

**GUIDELINES
FOR
THE ESTABLISHMENT
OF
A NEW UNIVERSITY
OR
AN INSTITUTION
OF
HIGHER EDUCATION**



Higher Education Commission



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EDUCATION**

**HIGHER EDUCATION COMMISSION
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FOREWORD

This is the 5th edition of the “Guidelines on the establishment of a New University or an Institution of Higher Education”. The main highlight of the edition is that it incorporates the revised criteria/norms on the subject approved by the Cabinet on 27th February, 2002 and later amendments approved on 4th October, 2006. The fact that the matter has been taken up at the highest level shows the keen interest of the Government to regulate the sector, which has recently shown unrestrained growth and lack of discipline. While public-private participation remains the crucial component of the policy of the Government as reflected in the “Education Sector Reforms: Strategic Plan 2001-2004” and the “National Education Policy 1998-2010”, there is also a realization for greater policy role of the Government.

Another significant development is that the revised criteria as decided by the Cabinet, shall be applicable for both the private and public sector institutions and there shall be no discrimination in respect of conditions and norms for setting up a new university or an institution. Hopefully, the more stringent criteria for both the sectors will bring in much needed order for improving the quality of higher education, in addition to increasing access to higher education.

Despite rapid expansion of higher education, the public sector, in view of resource constraints, is unable to cope with the escalating demand for more places in the universities. There is a big demand for science, technology, business and other emerging disciplines. This is a new trend in higher education from supply-driven to demand-oriented higher education, which augurs well for socio-economic development of the country.

Many of the entrepreneurs who are contemplating to establish such institutions may not be sure about the regulatory framework and will find the present brochure a useful document for their information and guidance.

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Islamabad

GUIDELINES FOR THE ESTABLISHMENT OF A NEW UNIVERSITY OR AN INSTITUTION OF HIGHER EDUCATION

1. Introduction

1.1 The provisions of the “Education Sector Reforms: Strategic Plan 2001-2004” and the “National Education Policy 1998-2010” of the Government of Pakistan highlight the importance of higher education and the need for greater investment by the public and private sectors. It is also realized that the public sector is unable to cope with the surging demand of higher education from the student community and there is a need to encourage the private sector. Accordingly, the Government is pursuing a liberal policy towards this sector. This is reflected in the establishment of 70 new universities/degree awarding institutes since October 1999, a record number in the history of Pakistan.

1.2 These developments usher in a new beginning in public and private partnership. Hopefully, this will fulfill the escalating demands of the student population for higher education. The combination of private and public sectors, it is hoped, will not only start a healthy tradition of competition but will also lead to the establishment of high quality educational institutions in market oriented disciplines and will also pioneer diversity of educational degree programmes.

1.3 The present document sets out the revised criteria/norms as approved by the Cabinet on 27th February 2002 and amendments approved on 4th October, 2006 for the establishment of a new university or a degree awarding institute and lays down the procedures for their establishment and seeking degree awarding status or the charter of a university by the Federal or the respective Provincial Governments. It identifies various legal, organizational, financial and other related formalities/requirements, which need to be fulfilled and adhered to for submission of feasibility report, inspection and acquiring a charter for the institution. It also provides the criteria and framework of governance for guidance of the entrepreneurs.

1.4 The scope of the document is confined to providing guidelines, which have been prescribed by the Federal Government for establishing institutions in the public and private sectors in all

areas of the country, as necessitated by the Chancellors' Committee in its 1st meeting held on May 11, 2004.

2

PROCEDURE FOR THE ESTABLISHMENT OF A NEW UNIVERSITY OR AN INSTITUTION OF HIGHER EDUCATION

2.1 The establishment of a university is a multi-step process. It involves fulfilling the legal formalities as well as making available the required physical, human and financial resources. The next step is to meet the academic and other requirements and submission of feasibility report to the HEC or a concerned Education Department of the Provincial Government. Subsequent to the clearance of feasibility stage, the next stage is the physical inspection of the facilities and infrastructure. Subject to satisfactory clearance of inspection, the institution concerned shall submit the case to Higher Education Commission if it is desired to have charter from the Federal Government for its governance. The case will be submitted to the Provincial Education Department if the charter from the Provincial Government is needed.

2.2 Completion of legal formalities

2.2.1 The first step in connection with the establishment of a new university or an institution of higher education is the fulfilment of legal formalities and registration by the sponsoring body under the relevant regulations of the Companies Ordinance/Societies Registration Act/Trust Act as a Foundation/Society or a Trust constituted. This formality is not required in case the institution is desired to be established in the public sector.

2.3 Submission of feasibility report

2.3.1 Following the completion of preliminary legal requirements, the authorized representative of the sponsor/s shall submit a

comprehensive feasibility report in accordance with the General Institutional Requirements Proforma (Form PU-01) along with a non-refundable bank draft/pay order of Rs.20,000/- in the name of the Higher Education Commission as a fee for the evaluation of the feasibility report. An application shall be considered only when the fee is credited to the account of the HEC and the agency has fulfilled all the formalities. The application shall be made to the Chairman, HEC along with five copies of the Feasibility Report including the soft copy.

2.4 Scrutiny

2.4.1 On the basis of the documents submitted by an institution, the HEC will determine whether or not there is a prima facie case for further considering the application. The applicant institution will be informed accordingly. If the Commission finds that there is a prima facie case for further consideration, the feasibility report shall be thoroughly scrutinized by a panel appointed by the HEC. The panel will assess the application and may ask for additional information or recommend the case for preliminary inspection of the institution.

2.5 Site inspection

2.5.1 If the HEC finds that the institution has made a good case after the clearance of the feasibility report, the HEC shall appoint an Inspection Committee which will conduct a preliminary site-visit/inspection of the institution for physical verification of the infrastructure and available facilities with evidence and for satisfying itself and that the institution has the ability and capacity to run the academic programmes. An inspection fee of Rs. 30,000/- shall be charged, which will be payable in advance through a non-refundable bank draft/pay order in the name of the HEC by the institution concerned. The visit will require meeting with administrators, teaching staff, students and support services staff. A visit to the library and other learning resources will also be conducted.

2.6 Recommendation for grant of charter

2.6.1 The Inspection Committee will report its findings to the HEC. In case of satisfactory report of inspection, the draft charter

based on the Federal Universities Ordinance (FUO), 2002 of the HEC as contained in this document will be vetted by the HEC. After consideration of the draft charter vis-à-vis provisions of FUO, 2002, the HEC will recommend the case for grant of Charter to the Federal Government or the Provincial Government, as the case may be.

2.7 Grant of charter

2.7.1 Charter will be granted subject to the jurisdiction either by the Parliament/President of Pakistan or a Provincial Assembly/Governor of a province, as the case may be.

3

CRITERIA AND REQUIREMENTS FOR THE ESTABLISHMENT OF A NEW UNIVERSITY OR AN INSTITUTE OF HIGHER EDUCATION

3.1 Institutions normally apply to the concerned Government where they are situated. In case the institution is located in the federal territory, the application shall be made to the HEC. In case an institution is based in a provincial territory, the application shall be addressed to the concerned Provincial Education Department. The Chancellors' Committee in its first meeting held on May 11, 2004 necessitated that each Provincial Government will follow the Cabinet Criteria for evaluation and grant of charter. In case of grant of provincial charter, the HEC is usually consulted by the Provincial Governments. For this purpose, the clearance by the HEC shall help in facilitating the grant of charter.

3.2.1 The organizational, legal, financial and other related formalities and requirements, including the submission of a feasibility report are outlined in the general institutional requirements proforma and space norms as in Forms PU-01 and PU-02 and PI-02 These guidelines pertain to registration, availability of infrastructure and adequate financial resources, proposed programme of study, development of academic programme, teaching staff, admission

criteria, fee structure, quality assurance mechanism, student supervision, assessment and examination etc. The main points of the criteria and requirements are highlighted for information of the entrepreneurs.

3.2.2 General institutional requirements

3.3.1 The essential requirements for meeting institutional formalities are detailed in Form PU-01 and may be categorized under the following main headings:

- ◆ Registration as a legal entity
- ◆ Premises and availability of physical resources
- ◆ Organization and governance
- ◆ Administrative and academic staffing
- ◆ Student body and student support services
- ◆ Programmes of study and courses of study
- ◆ Teaching and learning
- ◆ Examination and assessment
- ◆ Quality assurance mechanism, student supervision and
- ◆ Budget & Finance

4

CONDITIONS GOVERNING THE ESTABLISHMENT OF A NEW UNIVERSITY OR AN INSTITUTION OF HIGHER EDUCATION

4.1 The provisions for the establishment of a new university or a degree awarding institution shall be governed by the following conditionalities:

4.2 Legal and procedural

- i) That the sponsoring body should be a Society/Trust or a Foundation registered/constituted under the relevant regulations

of Companies Ordinance/Trust Act/Societies Registration Act. This shall not be required in case the institution is in the public sector;

- ii) A copy of the registration deed along with a Memorandum of association will be supplied to examine the objectives and credentials of the members. A brief profile of each member of management should also be provided;
- iii) That the sponsoring body/institution shall apply to the HEC and submit 5 copies of the feasibility report/corporate plan including the soft copy keeping in view the General Institutional Requirements Proforma as per Form PU-01.

4.3 Institutional and academic

- i) That the site selected for the institution must be suitable from academic point of view. Sustainable physical viability, availability of water, electricity, fuel gas, telephones, building materials, furniture and labour for construction etc., must be ensured;
- ii) That the building in which the educational institution is to be located must be suitable, and that provision will be made in conformity with the statutes and the regulations for a) the residence of students, not residing with their parents or guardians, in the hostels established and maintained by the institution, b) the supervision, physical and general welfare of students;
- iii) That the HEC shall satisfy itself that the Body has the physical, human and financial resources to establish a viable institution;
- iv) In case of a university, the sponsor shall have to make available at least 10 acres (3 acres in city and 7 acres on city fringes) and in case of an institute at least 3-1/3 acres of land, depending on the location having potential for further development. Virtual universities, however, shall be excluded from the condition of land;

- v) Any degree awarding institution of higher education having four or more departments will be eligible for title of a university. Any institution having less than four departments will be eligible for grant of charter as a degree awarding institute;
- vi) Particular criteria/norms in respect of various aspects of setting up a new university or an institution, such as, departments, teaching and non-teaching staff, lecture halls, libraries, laboratories, internet, hostel, composition of Board of Governors etc. shall be as detailed at Form PU-02 and PI-02;
- vii) That in drawing up the organizational structure of the institution (into faculties, departments etc.), the standard and quality of teaching and efficiency of the system must be ensured;
- viii) That an appropriate regulatory framework and mechanism is provided for regulating academic and administrative matters of the institution;
- ix) That the educational institution has framed proper rules regarding the efficiency and discipline of its staff and other employees;
- x) That the strength and qualifications of teaching and other staff, and the terms and conditions of their service are adequate;
- xi) That provision has been made for library and laboratory facilities and other practical work as detailed in Form PU-02 and PI-02;
- xii) That at least 10% of students be granted fee exemptions and scholarships on need basis;
- xiii) That 10% of the institutional budget is specified for research;

- xiv) That where an educational institution desires to add to the courses of instruction in respect of which it has been approved, the procedure prescribed for accreditation shall, as far as possible, be followed;
- xv) The powers to grant affiliation to any institution shall be available to a University which has built in quality criteria, judged by the HEC;
- xvi) That permission granted shall be restricted to a specified place and a particular course/degree. No sub-campus, branch or outpost shall be established or franchised without the prior approval of the HEC.
- xvii) Campuses located in one city of a private university/institution will be considered collectively as one unit for the application of the criteria. However, the campus of a private university/institution located in other cities would be treated as a new institution and the same criteria will be applicable to each campus.

