explore such avenues to increase its competency to a level of establishing centres of excellence in them. More importantly the university should explore the possibility to increase competency in innovation and entrepreneurship to a level of establishing a centre on the lines of ‘Entrepreneurial Centre of Excellence’ or ‘Centre of Excellence in Entrepreneurship and Innovation’. This centre can act as an umbrella for centres of excellence in other fields as innovation is not specific to any field. This would bring together all the innovative and creative activities of divergent fields, such as science and arts, under one department; facilitating innovative research activities to fruition as well as collaborating between them to explore new avenues and implement new ideas for the betterment of regional economic research. Worldwide research on entrepreneurship suggest that entrepreneurial endeavours in different fields leads to regional and national economic development therefore it will be worthwhile for the university to increase competency and to establish a centre of excellence in it.

13.4: External Relations/ Communication

In any organization The Communications & External Relations Department handles the Agency's media relations including corporate and institutional affairs. It is usually a main administrative section, one of few, and is responsible for co-ordinating the way in which an organization such as a university relates to the outside world. The main role of the Communications Office is to promote an organization positively within the media and the community, and help to ensure good communication within it. Its mission is to develop and guide a university's strategic messages and news information using a range of vigorous but healthy approaches that communicates to viewers, both internal and external, about the university's relevancy of the academic

programs and of the staff and students. Furthermore it is the main point of contact for all media inquiries, oversees internal and external communication channels such as news pages, blogs, newsletter etc. and it actively seeks media coverage for the achievements and activities of the university. Sometimes called The Office of External Relations and Communications it is made up of more or less the following areas depending upon the type, size, expertise, requirements, and aims, objectives etc. of a university:

Undergraduate admissions: It handles queries and information requests originating external to the university and provides information about undergraduate admission start-end dates, degree requirements, living arrangements, student facilities and a range of other undergraduate related information.

Graduate admissions: Same as above but for graduate and post graduate activities.

Student recruitment and Open days: It deals with recruiting students for the university, providing information, developing and distributing pamphlets and other advertising material for providing information, organizing open days etc.

Education outreach: More or less on the lines of student recruitment Education Outreach reaches out to a different range of students such as minority, disabled, mature students, or college students in general. It is discussed quite in detail above.

Communications office: This office mainly deals with ensuring the gathering and appropriate dissemination of related information to both the outside and inside elements of the university. Its primary aim is to improve the image of the university to the community and do damage control etc.

International office: This office is mainly related to dealing with international queries from foreign universities, donor agencies, awarding institutions, affiliations, and general networking with the outside world.

Web editing and digital media: This section of the Communication and External relations office is responsible for developing online material, web presence, including the direct editing, content production and development of web pages, and monitoring and developing the University's presence on external websites; and taking the lead on social and rich media activities as well as developing House styles, in print and email signatures.

Marketing and brand development: are involved in all aspects of print production, copyright issues, advertising and visual identity such as colour schemes etc. and give out advise staff members on these issues.

Alumni development: Responsibilities of this department include developing a strong alumni network, keeping in touch with them, updating them of new and important developments as well as linking old students with new, organizations both internal and external and arranging regular meeting as well as gathering demographic information of the alumni.

Liaison Office: This works as a centre point between internal knowledge producers and external industrial and incubation links. It is responsible for a range of coordinating activities resulting technology transfers and revenue generating projects. Though The University of Peshawar has most of these departments operating but there is no mention of a communication or external relations office that monitors and coordinates their activities. To be at par with international universities and to ensure transparency of upto date information the UOP needs to establish such a department, put it up on the website, and promote is strongly so that it becomes a visible, integral, and central role playing element of the university.

13.5: Create a Strong University's/ Institute's Community

No organization works in isolation. It interacts with an external community which it operates, and fosters an internal community. Therefore every organization must take into considerations the needs of these communities and instill a sense of community building within its immediate aims and objectives. The more an institution helps thrive these communities the better the image of the organization. This strong sense of community is even more so important for universities in this age of the world becoming a global village as universities aims and reach is now extended to the whole world rather than only locally. Projecting a strong sense of community while dealing with international students, faculty, and organizations is one of them main objective of majority of international universities around the world. Not only is this important from marketing and international relations point of view but also for the wellbeing of students, faculty, and employees on campus as well as the immediate external local community of the university. A university brings vibrancy to a local community. Large universities attract restaurants, retail stores and other business enterprises that

benefit local residents. A university's faculty, staff and students interact with the external community by engaging in volunteer initiatives, internships, student teaching, community contributions, and social activities etc. It is essential for a university to ensure harmonious interactions of elements within the internal community and between the internal and external communities at large.