4.4 Financial

- i) That subject to the satisfaction of HEC, the institution is financially stable and has the ability to sustain a regular functioning on a long-term basis;
- ii) That the financial resources of the institution are sufficient to enable it to make due provision for its continued maintenance and efficient working. For this purpose the sponsor shall be required to create a non-transferable Endowment Fund in the name of the Society or Trust, as the case may be. Endowment Fund shall be invested in the name of the institution or university as under:

In case of a new university

Endowment Fund (Secured in the name of Trust/ Society)	Rs.50.0 million (not applicable in case of public sector university)
Tangible assets in the form of land/building etc.	Rs.100.0 million
Working Capital.	Rs.50.0 million (not applicable in case of public sector university)
Total:	Rs.200.0 million

In case of a new degree awarding institute of higher education

Endowment Fund (Secured in the name of Trust/Society)	Rs.15.0 million
Tangible assets in the form of land/building etc.	Rs.25.0 million
Working Capital	Rs.10.0 million
Total:	Rs.50.0 million

The Endowment Fund may be established in the form of profitable investments such as certificates, shares, units etc. The value of investment, however, will be determined on actual or face value and profit accrued thereon is to be utilized for academic development of the university/institution. The university/institute is required to furnish proof of such an investment. The investment as Endowment Fund would be liable for periodic monitoring by the Higher Education Commission.

- iii) That the institution shall furnish such reports, returns and other relevant information as the HEC may require, to enable it to judge the financial sustainability and soundness of the sponsors.
- iv) Double entry system accounts shall be maintained by the institution;
- v) Each institution shall have its annual accounts audited by the competent auditors.

4.5 Constitutional and cultural

- i) The university/institute shall be required to strictly comply with the constitutional provisions, ideology of Pakistan and law and abide by social, religious, ethical and cultural ethos and values and respect cultural and religious sensitivities;
- ii) The university/institute shall have to work within the framework of the Education Policy and other law or policy framed/amended by the Government of Pakistan/Provincial Government/HEC from time to time;
- iii) That the institution must restrict to teaching, research and co-curricular activities. Political or other activities detrimental to national, religious, social or local culture shall not be undertaken.

4.6 Monitoring

- i) That the institution shall furnish such reports, returns and other information as the HEC may require, enabling it to judge the efficiency and effectiveness of the institution;
- ii) The HEC or the Education Department of the concerned Province shall be competent to carry out periodic inspections and monitoring and visitation as may be determined from time to time;
- iii) That the establishment and continuation of arrangements shall be subject to visitation/monitoring by the HEC or the Education Department of the concerned Province and that the institution strictly follows the rules framed by the concerned from time to time;
- iv) That the HEC or the Education Department of the concerned Province may call upon any educational institution to take such action as may appear necessary in respect of any of the matters specified under any law for the time being in force or any rules of the concerned bodies;
- v) That the HEC or the Education Department of the concerned Province shall have full powers to take any such action, including closure of an institution, if it has been found indulging in any subversive or unlawful activity, or it avoids/overlooks provisions of laws etc.;
- vi) The HEC would be the competent authority to grant accreditation, validate courses and syllabi of the university/institute, which shall be subject to quality standards set by the HEC. The accreditation will be withdrawn if found that the institution is unable to satisfactorily demonstrate its ability and commitment to achieve and maintain national academic standards;
- vii) The university/institute shall be liable to provide facilities to the representatives of the HEC, the Pakistan Engineering Council, Pakistan Medical and Dental Council or such similar relevant

organizations for visitation to enable them to verify that the university/institute is maintaining appropriate academic standards.

4.7 Space criteria and norms

4.7.1 The desirable space standards for establishing a University or an institution of higher education are laid down in Form PU-02 and PI-02.

4.8 Inspection requirements

4.8.1 In order to physically verify the infrastructure and available facilities, the inspection team may like to conduct a detailed survey of the institution with regard to physical, human, financial and academic resources. The institution will also be required to submit a written statement as per Inspection Proforma (Form PU-03).

4.9 Visitation

4.9.1 The Senate of the University/Institution may, in accordance with the terms and procedures as may be prescribed, cause an inspection to be made in respect of any matter connected with the University/Institution.

5

FRAMEWORK OF GOVERNANCE

5.1 The model framework of the governance of a university or an institution of higher education has been provided for the information of the concerned (See Appendix-III).

5.2 Salient features of the framework

5.2.1 An institution with a minimum of four or more departments will be eligible for the charter of a university. An institution, having less

than four departments, will be eligible for grant of charter as a degree awarding institute.

5.2.2 The Senate of a private/public sector institution should consist of the following:

- i) the Chancellor who shall be the Chairperson of the Senate;
- ii) the Vice-Chancellor;
- iii) one member of the Government not below the rank of Additional Secretary from the Ministry of Education or any other department relevant to the special focus of the University;
- iv) four persons from society at large being persons of distinction in the fields of administration, management, education, academics, law, accountancy, medicine, fine arts, architecture, agriculture, science, technology and engineering such that the appointment of these persons reflects a balance across the various fields:

Provided that the special focus or affiliation of the University, to be declared in the manner prescribed, may be reflected in the number of persons of distinction in an area of expertise relevant to the University who are appointed to the Senate;

- v) one person from amongst the alumni of the University;
- vi) two persons from the academic community of the country, other than an employee of the University, at the level of professor or principal of a college;
- vii) four University Teachers; and
- viii) one person nominated by the Higher Education Commission.

6

NOTES FOR GUIDANCE

6.1 The following notes are submitted for additional information in connection with the requirements for submission.

6.1.1 *Physical resources and support services:* Details of the institution, such as purpose and functions, administrative and management infrastructure, constitution and composition of authorities, their functions and registration status and other details should also be provided. Availability of physical facilities such as building, furniture, laboratories, computers, library, gas, electricity, telephone, water, road, parking, playing grounds and hostel facilities be spelled out.

6.1.2 *Human resources/faculty:* The quality of staff, their qualifications and experience, are of paramount importance. A list of teaching, technical and administrative staff, along with brief curriculum vitae of academic staff be provided.

6.1.3 *Curriculum & programme of study:* The standard of courses should be consistent and comparable in standards with similar institutions in the country. It should ensure the realization of its aims and objectives and specify the knowledge and skills to be developed.

6.1.4 *Academic structure in terms of departments, faculties:* The identification and classification of roles, responsibilities and terms of reference of Boards of Studies, Academic Council/Committees etc., should be clearly spelled out.

6.1.5 *Admission regulations:* Regulations for admission, entry standard and the required qualification for admission in a particular course should be clearly identified.

6.1.6 *Tuition fee framework:* The details of fee, admission and other charges should be given separately.

6.1.7 *Examination & assessment (external perspective):* Information on the assessment system, regulations and examinations should be provided.

6.1.8 *Student supervision and quality assurance:* Students need to receive proper academic supervision. The institutions need to ensure the provision of adequate learning resources. Quality assurance arrangements and professional level of administrative & technical support for quality assurance are to be provided.

6.1.9 *Representation of public sector agencies:* Representation of public bodies like the Ministry of Education/HEC, Chamber of Commerce & Industries and Provincial Government etc., should be ensured.

6.1.10 *Adequate financial resources and institution of endowment:* For purpose of financial viability, adequate financial resources in the form of endowment etc., as specified must be ensured.

6.1.11 *Self-check list:* A self-check list for submission of the feasibility report is given at Appendix-IV for information of the sponsors.



Form PU-01

HIGHER EDUCATION COMMISSION

Sector H-9, Islamabad

URL: www.hec.gov.pk

**GENERAL INSTITUTIONAL REQUIREMENTS
PROFORMA FOR THE ESTABLISHMENT OF A NEW
UNIVERSITY OR AN INSTITUTION OF
HIGHER EDUCATION**

1. Executive summary of the project

- 1.1 Development of proposal and justification
- 1.2 Philosophy/objectives
- 1.3 Demonstration with reference to need/s of the society and facilities proposed to be created in relation to the market demand
- 1.4 Social benefits to be achieved.

2. Sponsorship

- 2.1 Registered body, association, federation, trust, foundation, NGO etc.
- 2.2 Governing body
- 2.3 Funding sources
 - 2.3.1 Initial investment
 - 2.3.2 Recurring expenses/endowment/trust.

3. Location

- 3.1 Proposed site, area
- 3.2 Justification with reference to demographic requirements and availability of present facilities in the area.

4. Physical Facilities

- 4.1 Infrastructure available
 - 4.1.1 Land

- 4.1.2 Building: administration, academic, library, laboratories, hostels, halls, sports grounds and other facilities
- 4.1.3 Equipment, office and laboratories
- 4.1.4 Books, journals, other publications
- 4.1.5 Furniture, fixtures
- 4.1.6 Others.

4.2 Infrastructure proposed

- 4.2.1 Land
- 4.2.2 Building, administration, academic, library, laboratories, hostels, halls, sports grounds and other facilities
- 4.2.3 Equipment
- 4.2.4 Books, journals, other publications
- 4.2.5 Furniture, fixtures
- 4.2.6 Others.

5. Proposed programme of study

- 5.1 Degrees, diplomas, certificates to be awarded
- 5.2 Name and duration of courses/programmes
- 5.3 Mode of evaluation

6. Curriculum

- 6.1 Proposed structure/scheme of studies
- 6.2 Details of courses, level-wise
- 6.3 Management of practical training

7. Development of academic programmes

- 7.1 Phases
- 7.2 Development schedule

8. Academic structure in terms of departments, faculties

- 8.1 Names of departments and faculties
- 8.2 Constitution & composition of course committees
- 8.3 Constitution and composition of board of studies, academic council/committee.

9. Admissions

- 9.1 General policy
- 9.2 Number of students to be enrolled, level-wise
- 9.3 Procedures and criteria of admission.

10. Fee structure

- 10.1 Admission fee, annual tuition fee, other dues (to be specified)
- 10.2 Scholarships, bursaries, assistantships, if any.

11. Examination and assessment

- 11.1 Information on assessment system, regulations of examinations
- 11.2 Mechanism of assessment and examinations
- 11.3 Arrangements for monitoring quality of teaching and learning and students performance.

12. Quality assurance and student supervision

- 12.1 Arrangement for academic supervision of students
- 12.2 Arrangements for quality assurance
- 12.3 Level of administrative and technical support for quality assurance.

13. Students

- 13.1 Total number of students enrolled in the institution
- 13.2 Enrolment of students level-wise
- 13.3 Output of students level-wise for the past 3 years (if any).

14. Faculty/Staff

- 14.1 Faculty strength, qualifications, pay scales, criteria of selection (level-wise)
- 14.2 Visiting, associates and others
- 14.3 Administrative and supporting staff.

15. National and International collaboration, if any

- 15.1 Collaborating agencies/institutions
- 15.2 Nature of collaboration/linkage/s
- 15.3 Method and extent of collaboration/linkage/s.

16. Financial Plan

- 16.1 Viable financial propositions over a period of 5 to 10 years.
Also provide an analytical-descriptive plan both for sources and utilization of recurring and non-recurring expenditure.
- 16.2 Sources of yearly income
- 16.3 Non-recurring/development, cost
- 16.4 Capital cost estimates.

Phase-I

Phase-II

Phase-III

a). Land

- i. land donation
- ii. land acquisition by Act
- iii. land purchased

b). Buildings

- i. Academic buildings
- ii. Office buildings
- iii. Residential buildings
- iv. Students hostels
- v. Amenity buildings including playground
- vi. Others

c). Equipment

- i. Laboratory equipment
- ii. Office equipment and machinery
- iii. Machinery and tools for academic purposes

d). Furniture

- i. Furniture for academic purposes including Library
- ii. Furniture for hostel
- iii. Office furniture
- iv. Furniture - residential

e). Transport

- i. For official use
- ii. For students
- iii. For academic & research

f). Administration

- i. Academic support staff
- ii. Administration staff
- iii. Maintenance staff
- iv. Service staff

g). Faculty

- i. Teaching
- ii. Research

16.5 Recurring income

a). Receipts

- i. Grants
- ii. Donations
- iii. Gifts
- iv. Assets and investment income
- v. Endowment income
- vi. Survey/project & research income

b). Fee

- i. Regular
- ii. Casual
- iii. Miscellaneous

16.6 Recurring expenditure

- 16.6.1 Pay and Allowances
- 16.6.2 Maintenance
- 16.6.3 Purchase
- 16.6.4 Utilities
- 16.6.5 Running laboratory expenses
- 16.6.6 Examinations
- 16.6.7 Consumable
- 16.6.8 Stores

17. Pert chart (indicating phase-wise activities for establishment of institution)

Project (5 Years)	Phase-I (5 Years)	Phase-II (5 Years)	Phase III
17.1	Investment by sponsors		
17.2	Fund raising		
17.3	Building - equipment - furniture		
17.4	Charter		
17.5	Curricula		
17.6	Academic programmes		
17.7	Faculty		
17.8	Students		
17.9	Others		

18. Additional information, if any.



HIGHER EDUCATION COMMISSION

Sector H-9, Islamabad

URL: www.hec.gov.pk

**INSPECTION PROFORMA FOR A UNIVERSITY/AN
INSTITUTION OF HIGHER EDUCATION**

(Note: Please answer every question clearly and fully. Extra sheets may be attached where necessary).

1. General

- 1.1 Name of the Institution, address and telephone/fax No.
- 1.2 Year of establishment
- 1.3 Name of the controlling authority/Chief Executive
- 1.4 Name, designation and qualifications of the Head of the institution
- 1.5 Name of the Registered Society/body, trust, foundation, NGO etc.
- 1.6 Governing body, its composition and other relevant details.

2. Physical Facilities

- 2.1 Infrastructure available (Please give details under each head, stating clearly whether owned, rented or shared)
 - 2.1.1 Land
 - 2.1.2 Total covered area of the campus both for administration and academic purpose
 - 2.1.3 No. of rooms and area of the administration building
 - 2.1.4 Total No. of class rooms, their size
 - 2.1.5 Details of the library, laboratories, workshops, equipment and hostels buildings
 - 2.1.6 Details of the office equipment, furniture and fixtures
 - 2.1.7 No. of quarters/residences at the campus for teaching staff

- 2.1.8 No. of quarters/residences at the campus for teaching staff
- 2.1.9 No. of books (subject-wise), journals, other publications
- 2.1.10 Details of sports grounds and other facilities
- 2.1.11 Position of gas, water and electricity fittings
- 2.1.12 Others.

2.2 Infrastructure proposed (Please give details under each head)

- 2.2.1 Land
- 2.2.2 Proposed site, area
- 2.2.3 Total covered area of the campus both for administration and academic purpose
- 2.2.4 No. of rooms and area of the administration building including conference hall
- 2.2.5 Total No. of class rooms, their size
- 2.2.6 Details of the library, laboratories, workshops, equipment and hostels buildings
- 2.2.7 Details of the office equipment, furniture and fixtures
- 2.2.8 No. of quarters/residences at the campus for teaching staff
- 2.2.9 No. of books (subject-wise), journals, other publications
- 2.2.10 Details of sports grounds and other facilities
- 2.2.11 Transport vehicles
- 2.2.12 Others.

2.3 Laboratories

- 2.3.1 What is the number and size of laboratories and workshops?
- 2.3.2 Are the laboratories and workshops fitted with electricity, gas and water?
- 2.3.3 Give a list of apparatus and equipment in each subject.
- 2.3.4 What amount has been allocated for laboratory equipment and apparatus in the current year budget?

2.4 Library

- 2.4.1 Is there proper building for the library? Give size of the library building

- 2.4.2 Total number of books in the library
- 2.4.3 Total number of reference books
- 2.4.4 Whether textbooks are available in each subject. If so, number of copies of each textbook may be given.
- 2.4.5 What journals and newspapers are subscribed for the library?
- 2.4.6 How many students can be accommodated in the reading room?
- 2.4.7 Has a librarian been employed?
- 2.4.8 What are the qualifications of the librarian?
- 2.4.9 What is the total amount allocated for the library in the current year budget?
- 2.4.10 (a) Recurring, (b) Non-recurring.

2.5 Hostels

- 2.5.1 What provision has been made for the residence of students?
- 2.5.2 What is the maximum number of boarders that can be lodged in the hostel?
- 2.5.3 Is there any arrangement of Mess? Is it subsidized by the institution or run entirely from the students contribution?
- 2.5.4 Is there a common room?
- 2.5.5 What is the arrangement for medical aid?
- 2.5.6 What are the qualifications of the Warden?
- 2.5.7 Does the Warden reside inside or near the hostel?

2.6 Playgrounds

- 2.6.1 Games for which the institution has made provision. Give details of playground/s.
- 2.6.2 Are the playgrounds near the institution or the hostel?
- 2.6.3 Did the institution participate in any national or inter-provincial tournament?
- 2.6.4 Has the institution employed a whole time physical instructor?
- 2.6.5 What are the qualifications of the physical instructor?
- 2.6.6 What is the arrangement for Physio-Medical examination of students?
- 2.6.7 Is there a provision for gymnasium and athletics?

2.7 Transport

- 2.7.1 For official use
- 2.7.2 For students
- 2.7.3 For academic & research

3. Students

- 3.1 Total number of students enrolled in the institution
- 3.2 Enrolment of students level-wise
- 3.3 Output of students level-wise for the past 3 years, if any.

4. Faculty/Staff

- 4.1 Faculty strength, Names of members of teaching staff, their qualifications, designations, experience, pay scales and
- 4.2 Mode of appointment of teaching staff and criteria of selection (level-wise). Copies of the service rules including efficiency and disciplines rules to be attached.
- 4.3 Total number of non-teaching, administrative and supporting staff, their designation, qualifications and experience. Copies of service rules to be provided.

5. Academic structure in terms of departments, faculties

- 5.1 Names of departments and faculties
- 5.2 Constitution & composition of course committees
- 5.3 Constitution and composition of board of studies, academic council/committee.

6. Degree programme of study (both current and proposed)

- 6.1 Degrees, diplomas, certificates to be awarded
- 6.2 Name and duration of courses/programmes
- 6.3 Mode of evaluation (semester, annual, term system)

7. Development of academic programmes

- 7.1 Phases
- 7.2 Development schedule

8. Curriculum (both current and proposed)

- 8.1 Current structure/scheme of studies
- 8.2 Details of courses, level-wise
- 8.3 Management of practical training
- 8.4 Proposed scheme of studies

9. Admissions

- 9.1 General policy
- 9.2 Number of students to be enrolled, level-wise
- 9.3 Procedures and criteria of admission.

10. Fee structure

- 10.1 Admission fee, annual tuition fee, other dues (to be specified)
- 10.2 Scholarships, bursaries, assistantships, if any.

11. Examination and assessment

- 11.1 Information on assessment system, regulations of examinations
- 11.2 Mechanism of assessment and examinations
- 11.3 Arrangements for monitoring quality of teaching and learning and students performance.

12. Quality assurance and student supervision

- 12.1 Arrangement for academic supervision of students
- 12.2 Arrangements for quality assurance
- 12.3 Level of administrative and technical support for quality assurance.

13. National and international collaboration, if any

- 13.1 Collaborating agencies/institutions
- 13.2 Nature of collaboration/linkage/s
- 13.3 Method and extent of collaboration/linkage/s.

14. Budget

- 14.1 Summary of the annual grant and expenditure of the institution for the last year
- 14.2 Sources of yearly income
- 14.3 Non-recurring/development, cost
- 14.4 Capital cost estimates.

15. Finances

- 15.1 State the financial position of the institution and sources of income to meet the recurring and developmental expenses of the institution.

15.2 Income-recurring

a). Receipts

- i. Grants
- ii. Donations
- iii. Gifts
- iv. Assets and investment income
- v. Endowment income
- vi. Survey/project & research income.

b). Fee

- i. Regular
- ii. Casual
- iii. Miscellaneous.

16. Recurring expenditure

- 16.1 Pay and Allowances
- 16.2 Maintenance
- 16.3 Purchase
- 16.4 Utilities
- 16.5 Running laboratory expenses
- 16.6 Examinations
- 16.7 Consumable
- 16.8 Stores.

17. Additional information, if any.

Federal Universities Ordinance (FUO), 2002

ORDINANCE No. CXX OF 2002

AN
ORDINANCE

to constitute and restructure Universities set-up by the Federal Government

WHEREAS it is expedient to provide for the constitution and the restructuring of universities set up by the Federal Government in order to provide autonomy while improving governance and management so as to enhance the quality of higher education in the country;

AND WHEREAS the President is satisfied that circumstances exist which render it necessary to take immediate action;

NOW, THEREFORE, in pursuance of Proclamation of Emergency of the fourteenth day of October, 1999, and the Provisional Constitution Order No. 1 of 1999, read with the Provisional Constitution (Amendment) Order No. 9 of 1999, and in exercise of all powers enabling him in that behalf, the President of the Islamic Republic of Pakistan is pleased to make and promulgate the following Ordinance:-

CHAPTER I

PRELIMINARY

1. Short title, application and commencement.— (1) This Ordinance may be called the Federal Universities Ordinance, 2002.