The University of Peshawar occupies a unique geographical location. Being on the border of Afghanistan it operates in the midst of a number of local and international communities, sometimes with conflicting interactions and this area specifically has seen an influx of a variety of foreigners in the recent past. Peshawar itself is the centre of attention of worldwide media and given that it is the centre for Asian head offices of a vast number international organizations such as IRC, UNHCR etc. it is attracting an increased inflow of developmental and educational funds. Being the only university of its repute around The University of Peshawar has a huge potential to capitalize on this strategic edge. The whole international community is looking for an organization to play a centralized role to cater to the needs of different indigenous communities as well as minority groups such as Afghan refugees, FATA citizens, Women Entrepreneurs, people affected by war etc. and looking to fund local educational institutes for developmental and educational activities such NGO Trainings, Numerous Scholarships for women and afghan refugees, infrastructure development etc. But to benefit from and contribute to these diverse goals of the international community it is essential that UOP instill a harmonious, all-encompassing sense of community that caters to the needs of the local as well as other non-local community needs. It must show that it can work well with and localize all these different elements and develop a strong sense of community by promoting a community that thrives on diversity while supporting social and cultural differences. The key to this is by acting as a liaison and communicating effectively between different stakeholders, both local and non-local. It will have to take the ultimate responsibility, promote environmental awareness, and encourage globalism over self-serving interests. To do this the UOP will need to bring peace and harmony amongst the different community elements operating in and around it, strengthen its connections with the international alumni and seek their help in bringing different ideas to fruition, as well as increase its students' interactions and participation in different community projects.

13.6: Develop a Quality Mind-set

The need for developing and maintaining a quality mind set in universities been the focus of HEC for quite sometimes now. This need is reflected in the Medium Term Development Framework (MTDF) of the HEC. Under this framework a number Quality Assurance Committees have been established; which has led to the establishment of Quality Enhancement Cell (QEC) in Pakistani universities with the aims to assure imparting quality education, conducting quality research of international repute, and ultimately instilling quality mind set in the students as well as the faculties of these Pakistani Universities. In addition to that HEC has established Institutional Evaluation Standards and Accreditation Councils. All these standards are quite elaborative, exhaustive, and upto the international repute. Huge amount of work, effort, time, and resources have been utilized in forming them. The University of Peshawar have adopted these standards such as establishing quality enhancement cells on the directives of HEC. It is looking to adopt international standards of publications, plagiarism policies, authentic working standards etc. for its student community and faculty at large. Standards like quality enhancement, quality assessment, total quality management etc. are becoming quite handy and everyday terminologies in UOP. In addition to national standards the university needs to look to international standards of quality education as well.

As mentioned above a number of national and international quality standards for education are available to be implemented, of which majority have been in UOP. But rather than passively adopting such standards, either willingly or otherwise, UOP must *actively* pursue to implement them. This means that in addition adopting quality standards and establishing quality enforcing cells it should also actively promote them. A number of strategies can be adopted for such aims: QEC's in collaboration with communications office should circulate these standards using trans-media technologies, circulars, meetings, and conferences on quality assurance. The word must be put out that substandard work will not be accepted and strict policies should be put in place and followed to the letter. The university community at large needs to be motivated to strive for excellence in its education endeavours. More importantly a quality culture needs to be fostered to change the mind set of people towards better

quality thinking and quality work standard acceptance. To do this immediate short term as well as long term strategies need to be developed and implemented by adopting both top-down as well as bottom-up approach. Thus a holistic approach needs to be adopted first by integrating quality enhancement aims at the top-most strategic level whereby its importance and seriousness is illustrated and emphasized (see figure I below). And further thenby encompassing the efforts and commitments of different departments (see figure below II below) will lead to synergetic effort towards enhancing quality thinking and quality acceptance by all the echelons of UOP.



Fig-I [Source: Quality Enhancement, Copenhagen Business School as a learning

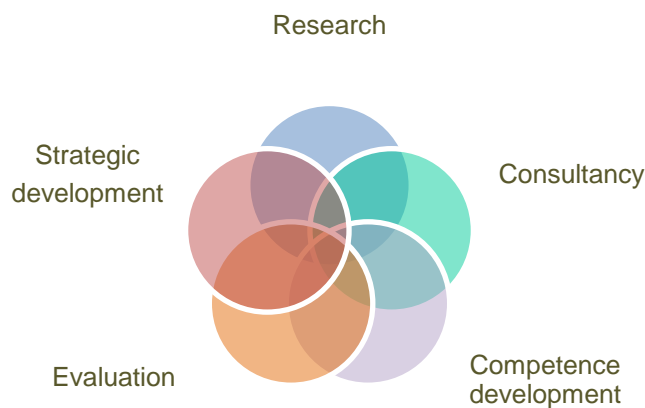


Fig-II [Source: Quality Enhancement, Copenhagen Business School as a learning

Recommendations

Prior to making recommendations I feel it very important rather inevitable to appreciate initiative taken by the HEC regarding preparation of Business Plan for five years period, which was not earlier enforced. After having gone so minutely in template meant for business plan, I understand that the following need not to be part and parcel of the said plan.

- Competition in academic matters is required to be made amongst Public Sector University instead of public and private university.
- Emphasis should not be made on generating income by the public sector university rather efforts be made to emphasis on imparting quality education ensuring digging out the potential of talented students for its onward utilization whatever they have learnt in various departments components of government and non-governmental organization.
- One thing which I think is missing in the template being very important in my view is that it should reflect the number of graduates so qualified in various disciplines and their subsequent induction in different department in terms of employment, whereby we can very easily judge the quality of education being imparted by the University.
- In order to motivate and encourage the students having hidden potential some sort of scholarship may be allocated for being stood first in any discipline.

List of Annexure

Annexure-I

MEMORANDUM OF UNDERSTANDING

UNIVERSITY OF PESHAWAR

S.#	Name of Country and Organization/ Deptt./ University	Field of Cooperation	Date of Signing	Status Matured/ Signed Proposed
1.	Shandong University, China	Exchange of students and faculty members Joint Research activities Exchange of academic materials and publications	10.02.2015	signed
2.	Management Financial & Technical Consultants (MAFTEC) Peshawar	Training Program for female students	23.02.2015	Signed
3.	HannsSeidel Foundation, Islamabad and Department of Political Science	Projects	5.3.2015 to 5.3.2020	Signed
4.	Mevlana Exchange Programme, Turkey	Student and Academic staff Exchange	5.3.2015 to 5.3.2020	Signed
5.	Pakistan Bait-ul-Mal Cabinet Division Govt. of Pakistan Khyber Pakhtunkhwa Peshawar	PBM will provide maximum of Rs.100,000/- to Poor/deserving and brilliant 50 students	29.04.2015	Signed
6.	Centre for Peace and Development Initiatives, Islamabad	Students Internship, trainings, seminars and competitions etc	05.05.2015	Signed
7.	Ministry of science and Technology Islamabad	To cooperate and facilitate in field of Research Human and Material resources for mutual benefits	12.05.2015	Signed
8.	MOU Between INSAN Foundation Trust, Islamabad and Department Art & Designed, Journalism and Gender Studies	Workshops, Seminars	06.08.2015	Signed
9.	MOU Agreement Between United Nations Development Programme (UNDP) and Department of Political Science, University of Peshawar	Exchange of students, Research studies	01.09.2015	Signed
10.	University of DO ESTADO DO RIO DE JANEIRO(Brazil)	Development of collaborative research by students and teachers, Academic visits, conferences, courses,	25.09.2015	Signed

		publishing of books and journals, field work and data collection		
11.	Community World Service Asia and Department of Social Work, University of Peshawar	Workshops and Training for Students	09.10.2015	Signed
12.	MOU Between Plant International , Pakistan and Sociology, University of Peshawar	Students Orientation, Training of Plan staff in Social Research, Technical Support, Research Projects and Knowledge Sharing	05.10.2015	Signed
13.	Agreement Between United Nations Development Programme (Pakistan) and Institute of Peace and Conflict Studies	Project, Training	07.10.2015	Signed
14.	China University of Geosciences, Wuhan, China and NCE in Geology, University of Peshawar	Cooperation in training in the field of Geosciences and Associated fields	17.10.2015	Signed
15.	MOU Between IHSAN Trust, Peshawar and University of Peshawar	Providing Qarz-e-Hasna to University of Peshawar deserving students	21.10.2015 to 20.10.2019	Signed
16.	EA Consulting Pvt Ltd (USAID) and IE&R, University of Peshawar	Construction of the Faculty of Education Building at University of Peshawar	05.11.2015	Signed
17.	United Nation Development Programme (Pakistan) and Institute of Management Studies, University of Peshawar	Project “Capacity Building Initiative for the Youth of FATA”	03.12.2015	Signed
18.	British Council, Pakistan	<ul style="list-style-type: none"> - Citizenship Education and Community Engagement Programme – Active Citizens” at University of Peshawar - Develop capacity of University of Peshawar faculty members as facilitators by organizing on-campus training. - Develop Monitoring & Evaluation Process to monitor the social action projects initiated by University of Peshawar students. (Exchange, seminars, policy dialogue etc.) to University of Peshawar, faculty and students	03.12.2015	Signed