(2) The provisions of this Ordinance shall come into force with respect to the universities listed in the Schedule to the Ordinance on such dates as may be specified by the Government through notifications in the official Gazette as the dates of repeal of the Act or Ordinance or other legislative instrument constituting each of the universities specified in the Schedule.

(3) The Government may through notification in the official Gazette make additions to the list of universities placed in the Schedule.

(4) This Ordinance shall apply to all universities set up by the Government after the promulgation date hereof through a notification in the official Gazette in terms of this Ordinance.

2. Definitions: — In this Ordinance unless there is anything repugnant in the subject or context, —

- (a) "Academic Council" means the Academic Council of the University.
- (b) "affiliated college" means an educational institution affiliated to the University but not maintained or administered by it;
- (c) "Authority" means any of the Authorities of the University specified or set up in terms of section 15;
- (d) "Chancellor" means the Chancellor of the University;
- (e) "college" means a constituent college or an affiliated college;
- (f) "Commission" means the Higher Education Commission set up by the Higher Education Commission Ordinance, 2002 (LIII of 2002);
- (g) "constituent college" means an educational institution, by whatever name described, maintained and administered by the University;
- (h) "Dean" means the head of a Faculty or the head of an academic body granted the status of a Faculty by this Ordinance or by the Statutes or Regulations;
- (i) "department" means a teaching department maintained and administered, or recognized by the University in the manner prescribed;
- (j) "Director" means the head of an institute established as a constituent institution by the University by Statutes or Regulations in terms of the powers delegated by this Ordinance;
- (k) "Faculty" means an administrative and academic unit of the University consisting of one or more departments, as prescribed;
- (l) "Government" means the Federal Government;
- (m) "prescribed" means prescribed by Statutes, Regulations or Rules and made under the Ordinance;
- (n) "Principal" means the head of a College;

- (o) "Representation Committees" means the Representation Committees constituted under section 23;
- (p) "Review Panel" means the Review Panel set up by the Chancellor in accordance with the provisions of section 8;
- (q) "Schedule" means a Schedule to the Ordinance;
- (r) "Search Committee" means the Search Committee set up by the Senate under section 11;
- (s) "Senate" means the Senate of the University;
- (t) "Statutes", "Regulations" and "Rules" mean respectively the Statutes, the Regulations and the Rules made under this Ordinance and for the time being in force;
- (u) "Syndicate" means the Syndicate of the University;
- (v) "teachers" include Professors, Associate Professors, Assistant Professors and Lecturers engaged whole-time by the University or by a constituent or affiliated college and such other persons as may be declared to be teachers by Regulations;
- (w) "University" means any of the degree-awarding institutions listed in the Schedule to which this Ordinance has been made applicable through notification in the official Gazette or any degree-awarding institution set up by the Federal Government after the promulgation date hereof;
- (x) "University Teacher" means a whole-time teacher appointed and paid by the University, or recognized by the University as such; and
- (y) "Vice-Chancellor" means the Vice-Chancellor of the University.

CHAPTER II

THE UNIVERSITY

3. Incorporation.— (1) The universities listed in the Schedule shall, from the dates of publication in the official Gazette of notifications in this behalf, stand reconstituted in accordance with the provisions of the Ordinance.

(2) The Government may set up such universities as are considered appropriate through notification in the official Gazette and the provisions of the

Ordinance shall apply to each University set up after the promulgation date hereof.

- (3) The University shall consist of the following, namely:—
- (a) the Chancellor, the members of the Senate and the Vice-Chancellor;
 - (b) the members of the authorities of the University established under section 15;
 - (c) all University teachers and persons recognized as students of the University in accordance with terms prescribed from to time; *and*
 - (d) all other full-time officers and members of the staff of the University.

(4) The University shall be a body corporate by such name as may be notified and shall have perpetual succession and a common seal, and may sue and be sued by the said name:

Provided that universities set up prior to the commencement date shall continue to be described by the existing names unless changed in accordance with any law for the time being in force.

(5) The University shall be competent to acquire and hold property, both movable and immovable, and to lease, sell or otherwise transfer any movable and immovable property which may have become vested in or been acquired by it.

(6) Notwithstanding anything contained in any other law for the time being in force, the University shall have academic, financial and administrative autonomy, including the power to employ officers, teachers and other employees on such terms as may be prescribed, subject to the terms of this Ordinance and the Higher Education Commission Ordinance, 2002 (LIII of 2002). In particular, and without prejudice to the authority granted to the Commission by the law, the Government or an authority or auditor appointed by the Government shall have no power to question the policy underlying the allocation of resources approved by the Senate in the annual budget of the University.

(7) All properties, rights and interests of whatever kind, used, enjoyed, possessed, owned or vested in, or held in trust by or for any of the universities listed in the Schedule and liabilities legally subsisting against such universities shall pass to the University reconstituted under the Ordinance.

4. Powers and Purposes of the University.— The University shall have the following powers, namely:—

- (i) to provide for education and scholarship in such branches of knowledge as it may deem fit, and to make provision for research, service to society and for the application, advancement and dissemination of knowledge in such manner as it may determine;
- (ii) to prescribe courses of studies to be conducted by it and the colleges;
- (iii) to hold examinations and to award and confer degrees, diplomas, certificates and other academic distinctions to and on persons who have been admitted to and have passed its examinations under prescribed conditions;
- (iv) to prescribe the terms and conditions of employment of the officers, teachers and other employees of the University and to lay down terms and conditions that may be different from those applicable to government servants in general;
- (v) to engage, where necessary, persons on contracts of specified duration and to specify the terms of each engagement;
- (vi) to confer honorary degrees or other distinctions on approved persons in the manner prescribed;
- (vii) to provide for such instruction for persons not being students of the University as it may prescribe, and to grant certificates and diplomas to such persons;
- (viii) to institute programmes for the exchange of students and teachers between the University and other universities, educational institutions and research organisations, inside as well as outside Pakistan;
- (ix) to provide career counselling and job search services to students and alumni;
- (x) to maintain linkages with alumni;
- (xi) to develop and implement fund-raising plans;

- (xii) to provide and support the academic development of the faculty of the University;
- (xiii) to confer degrees on persons who have carried on independent research under prescribed conditions;
- (xiv) to affiliate and disaffiliate educational institutions under prescribed conditions;
- (xv) to inspect colleges and other educational institutions affiliated or seeking affiliation with it;
- (xvi) to accept the examinations passed and the period of study spent by students of the University at other universities and places of learning equivalent to such examinations and periods of study in the University, as it may prescribe, and to withdraw such acceptance;
- (xvii) to co-operate with other Universities, public authorities or private organisations, inside as well as outside Pakistan, in such manner and for such purposes as it may prescribe;
- (xviii) to institute Professorships, Associate Professorships, Assistant Professorships and Lectureships and any other posts and to appoint persons thereto;
- (xix) to create posts for research, extension, administration and other related purposes and to appoint persons thereto;
- (xx) to recognize selected members of the teaching staff of affiliated colleges or educational institutions admitted to the privileges of the University or such other persons as it may deem fit, as University teachers;
- (xxi) to institute and award financial assistance to students in need, fellowships, scholarships, bursaries, medals and prizes under prescribed conditions;
- (xxii) to establish teaching departments, schools, colleges, faculties, institutes, museums and other centres of learning for the development of teaching and research and to make such arrangements for their maintenance, management and administration as it may prescribe;

- (xxiii) to provide for the residence of the students of the University and the colleges, to institute and maintain halls of residence and to approve or license hostels and lodging;
- (xxiv) to maintain order, discipline and security on the campuses of the University and the colleges;
- (xxv) to promote the extra curricular and recreational activities of such students, and to make arrangements for promoting their health and general welfare;
- (xxvi) to demand and receive such fees and other charges as it may determine;
- (xxvii) to make provision for research, advisory or consultancy services and with these objects to enter into arrangements with other institutions, public or private bodies, commercial and industrial enterprises under prescribed conditions;
- (xxviii) to enter into, carry out, vary or cancel contracts;
- (xxix) to receive and manage property transferred and grants, contributions made to the University and to invest any fund representing such property, grants, bequests, trusts, gifts, donations, endowments or contributions in such manner as it may deem fit;
- (xxx) to provide for the printing and publication of research and other works; *and*
- (xxxi) to do all such other acts and things, whether incidental to the powers aforesaid or not, as may be requisite or expedient in order to further the objectives of the University as a place of education, learning, and research.

5. University open to all classes, creeds, etc. — (1) Except where the University has been declared by notification in the official Gazette to be open only to persons of a specified gender, the University shall be open to all persons of either gender and of whatever religion, race, creed, class, colour or domicile and no person shall be denied the privileges of the University on the grounds of religion, race, caste, creed, class, colour or domicile.

(2) An increase in any fee or charge that is in excess of ten percent per annum on an annualised basis from the last such increase may not be made except in special circumstances, and only with the approval of the Chancellor.

(3) The University shall institute financial aid programmes for students in need, to the extent considered feasible by the Senate given the resources

available, so as to enable admission and access to the University and the various opportunities provided by it to be based on merit rather than ability to pay:

Provided that the University may institute self-finance schemes not covering more than ten percent of the total number of candidates in any on-campus taught course or research-based programme of study.

6. Teaching at the University. — (1) All recognized teaching in various courses shall be conducted by the University or the colleges in the prescribed manner and may include lectures, tutorials, discussions, seminars, demonstrations, distance learning and other methods of instruction as well as practical work in the laboratories, hospitals, workshops and other governmental or private organizations.

(2) The authority responsible for organizing recognized teaching shall be such as may be prescribed.

CHAPTER III

OFFICERS OF THE UNIVERSITY

7. Principal Officers.— The following shall be the principal officers of the University, namely:—

- (a) the Chancellor;
- (b) the Vice-chancellor;
- (c) the Deans;
- (d) the Principals of the constituent colleges;
- (e) the Chairpersons of the teaching departments;
- (f) the Registrar;
- (g) the Treasurer;
- (h) the Controller of Examinations; *and*
- (i) such other persons as may be prescribed by the Statutes or Regulations to be the principal officers of the University.

8. Chancellor:— (1) The President of Pakistan shall be the Chancellor of the University and the Chairperson of the Senate:

Provided that the notification setting up a university in terms of the Ordinance or repealing the Act, Ordinance or other legislative instrument constituting a university listed in the Schedule may provide for any person other than the President of Pakistan to be the Chancellor of the University.

(2) The Chancellor shall, when present, preside at the meetings of the Senate and the Convocation of the University. In the absence of the Chancellor

the Senate may request a person of eminence to preside over the Convocation of the University.