Business Plan (UOP) 2015-20

19.	Professional Education Foundation, Karachi	Financial support to BBA/IT First Year students	07.01.2016	Signed
20	Friends Travel Inn. Pvt. (Ltd) Peshawar	Airlines Domestic & International discount in tickets for the Faculty and Staff of UOP, Hostel reservation worldwide, Visa assistance	06.01.2016	Signed
21	Provincial Disaster Management Authority (PDMA) Khyber Pakhtunkhwa and Department of Social Work	To promote the Child Protection in Emergencies (CPiE) in the Province	29.01.2016	Signed
22	United Nation Development Programme (UNDP) and Centre for Disaster Preparedness and Management (CDPM)	To promote evidence-based research and technical knowledge on Disaster Risk Reduction (DRR)	26.04.2016	Singed
23	Technische Universität Bergakademie Freiberg Faculty of Geosciences, Geo-Engineering and Mining Freiberg, Germany	- Organization of Joint Academic, scientific, experimental and technical activities - Exchange of academic staff for lectures, conferences, workshops and research - Exchange of students for courses and specialized programme - Exchange of publications and other materials of common interest	01.06.2016	Signed
24	MOU Between FATA Secretariat, Peshawar and I.R University of Peshawar	To conduct different events, reports, studies, survey, focus group discussions, debates and dialogues, workshops and Conferences for FATA students	09.08.2016	Signed
25	United Nations Development Programme (UNDP), Islamabad	To promote sustainable development, education of poverty, advancement of women, good governance and the rule of law	08.11.2016	Signed
26	Centre for Addiction and Mental Health (CAMH) Canada	To promote research / training and education of those Ph.D candidates who have received research grant through the Higher Education Commission of Pakistan's International Research Support Initiative Program	08.11.2016	Signed
27	Water and Sanitation Services Peshawar and URP, Environmental Science Department, UOP	To promote of research activities, training, social surveys, conservancy /	23.12.2016	Signed

Business Plan (UOP) 2015-20

		protection of environment, climate change and use of professional planning and management tools for urban and regional planning		
28	Middle East Technical University, Ankara, Turkey	Students Research and Project	30.11.2015	Sent for signature
29	Embassy of the People's Republic of China (PRC) and University of Peshawar	1. Establishment of China Research Centre at the Department of Regional Studies, University of Peshawar 2. To encourage and promote China-related research and study as well as promote Chinese language, culture, history and arts etc	25.01.2017	Signed
30	National Institute of Historical and Cultural Research Centre of Excellence, Quaid-i-Azam University, Islamabad and History Department	To promote research / education and academic activities	28.12.2016	Signed
31	Legal Research Institute of Pakistan (LRIP) and Economics Department	i. To produce researches in the area of Economics and to connect them with the policy makers of Pakistan for assistance, consideration and Implementation. ii. To develop academic and Educational cooperation. iii. To establish a collaborative programme in Economic Policies and Research.	01.01.2017	Signed
32	Riphah International University, Islamabad	i. Exchange of research scholars/students for training, ii. Exchange of Joint Research Projects	22.02.2017	Signed
33	Eduvision Islamabad	To promote education, counseling, training, welfare, development of youth and joint research projects	17.03.2017	Signed
34	Women University Mardan	1. Exchange of academic information & materials and other cooperation as mutually agreed 2. Exchange of faculty, researchers, students: graduate/ undergraduate to be specified in separate negotiated agreements 3. Conducting collaborative projects, research, lectures,	20.03.2017	Signed

Business Plan (UOP) 2015-20

		organizing symposia, holding conferences, seminars and workshops		
35	Asia Foundation and Law College	<ol style="list-style-type: none"> 1. Create awareness promote research and students in the field of Alternative Dispute Resolution (ADR) 2. Joint arrange seminars / workshops/conferences to disseminate Information, Education and Communications (IEC), training manual and course curriculum on ADR 3. Equip academia, researchers, professionals 4. Establish of ADR Research Centre at Law College for research and study of international best practices 	17.04.2017 (18 Months)	Signed
36	Jiangsu University, Republic of China	<ol style="list-style-type: none"> 1. Exchange students, faculty, 2. Exchange research, designing dual degree programs, language 3. Exchange programs and providing scholarships to Pakistani students 	01.06.2017	Signed
37	Northwest University, China	<ol style="list-style-type: none"> 1. Cooperation and support in academic research projects/ research equipment and facilities 2. Joint organization of conference Workshops/research Collaboration and training in the field of Archaeology and cultural heritage protection 3. Exchange of academic staff and students 4. Promotion of Chinese studies in UOP and Pakistani studies in NWU 	04.06.2017	Signed
38	Agreement between United Nations Development Programme (UNDP), Islamabad and Department of Criminology, University of Peshawar	“Conducting Trainings for Prosecution Department KP” under the Rule of Law Project, UNDP Pakistan	16.06.2017 (6 months)	Signed
39	Botany Department, Islamia College, Chartered University Peshawar	<ol style="list-style-type: none"> 1. Faculty collaboration 2. Exchange of students, published academic materials, plant specimens for herbaria, labs 	17.07.2017	Signed