(3) The members of the Senate as well as the Vice-Chancellor shall be appointed by the Chancellor from amongst the persons recommended by the Representation Committee set up for this purpose or the Search Committee established in accordance with the Ordinance and the Statutes, as the case may be, along with those elected.

(4) Every proposal to confer an honorary degree shall be subject to confirmation by the Chancellor.

(5) If the Chancellor is satisfied that serious irregularity or mismanagement with respect to the affairs of the University has occurred, he may, —

- (a) as regards proceedings of the Senate, direct that specified proceedings be reconsidered and appropriate action taken within one month of the direction having been issued:

Provided that if the Chancellor is satisfied that either no reconsideration has been carried out or that the reconsideration has failed to address the concern expressed he may, after calling upon the Senate to show cause in writing, appoint a five member Review Panel to examine and report to the Chancellor on the functioning of the Senate. The report of the Review Panel shall be submitted within such time as may be prescribed by the Chancellor. The Review Panel shall be drawn from persons of eminence in academics and in the fields of law, accountancy and administration; *and*

- (b) as regards proceedings of any Authority or with respect to matters within the competence of any Authority other than the Senate, direct the Senate to exercise powers under section 19.

9. Removal from the Senate.— (1) The Chancellor may, upon the recommendation of the Review Panel, remove any person from the membership of the Senate on the ground that such person:

- (a) has become of unsound mind; or
- (b) has become incapacitated to function as member of the Senate; or
- (c) has been convicted by a court of law for an offence involving moral turpitude; or
- (d) has absented himself from two consecutive meetings without just cause; or

- (e) has been guilty of misconduct, including use of position for personal advantage of any kind, or gross inefficiency in the performance of functions.

(2) The Chancellor shall remove any person from the membership of the Senate on a resolution calling for the removal of such person supported by at least three-fourths of the membership of the Senate:

Provided that before passing such resolution the Senate shall provide the member concerned a fair hearing.

Provided further that the provisions of this section shall not be applicable to the Vice-Chancellor in his capacity as a member of the Senate.

10. Vice-Chancellor.— (1) There shall be a Vice-Chancellor of the University who shall be an eminent academic or a distinguished administrator and shall be appointed on such terms and conditions as may be prescribed.

(2) The Vice-Chancellor shall be the chief executive officer of the University responsible for all administrative and academic functions of the University and for ensuring that the provisions of the Ordinance, 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 for this purpose, including administrative control over the officers, teachers and other employees of the University.

(3) The Vice-Chancellor shall, if present, be entitled to attend any meeting of any Authority or body of the University.

(4) The Vice-Chancellor may, in an emergency that in his opinion requires immediate action ordinarily not in the competence of the Vice-Chancellor, take such action and forward, within seventy-two hours, a report of the action taken to the members of the Emergency Committee of the Senate, to be set up by Statute, The Emergency Committee may direct such further action as is considered appropriate.

(5) The Vice-Chancellor shall also have the following powers, namely:—

- (a) to direct teachers, officers and other employees of the University to take up such assignments in connection with examination, administration and such other activities in the University as he may consider necessary for the purposes of the University;
- (b) to 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 at the next meeting;

- (c) to make appointments of such categories of employees of the University and in such manner as may be prescribed by the Statutes;
- (d) to suspend, punish and remove, in accordance with prescribed procedure, from service officers, teachers and other employees of the University except those appointed by or with the approval of the Senate;
- (e) to delegate, subject to such conditions as may be prescribed, any of his powers under this Ordinance to an officer or officers of the University; *and*
- (f) to exercise and perform such other powers and functions as may be prescribed.

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

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

- (a) academics;
- (b) research;
- (c) administration; *and*
- (d) finances

(8) The Vice-Chancellor's annual report shall be made available, prior to its presentation before the Senate, to all officers and University teachers and shall be published in such numbers as are required to ensure its wide circulation.

11. Appointment and Removal of the Vice-Chancellor:—

(1) The Vice-Chancellor shall be appointed by the Chancellor on the basis of recommendations made by the Senate.

(2) A Search Committee for the recommendation of persons suitable for appointment as Vice-Chancellor shall be constituted by the Senate on the date and in the manner prescribed by the Statutes and shall consist of two eminent members of society nominated by the Chancellor of whom one shall be appointed the Convener, two members of the Senate, two distinguished University Teachers who are not members of the Senate and one academic of eminence not employed by the University. The two distinguished University Teachers shall be selected by the Senate through a process, to be prescribed by Senate, that provides for the recommendation of suitable names by the

University Teachers in general. The Search Committee shall remain in existence till such time that the appointment of the next Vice-Chancellor has been made by the Chancellor.

(3) The persons proposed by the Search Committee for appointment as Vice-Chancellor shall be considered by the Senate and of these a panel of three, in order of priority, shall be recommended by the Senate to the Chancellor:

Provided that the Chancellor may decline to appoint any of the three persons recommended and seek recommendation of a fresh panel. In the event of a fresh recommendation being sought by the Chancellor the Search Committee shall make a proposal to the Senate in the prescribed manner.

(4) The Vice-Chancellor shall be appointed for a renewable tenure of five years on terms and conditions prescribed by Statute. The tenure of an incumbent Vice-Chancellor shall be renewed by the Chancellor on receipt of a resolution of the Senate in support of such renewal.

Provided that the Chancellor may call upon the Senate to reconsider such resolution once.

(5) The Senate may, pursuant to a resolution in this behalf passed by three-fourths of its membership, recommend to the Chancellor the removal of the Vice-Chancellor on the ground of inefficiency, moral turpitude or physical or mental incapacity or gross misconduct, including misuse of position for personal advantage of any kind:

Provided that the Chancellor may make a reference to the Senate stating the instances of inefficiency, moral turpitude or physical or mental incapacity or gross misconduct on the part of the Vice-Chancellor that have come to his notice. After consideration of the reference the Senate may, pursuant to a resolution in this behalf passed by two-thirds of its membership, recommend to the Chancellor the removal of the Vice-Chancellor.

Provided further that prior to a resolution for the removal of the Vice-Chancellor being voted upon the Vice-Chancellor shall be given an opportunity of being heard.

(6) A resolution recommending the removal of the Vice-Chancellor shall be submitted to the Chancellor forthwith. The Chancellor may accept the recommendation and order removal of the Vice-Chancellor or return the recommendation to the Senate.

(7) At any time when the office of the Vice-Chancellor is vacant, or the Vice-Chancellor is absent or is unable to perform the functions of his office due to illness or some other cause, the Senate shall make such arrangements for the performance of the duties of the Vice-Chancellor as it may deem fit.

12. Registrar.— (1) There shall be a Registrar of the University to be appointed by the Senate on the recommendation of the Vice-Chancellor, on such terms and conditions as may be prescribed.

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

(3) The Registrar shall be a full-time officer of the University and shall,—

- (a) be the administrative head of the secretariat of the University and be responsible for the provision of secretariat support to the Authorities of the University;
- (b) be the custodian of the common seal and the academic records of the University;
- (c) maintain a register of registered graduates in the prescribed manner;
- (d) supervise the process of election, appointment or nomination of members to the various authorities and other bodies in the prescribed manner; *and*
- (e) perform such other duties as may be prescribed.

(4) The term of office of the Registrar shall be a renewable period of three years:

Provided that the Senate may, on the advice of the Vice-Chancellor, terminate the appointment of the Registrar on grounds of inefficiency or misconduct in accordance with prescribed procedure.

13. Treasurer.— (1) There shall be a Treasurer of the University to be appointed by the Senate on the recommendation of the Vice-Chancellor, on such terms and conditions as may be prescribed.

(2) The experience and the professional and academic qualifications necessary for appointment to the post of the Treasurer shall be as may be prescribed.

(3) The Treasurer shall be the chief financial officer of the University and shall,—

- (a) manage the assets, liabilities, receipts, expenditures, funds and investments of the University;

- (b) prepare the annual and revised 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 accounts 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 prescribed.

(4) The term of office of the Treasurer shall be a renewable period of three years:

Provided that the Senate may, on the advice of the Vice-Chancellor, terminate the appointment of the Treasurer on grounds of inefficiency or misconduct in accordance with prescribed procedure.

14. Controller of Examinations.— (1) There shall be a Controller of Examinations, to be appointed by the Senate on the recommendation of the Vice-Chancellor, on such terms and conditions as may be prescribed.

(2) The minimum qualifications necessary for appointment to the post of the Controller of Examinations shall be as may be prescribed.

(3) 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 prescribed.

(4) The Controller of Examinations shall be appointed for a renewable term of three years:

Provided that the Senate may, on the advice of the Vice-Chancellor, terminate the appointment of the Controller of Examinations on grounds of inefficiency or misconduct in accordance with prescribed procedure.

CHAPTER IV

AUTHORITIES OF THE UNIVERSITY

15. Authorities.— (1) The following shall be the Authorities of the University, namely:-

- (a) Authorities established by the Ordinance,-
 - (i) the Senate;
 - (ii) the Syndicate; *and*
 - (iii) the Academic Council;
- (b) Authorities to be established bY the Statutes,-
 - (i) Graduate and Research Management Council;
 - (ii) Recruitment, Development, Evaluation and Promotion committees for teachers and other staff whether at the level of the department, the Faculty or the University;
 - (iii) Career Placement and Internship Committee of each Faculty;
 - (iv) Search Committee for the appointment of the Vice-Chancellor;
 - (v) the Representation Committees for appointment to the Senate, Syndicate and the Academic Council;
 - (vi) Faculty Council; *and*
 - (vii) Departmental Council.

(2) The Senate, the Syndicate and the Academic Council may set up such other committees or sub-committees, by whatever name described, as are considered desirable through Statutes or Regulations as appropriate. Such committees or sub-committees shall be Authorities of the University for the purposes of this Ordinance.

16. Senate.— (1) The body responsible for the governance of the University shall be described as the Senate, and shall consist of the following, namely:-

- (a) the Chancellor who shall be the Chairperson of the Senate;
- (b) the Vice-Chancellor;
- (c) one member of the Government not below the rank of Additional Secretary from the Ministry of Education or any other department relevant to the special focus of the University;
- (d) four persons from society at large being persons of distinction in the fields of administration, management, education, academics, law, accountancy, medicine, fine arts, architecture, agriculture, science, technology and

engineering such that the appointment of these persons reflects a balance across the various fields:

Provided that the special focus or affiliation of the University, to be declared in the manner prescribed, may be reflected in the number of persons of distinction in an area of expertise relevant to the University who are appointed to the Senate;

- (e) one person from amongst the alumni of the University;
- (f) two persons from the academic community of the country, other than an employee of the University, at the level of professor or principal of a college;
- (g) four University Teachers; *and*
- (h) one person nominated by the Commission.