		<p>and botanical gardens</p> <p>3. Human resource development</p> <p>4. Joint academic meetings and expeditions for exploration of national plant natural wealth for strengthening herbaria and botanical gardens</p> <p>5. Organizing joint Seminars/Symposia Workshops/Conferences/Special short-term academic programs and Lectures</p> <p>6. Joint research projects</p>		
40	FATA Secretariat, Peshawar	Preservation of URMARI Language in South Waziristan Agency	17.07.2017	Signed
41	Hissar Foundation, Universities for Water Network, Karachi and Department of Geography	<p>a. Participate regularly in UWN meetings</p> <p>b. Engage with and contribute to UWN research</p> <p>c. Share research opportunities and possibilities of collaboration with HF & UWN</p> <p>d. Host UWN meetings at University of Peshawar at own cost</p> <p>e. Provide accommodation and meal to all participants at own cost</p> <p>f. Provide venue for UWN meeting at own cost</p> <p>g. Organize seminar/field trip for UWN participants with UWN meeting at UOP</p> <p>h. Sponsor travel of University of Peshawar representative to UWN meetings in other universities</p> <p>i. Provide logistical support for</p>	29.08.2017	Signed

Business Plan (UOP) 2015-20

		UWN meeting at University of Peshawar j. Facilitate HF by hosting other water related events/seminars on need basis		
42	Government of Federal Republic of Germany "GIZ" and Department of Journalism & Mass Communication, University of Peshawar	Financing Agreement for the Project titled "Giving voice to voiceless"	13.09.2017	Signed
43	Tsinghua International Center for Communication, China and HED, Govt. of Khyber Pakhtunkhwa on behalf of University of Peshawar	To promote research cooperation, exchange of students and scholars, research of China culture, history and politics	17.04.2017	Signed
44	Helping Hand for Relief & Development (HHRD), Islamabad and Department of Social Work	Internship, research and students career counseling	19.10.2017 (3 Years)	Signed
45	Pakistan Standards and Quality Control Authority, Karachi	- To develop quality HR and Quality infrastructure - To facilitate the University of Peshawar in developing standardization and quality control assurance education programmes - To develop capacity building through Education, Training, Seminars and Workshops, etc.	20.12.2017	Signed
46	Governance & Policy Project Khyber Pakhtunkhwa (GPP-KP) and Department of Economics	To engage students and staff members of Department of Economics for collection of Secondary Data of Taxpayers	31.01.2018	Signed
47	M/S SYKIQ, Islamabad	Installation of Bicycle renting facility for all University of Peshawar employees, residents and students at University Campus	19.04.2018 For 3 years	Signed

ADMISSION NOTICE
BS 4-Year Bachelor Degree program on Self-Support Basis
(Session 2017-18)

25, SEPTEMBER, 2017

1. The University of Peshawar has allocated 10 Seats each in the following departments on Self-Support basis in the **Morning Shift**.

Archaeology, Art & Design, B.Ed (Hons), Bio-Technology, Botany, Chemistry, Disaster Preparedness & Management, Electronics, Environmental Sciences, Gender Studies, Geographical Information System & Remote Sensing (GIS/RS), Geography, Geology, International Relations, Mathematics, Microbiology, Pharm-D, Physics, Political Science, Psychology, Social Work, Sociology, Statistics, Urban & Regional Planning (URP), Urdu, Zoology

Those who have already applied for admission in the morning session need not apply again. They will be considered for admission on self-support if they inform the departments in which they wish to get admission.

Furthermore, two seats each in BBA, Economics and Computer Science and one seat in Commerce, are allocated on self-support basis in the morning shift.

2. The University of Peshawar has also decided to initiate Self-Support Programme in the evening from the current session in the following departments. **Those who have already applied need not apply again.** They need to inform the departments in which they want to be admitted.

Programmes	Shift with Seats
B.Ed (Hons), Biotechnology, Commerce, Computer Science, Economics, Electronics, GIS & RS, International Relations, Mathematics, Microbiology, Political Science, Urdu	Evening Shift (Seats as per morning seat breakup mentioned in the University Prospectus)

3. Fresh students can also apply for Morning Shift (Self-Support) and Evening Shift (Self-Support) Program by obtaining Admission Forms from **UBL, University Campus Branch** on Cash Payment of Rs. 1000/- from **25 to 27 September, 2017**.

4. Students will be admitted first in the morning shift on self-support and then in the evening shift in order of merit.

Most Important:

1. *Merit will be determined on the basis of Intermediate or Equivalent Marks except Art and Design.*
2. *The University reserves the right to withdraw any programme OR to modify the rules governing the programmes OR to make necessary amendments in the programmes OR courses of studies wherever deemed necessary.*
3. *Candidates who have passed intermediate exam in the current and preceding session (2016-17) will be given 1st priority in admission, while others will be given 2nd priority.*

Candidates on waiting list must sign the attendance sheet in the concerned

department/centre/Institute within the specified dates, otherwise admission

will not be offered.

**ADMISSION NOTICE
M.A/ M.Sc./ M.Com/ LL.B for the Session 2017-18**

09, OCTOBER, 2017

Applications, on prescribed Form, appended with the prospectus, obtainable on cash payment of Rs. 1000/- from UBL Counter near Central Library, University of Peshawar from 05.10.2017 for admission to Postgraduate, Master (2-year) and LLB (3 years) degree programmes are invited, for which essential details are as under:

UAT-AHSS (Art & Social Sciences) (Required for Students Seeking Admission in the following Departments/Institutes/Centres)			
1.	<p>Disaster Management Eligibility: At least 45% marks in B.A/B.Sc with Botany, Commerce, Chemistry, Environmental Science, Economics, Forestry, Geography, Geology, Home Economics, Political Science, Psychology, Sociology, Social Work, Statistics and Zoology. Note: Candidates qualifying any UAT Test Type are also eligible</p>	2.	<p>Economics Eligibility: 1st priority: At least 45% marks in B.A as well as in the subject of Economics with Statistics or Maths-A. 2nd priority: At least 45% marks in B.A as well as in the subject of Economics.</p>
3.	<p>Gender Studies Eligibility: At least 45% marks in B.A in one of the following subjects: Economics, Political Science, Sociology, Social Work, Psychology, Urdu Advanced, English (Elective), International Relations.</p>	4.	<p>International Relations Eligibility: 1st priority: At least 45% marks in B.A as well as in the subject of IR. 2nd priority: 2nd class BA with at least 45% marks in one of the following subjects, Economics, Political Science, Psychology, Journalism, Sociology, Philosophy, Law, History & Geography.</p>
5.	<p>Journalism & Mass Communication Eligibility: 1st priority: At least 45% marks in B.A as well as in the subject of Journalism. 2nd priority: At least 45% marks in BA</p>	6.	<p>Library Science Eligibility: At least 45% marks in B.A/B.Sc or equivalent. Note: Candidates qualifying any UAT Test Type are also eligible</p>
7.	<p>Criminology Eligibility: B.A / B.Sc with at least 45% marks. Note: Candidates qualifying any UAT Test Type are also</p>	8.	<p>Peace & Conflict Studies Eligibility: B.A/B.Sc with at least 45% marks. Note: Candidates qualifying any UAT Test Type are also eligible</p>

	eligible		
9.	<p>Political Science Eligibility: At least 45% marks in B.A as well as in the subject of Political Science.</p>	10.	<p>Psychology Eligibility: 1st priority: At least 45% marks in B.A as well as in the subjects of Psychology, Applied Psychology. 2nd priority: 2nd class BA with at least 45% marks in Philosophy, Social Work, Sociology, Home Economics, education, B.Sc with Zoology</p>
11.	<p>Regional Studies Eligibility: Minimum B.A 2nd Division with at least one subject of Social Sciences.</p>	12.	<p>Social Work At least 45% marks in B.A/B.Sc. Additional 20 marks will be given to subject of Social Work at B.A/B.Sc. level. Note: Candidates qualifying any UAT Test Type are also eligible</p>
13.	<p>Sociology Eligibility: 1st priority: At least 45% marks in B.A as well as in the subject of Sociology or Social Work or B.Sc Home Economics. 2nd priority: 2nd class BA with at least 45% marks in Anthropology or Psychology or Political Science or Economics</p>	14.	<p>Anthropology Eligibility: 1st priority: At least 45% marks in B.A, as well as in the subject of Anthropology. 2nd priority: 2nd Class B.Sc, (Home economics) 2nd Class BA, with at least 45% marks with Sociology or Social Work or Political Science or Economics, Psychology or Statistics or Geography or Law or Outline of Home Economics</p>
15.	<p>Archaeology Eligibility: 1st priority: 2nd Class B.A with Archaeology 2nd priority: 2nd Class B.A/B.Sc.</p>	16.	<p>History Eligibility: 2nd Class B.A/B.Sc. However, candidates having studied the subject of History in B.A will be entitled to 20 additional marks.</p>
17.	<p>Philosophy Eligibility: at least 45% marks in B.A/B.Sc.</p>	18.	<p>LLB (3 Years) Eligibility: 1st priority: At least 45% marks in B.A as well as in the subject of Law. However a candidate will not be entitled to any preference or benefits of the subject of Law if acquired as an “additional subject” after passing B.A. 2nd priority: At least 45% marks in BA. (Note: Total number of Seats = 45 (inclusive all quotas)</p>
UAT-BIOS (Biological Sciences)			