(2) The numbers of the members of the Senate described against clauses (e) to (h) of sub-section 1 may be increased by the Senate through Statutes subject to condition that the total membership of the Senate does not exceed twenty one, with a maximum of five University Teachers, and the increase is balanced, to the extent possible, across the different categories specified in sub-section (1).

(3) All appointments to the Senate shall be made by the Chancellor. Appointments of persons described in clauses (e) to (f) of sub-section (1) shall be made from amongst a panel of three names for each vacancy recommended by the Representation Committee set up in terms of section 23 and in accordance with procedure as may be prescribed:

Provided that effort shall be made, without compromising on quality or qualification, to give fair representation to women on the Senate.

Provided that as regards the University Teachers described in clause (g) of sub-section (1) the Senate shall prescribe a procedure for appointment on the basis of elections that provide for voting by the various categories of University Teachers. Provided also that the Senate may alternatively prescribe that appointment of University Teachers to the Senate shall also be in the manner provided by this sub-section for the persons described in clauses (e) to (f) of sub-section (1).

(4) Members of the Senate, other than *ex officio* members, shall hold office for three years. One-third of the members, other than *ex officio* members,

of the first restructured Senate, to be determined by lot, shall retire from office on the expiration of one year from the date of appointment by the Chancellor. One-half of the remaining members, other than *ex officio* members, of the first restructured Senate, to be determined by lot, shall retire from office on the expiration of two years from the date of appointment and the remaining one-half, other than *ex officio* members, shall retire from office on the expiration of the third year:

Provided that no person, other than an *ex officio* member, may serve on the Senate for more than two consecutive terms:

Provided further that the University Teachers appointed to the Senate may not serve for two consecutive terms.

(5) The Senate shall meet at least twice in a calendar year.

(6) Service on the Senate shall be on honorary basis:

Provided that actual expenses may be reimbursed as prescribed.

(7) The Registrar shall be the secretary of the Senate.

(8) In the absence of the Chancellor meetings of the Senate shall be presided over by such member, not being an employee of the University or the Government, as the Chancellor may, from time to time, nominate. The member so nominated shall be the convener of the Senate.

(9) Unless otherwise prescribed by this Ordinance, all decisions of the Senate shall be taken on the basis of the opinion of a majority of the members present. In the event of the members being evenly divided on any matter the person presiding over the meeting shall have a casting vote.

(10) The quorum for a meeting of the Senate shall be two thirds of its membership, a fraction being counted as one.

17. 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 the Ordinance and all other powers not expressly mentioned by this Ordinance that are necessary for the performance of its functions.

(2) Without prejudice to the generality of the foregoing powers, the Senate shall have the following powers: —

- (a) to approve the proposed annual plan of work, the annual and revised budgets, the annual report and the annual statement of account;
- (b) to hold, control and lay 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 immovable property;
- (c) to oversee the quality and relevance of the University's academic programmes and to review the academic affairs of the University in general;
- (d) to approve the appointment of the Deans, Professors, Associate Professors and such other senior faculty and senior administrators as may be prescribed;
- (e) to institute schemes, directions and guidelines for the terms and conditions of appointment of all officers, teachers and other employees of the University;
- (f) to approve strategic plans;
- (g) to approve financial resource development plans of the University;
- (h) to 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 26 and 27, 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;

- (i) to 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 the Ordinance, Statutes or Regulations after calling upon such Authority or officer to show cause why such proceedings should not be annulled;

- (j) to recommend to the Chancellor removal of any member of the Senate in accordance with the provisions of the Ordinance;
- (k) to make appointment of members of the Syndicate, other than *ex officio* members, in accordance with the provisions of the Ordinance;
- (l) to make appointment of members of the Academic Council, other than *ex officio* members, in accordance with the provisions of the Ordinance;
- (m) to appoint Emeritus Professors on such terms and conditions as may be prescribed;
- (n) to remove 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 member of such Authority; or
 - (iii) has been convicted by a court of law for an offence involving moral turpitude: *and*
- (o) to determine the form, provide for the custody and regulate the use of the common seal of the University.

(3) The Senate may, subject to the provisions of the Ordinance delegate all or any of the powers and functions of any Authority, officer or employee of the University at its main campus, to any Authority, committee, officer or employee at its additional campus for the purpose of exercising such powers and performing such functions in relation to such additional campus, and for this purpose the Senate may create new posts or positions at the additional campus.

18. Visitations.— The Senate may, in accordance with the terms and procedures as may be prescribed, cause an inspection to be made in respect of any matter connected with the University.

19. Syndicate.— (1) There shall be a Syndicate of the University consisting of the following:—

- (a) the Vice-Chancellor who shall be its Chairperson;

- (b) the Deans of the Faculties of the University;
- (c) three professors from different departments, who are not members of the Senate, to be elected by the University Teachers in accordance with procedure to be prescribed by the Senate;
- (d) Principals of the constituent colleges;
- (e) the Registrar;
- (f) the Treasurer; *and*
- (g) the Controller of Examinations;

(2) Members of the Syndicate, other than *ex officio* members, shall hold office for three years.

(3) As regards the three professors described in clause (c) of sub-section (1) the Senate may, as an alternative to elections, prescribe a procedure for proposal of a panel of names by the Representation Committee setup in terms of section 23. Appointment of persons proposed by the Representation Committee may be made by the Senate on the recommendation of the Vice-Chancellor.

(4) The quorum for a meeting of the Syndicate shall be one-half of the total number of members, a fraction being counted as one.

(5) The Syndicate shall meet at least once in each quarter of the year.

20. Powers and duties of the Syndicate.— (1) The Syndicate shall be the executive body of the University and shall, subject to the provisions of the Ordinance 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 the Ordinance, the Statutes and directions of the Senate the Syndicate shall have the following powers:—

- (a) to consider the annual report, the annual and revised budget estimates and to submit these to the Senate;

- (b) to transfer and accept transfer of movable property on behalf of the University;
- (c) to enter into, vary, carry out and cancel contracts on behalf of the University;
- (d) to 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;
- (e) to 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;
- (f) to receive and manage any property transferred, and grants, bequests, trust, gifts, donations, endowments, and other contributions made to the University;
- (g) to administer any funds placed at the disposal of the University for specified purposes;
- (h) to provide the buildings, libraries, premises, furniture, apparatus, equipment and other means required for carrying out the work of the University;
- (i) to establish and maintain halls of residence and hostels or approve or license hostels or lodgings for the residence of students;
- (j) to recommend to the Senate affiliation or disaffiliation of colleges;
- (k) to recommend to the Senate admission of educational institutions to the privileges of the University and withdraw such privileges;
- (l) to arrange for the inspection of colleges and the departments;

- (m) to institute Professorships, Associate Professorships, Assistant Professorships, Lectureships, and other teaching posts or to suspend or to abolish such posts;
- (n) to create, suspend or abolish such administrative or other posts as may be necessary;
- (o) to prescribe the duties of officers, teachers and other employees of the University;
- (p) to report to the Senate on matters with respect to which it has been asked to report;
- (q) to appoint members to various Authorities in accordance with the provisions of the Ordinance;
- (r) to propose drafts of Statutes for submission to the Senate;
- (s) to regulate the conduct and discipline of the students of the University;
- (t) to take actions necessary for the good administration of the University in general and to this end exercise such powers as are necessary;
- (u) to delegate any of its powers to any Authority or officer or a committee; *and*
- (v) to perform such other functions as have been assigned to it by the provisions of the Ordinance or may be assigned to it by the Statutes.

21. Academic Council.— (1) There shall be an Academic Council of the University consisting of the following:—

- (a) the Vice-Chancellor who shall be its Chairperson;
- (b) the Deans of Faculties and such Heads of departments as may be prescribed;
- (c) five members representing the departments, institutes and the constituent colleges to be elected in the manner prescribed by the Senate;
- (d) two Principals of affiliated colleges;
- (e) five Professors including Emeritus Professors;
- (f) the Registrar;

- (g) the Controller of Examinations; *and*
- (h) the Librarian.

(2) The Senate shall appoint the members of the Academic Council, other than the *ex officio* and the elected members, on the recommendation of the Vice-Chancellor:

Provided that as regards the five professors and the members representing the departments, institutes and the constituent colleges the Senate may, as an alternative to elections, prescribe a procedure for proposal of a panel of names by the Representation Committee set up in terms of section 23. Appointment of persons proposed by the Representation Committee may be made by the Senate on the recommendation of the Vice-Chancellor.

(3) Members of the Academic Council shall hold office for three years.

(4) The Academic Council shall meet at least once in each quarter.

(5) The quorum for meetings of the Academic Council shall be one half of the total number of members, a fraction being counted as one.

22. Powers and functions of the Academic Council.— (1)

The Academic Council shall be the principal academic body of the University and shall, subject to the provisions of the Ordinance and the Statutes, have the power to lay down proper standards of instruction, research and examinations and to regulate and promote the academic life of the University and the colleges.

(2) Without prejudice to the generality of the foregoing powers, and subject to the provisions of this Ordinance and the Statutes, the Academic Council shall have the power to,—

- (a) approve the policies and procedures pertaining to the quality of academic programmes;
- (b) approve academic programmes;
- (c) approve the policies and procedures pertaining to student related functions including admissions, expulsions, punishments, examinations and certification;
- (d) approve the policies and procedures assuring quality of teaching and research;
- (e) recommend the policies and procedures for affiliation of other educational institutions;

- (f) propose to the Syndicate schemes for the constitution and organization of Faculties, teaching departments and boards of studies;
- (g) appoint paper setters and examiners for all examinations of the University after receiving panels of names from the relevant authorities;
- (h) institute programmes for the continued professional development of University Teachers at all levels;
- (i) recognize the examinations of other Universities or examining bodies as equivalent to the corresponding examinations of the University;
- (j) regulate the award of studentships, scholarships, exhibitions, medals and prizes;
- (k) frame Regulations for submission to the Senate;
- (l) prepare an annual report on the academic performance of the University; *and*
- (m) perform such functions as may be prescribed by Regulations.

23. Representation Committees.— (1) There shall be a Representation Committee constituted by the Senate through Statute for recommendation of persons for appointment to the Senate in accordance with the provisions of section 16.

(2) There shall also be a Representation Committee constituted by the Senate through Statute for the recommendation of persons for appointment to the Syndicate and the Academic Council in accordance with the provisions of sections 20 and 22.

(3) Members of the Representation Committee for appointments to the Senate shall consist of the following:—

- (a) three members of the Senate who are not University Teachers;
- (b) two persons nominated by the University Teachers from amongst themselves in the manner prescribed;
- (c) one person from the academic community, not employed by the University, at the level of professor or college principal to be nominated by the University Teachers in the manner prescribed; *and*

- (d) one eminent citizen with experience in administration, philanthropy, development work, law or accountancy to be nominated by the Senate.
- (4) The Representation Committee for appointments to the Syndicate and the Academic Council shall consist of the following:
 - (a) two members of the Senate who are not University Teachers.
 - (b) three persons nominated by the University Teachers from amongst themselves in the manner prescribed;
- (5) The tenure of the Representation Committees shall be three years: Provided that no member shall serve for more than two consecutive terms.
- (6) The procedures of the Representation Committees shall be as may be prescribed.
- (7) There may also be such other Representation Committees set up by any of the other Authorities of the University as are considered appropriate for recommending persons for appointment to the various Authorities and other bodies of the University.

24. Appointment of Committees by certain Authorities.—

- (1) The Senate, the Syndicate, the Academic Council and other Authorities may, from time to time, appoint such standing, special or advisory committees, as they may deem fit, and may place on such committee persons who are not members of the Authorities appointing the Committees.
- (2) The constitution, functions and powers of the Authorities for which no specific provision has been made in this Ordinance shall be such as may be prescribed by Statutes or Regulations.

CHAPTER V

STATUTES, REGULATIONS AND RULES

25. Statutes.—(1) Subject to the provisions of the Ordinance, Statutes, to be published in the official Gazette, may be made to regulate or prescribe all or any of the following matters:—

- (a) the contents of and the manner in which the annual report to be presented by the Vice-Chancellor before the Senate shall be prepared;

- (b) the University fees and other charges;
- (c) the constitution of any pension, insurance, gratuity, provident fund and benevolent fund for University employees;
- (d) the scales of pay and other terms and conditions of service of officers, teachers and other University employees;
- (e) the maintenance of the register of registered graduates;
- (f) affiliation and disaffiliation of educational institutions and related matters;
- (g) admission of educational institutions to the privileges of the University and the withdrawal of such privileges;
- (h) the establishment of Faculties, departments, institutes, colleges and other academic divisions;
- (i) the powers and duties of officers and teachers;
- (j) conditions under which the University may enter into arrangements with other institutions or with public bodies for purposes of research and advisory services;
- (k) conditions for appointment of Emeritus Professors and award of honorary degrees;
- (l) efficiency and discipline of University employees;
- (m) the constitution and procedure to be followed by Representation Committees in carrying out functions in terms of this Ordinance;
- (n) the constitution and procedure to be followed by the Search Committee for appointment of the Vice-Chancellor;
- (o) constitution, functions and powers of the Authorities of the University; *and*
- (p) all other matters which by this Ordinance are to be or may be prescribed or regulated by Statutes.

(2) The draft of Statutes shall be proposed by the Syndicate to the Senate which may approve or pass with such modifications as the Senate may think fit or may refer back to the Syndicate, as the case may be, for reconsideration of the proposed draft:

Provided that Statutes concerning any of the matters mentioned in clauses (a) and (1) of sub-section (1) shall be initiated and approved by the Senate, after seeking the views of the Syndicate:

Provided further that the Senate may initiate a Statute with respect to any matter in its power or with respect to which a Statute may be framed in terms of the Ordinance and approve such Statute after seeking the views of the Syndicate.

26. Regulations.— (1) Subject to the provisions of the Ordinance and the Statutes, the Academic Council may make Regulations, to be published in the official Gazette, for all or any of the following matters:--

- (a) the courses of study for degrees, diplomas and certificates of the University;
- (b) the manner in which the teaching referred to in sub-section (1) of section 6 shall be organized and conducted;
- (c) the admission and expulsion of students to and from the University;
- (d) the conditions under which students shall be admitted to the courses and the examinations of the University and shall become eligible for the award of degrees, diplomas and certificates;
- (e) the conduct of examinations;
- (f) conditions under which a person may carry on independent research to entitle him to a degree;
- (g) the institution of fellowships, scholarships, exhibitions, medals and prizes;
- (h) the use of the Library;
- (i) the formation of Faculties, departments and board of studies; *and*
- (j) all other matters which by the Ordinance or the Statutes are to be or may be prescribed by Regulations.

(2) Regulations shall be proposed by the Academic Council and shall be submitted to the Senate which may approve them or withhold approval or refer them back to the Academic Council for reconsideration. A Regulation proposed by the Academic Council shall not be effective unless it receives the approval of the Senate.

(3) Regulations regarding or incidental to matters contained in sub-clauses (g) and (i) shall not be submitted to the Senate without the prior approval of the Syndicate.

27. Amendment and repeal of Statutes and Regulations.—

The procedure for adding to, amending or repealing the Statutes and the Regulations shall be the same as that prescribed respectively for framing or making Statutes and Regulations.

28. Rules.— (1) The Authorities and the other bodies of

the University may make Rules, to be published in the official Gazette, consistent with the Ordinance, Statutes or the Regulations, to regulate any matter relating to the affairs of the University which has not been provided for by the Ordinance or that is not required to be regulated by Statutes or Regulations, including rules to regulate the conduct of business and the time and place of meetings and related matters.

(2) Rules shall become effective upon approval by the Syndicate.

CHAPTER VI

UNIVERSITY FUND

29. University fund.— The University shall have a fund to which shall be credited its income from fees, charges, donations, trusts, bequests, endowments, contributions, grants and all other sources.

30. Audits and Accounts.— (1) The Accounts of the University shall be maintained in such form and in such manner as may be prescribed.

(2) The teaching departments, constituent colleges/institutes and all other bodies designated as such by the Syndicate in terms of Statutes shall be independent cost centres of the University with authority vested in the head of each cost centre to sanction expenditure out of the budget allocated to it. Provided that re-appropriation from one head of expenditure to another may be made by the head of a cost centre in accordance with and to the extent prescribed by the Statutes.

(3) All funds generated by a teaching department, constituent college or other unit of the University through consultancy, research or other provision of service shall be made available without prejudice to the budgetary allocation otherwise made, after deduction of overheads in the manner and to the extent prescribed by Statute, to the teaching department, constituent college or other unit for its development. A part of the funds so generated may be shared with the University Teachers or researchers in charge of the consultancy, research or service concerned in the manner and to the extent prescribed by Statute.

(4) No expenditure shall be made from the funds of the University, unless a bill for its payments has been issued by the head of the cost centre concerned in accordance with the relevant statutes and the Treasurer has verified that the payment is provided for in the approved budget of the cost centre, subject to the authority to re-appropriate available to the head of the cost centre.

(5) Provision shall be made for an internal audit of the finances of the University.

(6) Without prejudice to the requirement of audit by an auditor appointed by Government in accordance with the provisions of any other law in force, the annual audited statement of accounts of the University shall be prepared in conformity with the Generally Accepted Accounting Principles (GAAP) by a reputed firm of chartered accountants and signed by the Treasurer. The annual audited statement of accounts so prepared shall be submitted to the Auditor General of Pakistan for his observations.

(7) The observations of the Auditor General of Pakistan, if any, together with such annotations as the Treasurer may make, shall be considered by the Syndicate and shall be placed before the Senate within six months of closing of the financial year.

CHAPTER VII

GENERAL PROVISIONS

31. Opportunity to show cause.— Except as otherwise provided by law no officer, teacher or other employee of the University holding a permanent post shall be reduced in rank, or removed or compulsorily retired from service for cause arising out of any act or omission on the part of the person concerned unless he has been given a reasonable opportunity of showing cause against the action proposed to be taken.

32. Appeal to the Syndicate and the Senate.—Where an order is passed punishing any officer (other than the Vice-Chancellor), teacher

or other employee of the University or altering or interpreting to his disadvantage the prescribed terms or conditions of his service, he shall, where the order is passed by any officer or teacher of the University other than the Vice-Chancellor, have the right to appeal to the Syndicate against the order, and where the order is passed by the Vice-Chancellor, have the right to appeal to the Senate.

33. Service of the University.— (1) All persons employed by the University in accordance with the terms and conditions of service prescribed by statutes shall be persons in the service of Pakistan for the purposes of any court or tribunal set up by law in terms of Article 212 of the Constitution of the Islamic Republic of Pakistan, 1973:

Provided that any provision as regards the terms and conditions of employment of persons in the service of Pakistan in general or in comparable employment notwithstanding the service of persons employed by the University shall be entirely governed by the terms and conditions prescribed by the relevant Statutes.

(2) An officer, teacher or other employee of the University shall retire from service on the attainment of such age or tenure of service as may be prescribed.

(3) No adverse change shall be made in the terms and conditions of employment of any University Teacher in the employment of the University on the date of enforcement of the Ordinance.

34. Benefits and Insurance.— (1) The University shall constitute for the benefit of its officers, teachers and other employees schemes, as may be prescribed, for the provision of post-employment benefits as well as health and life insurance while in service.

(2) Where any provident fund has been constituted under this Ordinance, the provisions of the Provident Funds Act, 1925 (XIX of 1925), shall apply to such funds as if it were the Government Provident Fund.

35. Commencement of term of office of members of Authority.— (1) When a member of a newly constituted Authority is elected, appointed or nominated, his term of office, as fixed under this Ordinance, shall commence from such date as may be prescribed.

(2) Where a member who has accepted any other assignment or for any other similar reason remains absent from the University for a period of not less than six months he shall be deemed to have resigned and vacated his seat.

36. Filling of casual vacancies in Authorities.— Any casual vacancy among the members of any Authority shall be filled, as soon as conveniently may be, in the same manner and by the same person or Authority that had appointed the member whose place has become vacant and the person appointed to the vacancy shall be a member of such Authority for the residue of the term for which the person whose place he fills would have been a member.

37. Flaws in the constitution of Authorities.— Where there is a flaw in the constitution of an Authority, as constituted by this Ordinance, the Statutes or the Regulations on account of the abolition of a specified office under Government or because an organization, institution or other body outside the University has been dissolved or has ceased to function, or because of some other similar reason, such flaw shall be removed in such manner as the Senate may direct.

38. Proceedings of Authorities not invalidated by the vacancies.—No act, resolution or decision of any Authority shall be invalid by reason of any vacancy on the Authority doing, passing, or making it or by reason of any want of qualification or invalidity in the election, appointment or nomination of any de facto member of the Authority, whether present or absent.

39. First Statutes and Regulations.— Notwithstanding anything to the contrary contained in the Ordinance, the President of Pakistan shall promulgate the First Statutes and Regulations which shall be deemed to be Statutes and Regulations framed under section 25 and 26 and shall continue to remain in force until amended or replaced or till such time as new Statutes and Regulations are framed in accordance with the provisions of the Ordinance.

40. Repeal and savings.— (1) The Acts, Ordinances or other legislative instruments constituting the universities listed in the Schedule shall stand repealed from such dates as may be notified by the Government in the official Gazette:

Provided that the Government may save, through appropriate provision in the repealing notifications, such parts of the Acts, Ordinances or other legislative instruments constituting the universities listed in the Schedule as are necessary for preservation of such specific features that are essential given the nature of the University and are not in conflict with the management and governance structure laid down by the Ordinance or for continuation of the legal status of an institute, college or other constituent unit of the University as on the date of the notification in the official Gazette.