(Required for Students Seeking Admission in the following Departments/Institutes/Centres)			
1.	Botany Eligibility: At least 45% marks in B.Sc as well as in the subject of Botany.	2.	Environmental Sciences Eligibility: At least 45% marks in B.Sc, B.Sc Forestry. Note: Candidates qualifying UAT-PNS are also eligible
3.	Chemistry Eligibility: At least 45% marks in B.Sc as well as in the subject of Chemistry.	4.	Geography Eligibility: At least 45% marks in BA/B.Sc as well as in the subject of Geography.
5.	Zoology Eligibility: At least 45% marks in B.Sc as well as in the subject of Zoology.		
UAT-PNS (Physical & Numerical Sciences) (Required for Students Seeking Admission in the following Departments/Institutes/Centres)			
1.	Computer Science Eligibility: At least 45% marks in B.Sc with Computer Science + Maths A, however, 45% marks in subject of Computer Science is mandatory.	2.	Physics Eligibility: At least 45% marks in B.Sc with Maths A + Physics, however, 45% marks in the subject of Physics is mandatory.
3.	Mathematics Eligibility: At least 45% marks in B.A/B.Sc with Maths A + maths B, however, 45% marks in the subject of Maths B is mandatory.	4.	Electronics Eligibility: 1st priority: At least 45% marks in B.Sc with subjects of Electronics and any other two subjects from Numerical & Physical Sciences. 2nd priority: At least 45% marks in B.Sc with any combination of 3 subjects from Numerical & Physical Sciences.
5.	Statistics Eligibility: At least 45% marks in B.A/B.Sc with maths A + Statistics, however, 45% marks in the subject of Statistics is mandatory. Note: Candidates qualifying any UAT Test Type are also eligible.		
UAT-CIS (Commerce & Economics) (Required for Students Seeking Admission in the following Departments/Institutes/Centres)			
1.	Economics Eligibility: 1st priority: At least 45% marks in B.A as well as in the subject of Economics with Statistics or Maths-	2.	M.Com (2 years) Eligibility: At least 45% marks in B.Com

	A. 2nd priority: At least 45% marks in B.A, as well as in the subject of Economics.		
3.	Human Resource Management (HRM) Eligibility: At least 45% marks in B.Com, BBA, B.A/B.Sc or equivalent with any ONE of the following subjects: i) Economics, ii) Statistics, iii) Mathematics. Note: Candidates qualifying any UAT Test Type are also eligible		
UAT-IOS (Islamic & Oriental Studies) (Required for Students Seeking Admission in the following Departments/Institutes/Centres)			
1.	Arabic Eligibility: At least 45% marks in B.A as well either in the subject of Arabic OR Islamiyat(Elective)	2.	Islamiyat Eligibility: 1st priority: At least 45% marks in B.A with subject of Islamiyat (Elective) 2nd priority: At least 45% marks in B.A/B.Sc, as well as in the subject of Islamiyat (Compulsory).
3.	Pashto Eligibility: At least 45% marks in B.A.	4.	Persian Eligibility: At least 45% marks in B.A.
5.	Urdu Eligibility: At least 45% marks in B.A as well as in the subject of Urdu.		
Aptitude Test : (Departmental Test) Required for Students Seeking Admission in the following Department			
1.	English & Applied Linguistics Eligibility At least 45% marks in B.A/B.Sc. as well as in subject of English (Elective).		

Entry Test Schedule:

1.	Last date of Registration for Entry Test	17/10/2017	4:00 P.M	Admission Cell near Central Library
2.	Aptitude Test (English)	24/10/2017	10:00 A.M	Department of English &

				Applied Linguistics
3.	Date of Entry Test	21/10/2017	NTS given time and centre	
4.	Declaration of Result	25/10/2017	4:00 P.M	Online www.nts.org.pk

1.	Closing Date for Submission of Admission forms	17/10/2017	4:00 P.M	Admission Cell near Central Library, UOP.
2.	Hafiz-e-Quran Test	23/10/2017	9:30 A.M To 2:00 P.M	Convocation Hall, UOP.
3.	Sports Trials	25-27/10/2017	10:00 A.M	Directorate of Sports
4.	Interview against the seats reserved for Disabled persons	26/10/2017	9:30 A.M To 2:00 P.M	Committee Room#2, Administration Block, UOP.
5.	Display of Provisional Merit list	31/10/2017	10:00 A.M.	Concerned Departments & Online www.uop.edu.pk
6.	Display of Final Merit list	06/11/2017	10:00 A.M.	Concerned Departments & Online www.uop.edu.pk
7.	Admission from Merit List / Scrutiny of papers/documents	07-08/11/2017	9:00 A.M.	Concerned Departments
8.	Admissions from Waiting list and Self Support where offered	09-10/11/2017 onwards	9:00 A.M.	Concerned Departments
9.	Commencement of Classes	13/11/2017		

General:

1. Photocopies of the following documents must be attached with the application form:
 1. Verified copies of B.A/B.Sc. DMC (Part-I & II) / Transcripts.
 2. Domicile Certificate (attested copy).
 3. CNIC (attested copy).
 4. Four recent photographs.

2. Applicants applying against quota seats must attach relevant documents in support of his/her eligibility.
3. Graduates of the session 2016 and 2017 will be given 1st priority, while the others will be given 2nd priority in the merit list.
4. Applicants are advised to obtain Registration Form for Entry Test available at Facilitation Counter, near Central Library, University of Peshawar w.e.f. 05/10/2017 to 17/10/2017 on payment of Rs. 450/-.
5. Applicant must be careful in selecting the correct category of test prescribed for admission to the deptt/subject.
6. Details regarding the Admission, Entry Test, Sample Test and instructions for candidates are made available on university website www.uop.edu.pk and NTS website www.nts.org.pk.

Important:

1. Passing marks in the Entry Test is 40%.
2. Form received by mail or after 17.10.2017 will not be entertained.
3. The University reserves the right to make changes in any programme / admission procedure when and where deemed necessary.

Ali Asghar Jan
Director Admissions

ADMISSION NOTICE

MS/ M.Phil./ LLM & Ph.D. for the Session 2017-18(Spring Semester)

03, FEBRUARY, 2018

Applications on prescribed form, obtainable from the UBL, University Campus Branch, for admission to MS/MPhil/LLM and PhD programme, in the following disciplines for the Session 2017-18 (Spring Semester) are invited, so as to reach the Directorate of Admissions by **15.02.2018 (04:00 pm)**.

1	Archaeology	05	05				
2	Botany	05	05	14	Institute of Management Studies	05	03
3	Computer Science	20	10	15	Islamiyat	05	-
4	Disaster Management	03	-	16	Law College (LLM program)	05	-
5	Economics	10	05	17	Pharmacy	15	10
6	Environmental Sciences	10	05	18	Philosophy	05	-
7	Gender Studies	05	-	19	Psychology	-	05
8	Geography	10	05	20	Social Work	-	05
9	Geology	04	-	21	Sociology	05	-
10	History	06	05	22	Urban & Regional Planning (URP)	05	03
11	Home Economics	05	05	23	Zoology	05	05
12	Institute of Education & Research (IER)	10	-	24	Pakistan Study Centre	-	05

1 3	NCE in Geology			25	Institute of Chemical Sciences (ICS)		
	Geology	-	02		Analytical	10	02
	Environmental Geosciences	-	04		Organic	-	01
	Geophysics	-	04		Biochemistry	-	01
	Geospatial Sciences	-	03		Physical	-	01
	Total	-	13		Total	10	05

Schedule:

Schedule for Test/Interview/Scrutiny of papers and remittance of fee will be given by each department/center/institute/college within the period between 20th to 23rd February, 2018.

Eligibility:

MS/MPhil/LLM

- Relevant Master's degree / 4-years education after intermediate (130 Credit hours), with a minimum CGPA 2.5 in Semester System or 2nd Division in Annual System.
- Candidate must pass Entry Test to be conducted by the department/center/institute/college through Graduate Studies Committee by securing at least 60% marks.

PhD

- Candidates having MS/MPhil 18 years education with a CGPA 3.0 in Semester System or 1st Division in Annual System.
- Candidate must pass Entry Test to be conducted by the department/center/institute/college through Graduate Studies Committee by securing at least 70% marks.

Important:

1. Results notified from the Controller of Examinations on or before the closing date will be considered for admissions.
2. Candidates employed in any Government or Semi-Government Department/Organization must submit No Objection Certificate from the concerned Department/Organization within 30 days after initial selection failing which the selection will be deemed to have lapsed.
3. Provision of hostel accommodation is not mandatory and is subject to availability of seats

4. In case of ambiguity about eligibility, the opinion of the Graduate Studies Committee of the concerned department may be taken into consideration.
5. All the HEC/University of Peshawar rules / regulations shall be applicable on the scholars seeking admission in this semester.
6. The University reserves the right to make changes in any programme / admission procedure/regulations when and where deemed necessary.

Ali Asghar Jan
Director Admissions

SELF ASSESSMENT

Chapter #	Description	Score Weightage	HEC Score	%age
1	Introduction	2.00	2.000	100.000%
2	Governance and Ownership	3.00	3.000	100.000%
3	Environmental Scan	10.00	8.000	80.000%
4	Academic Programs	10.00	8.500	85.000%
5	Students	8.50	6.000	70.588%
6	Research and Consultancy	6.50	5.500	84.615%
7	International Academic Network	5.75	4.800	83.478%
8	Infrastructure & facilities	6.00	5.500	91.667%
9	Human Resources	8.25	7.250	87.879%
10	Finance	16.50	15.600	94.545%
11	Networking	7.00	6.500	92.857%
12	Linkage with National and International Donors	6.00	5.500	91.667%
13	Marketing and Promotion of academic excellence	5.50	4.500	81.818%
14	Recommendation	5.00	3.500	70.000%
	Total	100.00	86.150	86.150%