(2) Notwithstanding the repeal envisaged by sub-section (1),—

- (a) everything done, action taken, obligations or liabilities incurred, rights and assets acquired, persons appointed or

authorized, jurisdiction or powers conferred, endowments, bequests, funds or trusts created, donations or grants made, scholarships, studentship, or exhibitions instituted, affiliations or privileges granted and orders issued under any of the provisions of the repealed Acts, Ordinances, other legislative instruments or the Statutes, the Regulations and the Rules made or deemed to have been made thereunder, shall, if not inconsistent with the provisions of the Ordinance or the Statutes, the Regulations or the Rules made under this Ordinance, be continued and, so far as may be, be deemed to have been respectively done, taken, incurred, acquired, appointed, authorized, conferred, created, made, instituted, granted and issued under this Ordinance, and any documents referring to any of the provisions of the repealed Acts, Ordinances, other legislative instruments or the Statutes, the Regulations and the Rules first referred shall, so far as may be, be considered to refer to the corresponding provisions of the Ordinance or the Statutes, the Regulations and the Rules made under this Ordinance;

- (b) all institutes, colleges or other constituent units of the University functioning in terms of the provisions of the repealed Acts, Ordinances or other legislative instruments shall continue to function in terms of the relevant repealed provisions till such time that the Senate through Statute has prescribed otherwise; *and*
- (c) any Statutes, Regulations, or Rules made or deemed to have been made under the repealed Acts, Ordinances or other legislative instruments shall, if not inconsistent with the provisions of the Ordinance, be deemed to be Statutes, Regulations or Rules made under the Ordinance having regard to the various matters which by the Ordinance have to be regulated or prescribed by Statutes, Regulations and Rules respectively and shall continue to be in force until they are repealed, rescinded or modified in accordance with the provisions of the Ordinance.

41. Transitory Provisions.— (1) Notwithstanding anything contained in the Ordinance, upon the coming into force of this Ordinance with respect to a University listed in the Schedule, the Senate shall be restructured and the members thereof, except the University Teachers, appointed afresh by the Chancellor in accordance with the numbers and criteria for membership specified in the Ordinance. As regards the University Teachers to be elected or

appointed to the restructured Senate elections shall be held as soon as possible in the case of Universities where the repealed act, ordinance or other legislative instrument had provided for the election of University Teachers to the Senate. In all other cases University Teachers shall be appointed to the restructured Senate by the Chancellor. The number of University Teachers to be elected or appointed to the restructured Senate shall be as provided in the Ordinance. The first restructured Senate so constituted shall initiate, as soon as possible, the process for the appointment of the members of the Syndicate and the Academic Council in accordance with the terms of this Ordinance. The term of tenure provided in sub-section (4) of section 16 notwithstanding, one-third of the members, other than *ex officio* members, of the first restructured Senate, to be determined by lot, shall retire from office on the expiration of one year from the date of appointment by the Chancellor. One-half of the remaining members, other than *ex officio* members, of the first restructured Senate, to be determined by lot, shall retire from office on the expiration of two years from the date of appointment and the remaining one-half, other than *ex officio* members, shall retire from office on the expiration of the third year.

(2) Any existing provision as regards tenure notwithstanding the Vice-Chancellor and the other Authorities, in existence immediately before the date on which the Ordinance is enforced with respect to a University listed in the Schedule, shall continue to function and shall, as far as may be, exercise the powers respectively assigned to the Vice-Chancellor and the corresponding Authorities by or under this Ordinance, until such time as they are respectively replaced in accordance with the terms of the Ordinance.

(3) Notwithstanding anything contained in the Ordinance, as regards a University set up after the promulgation date hereof, the members of the first Senate, except the University Teachers, shall be appointed by the Chancellor in accordance with the numbers and criteria for membership specified in the Ordinance. The first Senate so constituted shall initiate, as soon as possible, the process for the recruitment of University Teachers and appointment of the members of the Syndicate and the Academic Council in accordance with the terms of this Ordinance. The University Teachers to be appointed to the first Senate shall be appointed as soon as the procedure prescribed for appointment of University Teachers to the Senate has been complied with. The term of tenure provided in sub-section (4) of section 16 notwithstanding, one-third of the members, other than *ex officio* members, of the first Senate, to be determined by lot, shall retire from office on the expiration of one year from the date of appointment by the Chancellor. One-half of the remaining members, other than *ex officio* members, of the first Senate, to be determined by lot, shall retire from office on the expiration of two years from the date of appointment and the remaining one-half, other than *ex officio* members, shall retire from office on the expiration of the third year.

(4) Notwithstanding anything contained in the Ordinance, as regards a University set up after the promulgation date hereof, the first Vice-Chancellor shall be appointed by the Chancellor for a period of three years.

42. Removal of difficulties.— (1) If any question arises as to the interpretation of any of the provisions of the Ordinance, it shall be placed before the Chancellor whose decision thereon shall be final.

(2) If any difficulty arises in giving effect to any of the provisions of the Ordinance, the Chancellor may make such order after obtaining the views of the Senate, not inconsistent with the provisions of the Ordinance, as may appear to him to be necessary for removing the difficulty.

(3) Where the Ordinance makes any provision for anything to be done but no provision or no sufficient provision has been made as respects the authority by whom, or the time at which, or the manner in which, it shall be done, then it shall be done by such authority, at such time, or in such manner as the Chancellor may direct after obtaining the views of the Senate.

43. Indemnity.— No suit or legal proceedings shall lie against the Government, the University or any Authority, officer or employee of the Government or the University or any person in respect of any thing which is done in good faith under the Ordinance.

44. Power to allow appointment of employees of the Government, other universities or educational or research institutions to the University.— (1) Notwithstanding anything contained in the Ordinance the Senate may, on the advice of the Syndicate, allow any post in the University to be filled by appointment, on such terms as the Senate may specify, an employee of the Government or any other university or educational or research institution.

(2) Where any appointment has been made under this section, the terms and conditions of service of the appointee shall not be less favourable than those admissible to him immediately before such appointment and he shall be entitled to all benefits of his post of service.

SCHEDULE

(See sub-section (2) of section 2)

List of existing Universities to which this Ordinance may be applied through notification in the official Gazette

1. Allama Iqbal Open University, Islamabad.
2. National University of Modern Languages, Islamabad.
3. Quaid-i-Azam University, Islamabad.
4. Bahria University, Islamabad.
5. Air University, Islamabad.
6. Federal Urdu University of Arts, Sciences & Technology,
Rawalpindi.
7. National University of Sciences & Technology,
Rawalpindi/Islamabad.

Sd/-
GENERAL
PERVEZ MUSHARRAF,
President.

Sd/-
MR. JUSTICE
MANSOOR AHMAD,
Secretary.

SELF-CHECK LIST FOR THE FEASIBILITY REPORT

(Note: This check list is for the sponsor(s) who should check against each item whether all the aspects of the feasibility have been covered in the report).

Check list	Yes	No	Remarks
1. In preparing the summary and rationale of the Project, have I ...			
i) stated the summary clearly with all the aspects of the project			
ii) mentioned the purpose and mission of the institution			
iii) discussed rationale of the project supported by data			
iv) identified educational needs/deficiencies supplemented by data			
v) analyzed availability of higher education of the area supported by data			
vi) mentioned the particular features of the project			
2. Submission on the profile of Institution and Society/ Trust includes the details with regard to:			
i) existing set-up			
ii) internal governance			
iii) name of registered society/trust			
iv) memorandum of association			
v) proposed new set-up of the institution			

3. In submitting information on physical resources and infrastructure, have I ...			
i) given the details of available and proposed infrastructure in respect of:			
a) land, buildings, (both for academic and administrative purposes)			
b) total covered area			
c) furniture & fixtures			
d) number of classrooms, their size			
e) library books			
f) laboratory			
g) equipment			
h) hostels, and other student support services			
i) Computer/Internet			
4. In connection with the submission on academic set-up of the institution, have I ...			
i) outlined information with regard to:			
a) names of departments/faculties			
b) constitution and composition of course committees			
c) phase-wise development of academic programmes and development schedule			
ii) outlined information with regard to:			
a) names of departments/faculties			
b) constitution and composition of course committees			

c) phase-wise development of academic programmes and development schedule			
iii) given details of authorities of the institution with respect to:			
a) Board of Trustees			
b) Board of Governors			
c) Academic Council			
d) Board of Studies			
e) Selection Board etc			
iv) stated existing and proposed degree programmes			
v) mentioned details of current & proposed scheme of studies			
vi) outlined curricula for each degree programmes			
vii) provided details of human resource component with regard to:			
a) existing and proposed faculty, their qualifications, pay scale etc.			
b) students, their enrolment level wise			
c) administrative and other supporting staff (with qualifications and pay scale etc).			
viii) provided service rules with respect to faculty and support staff			
5. In preparing submission on various aspects of studies, have I ...			
i) submitted details on:			
a) student admission policy			
b) fee level for various degree programmes			

c) scholarships			
d) student supervision			
e) quality assurance system			
f) national and international collaboration etc.			
6. In giving details on examinations and assessment, did I mention ...			
i) details on assessment and examination system			
ii) regulations of examinations			
iii) mechanism of assessment			
iv) student supervision			
v) arrangements for monitoring quality of teaching and learning and students performance			
7. In connection with the submission on finance resources and financial plan, have I ...			
i) provided start-up costs, annual operating costs and their basis			
ii) analyzed financial plan			
iii) mentioned pert chart for phase-wise programmes			
iv) given simple bank statement with regard to money in hand			
v) provided details of total investments			
vi) identified developmental cost for the institution for phased programmes			
vii) discussed resources for the funds required			
viii) details of endowment funds, if any			

8. In preparing draft Charter, did I ...			
i) follow the HEC's guidelines on the draft Charter (FUO, 2002)			
9. While submitting the feasibility report, have I ...			
i) remitted cheque for Rs.20,000 as evaluation fee			
ii) enclosed five hard copies of the feasibility report			
iii) provided soft copy (CD/floppy disk) on the feasibility report			



HIGHER EDUCATION COMMISSION

Sector H-9, Islamabad
URL : www.hec.gov.pk

General Criteria/Norms for the Establishment of a New University

University: Any degree awarding institution of higher education having four or more departments will be eligible for grant of charter for a university.

Component	Nature of Requirement	Standards/Norms	
Departments	Departments (Physics, Chemistry etc.)	Minimum 4 departments	
	Teacher: Student ratio (desirable)	1:20	Maximum for Science subjects involving lab. work
		1:30	For others
	No. of administrative staff including laboratories, library & other staff for miscellaneous duties	1:2 ratio of administrative staff to teaching staff	
Teaching Faculty	Teachers	At least 24 teachers (full-time). Six full time teachers per department (out of which five must be holders of Ph.D. degrees) *	

Component	Nature of Requirement	Standards/Norms	
	No. of teachers (full time) required (cadre-wise) per department	Professor	1
		Associate Professor	1
		Assistant Professors	2
		Lecturers	2
	Associate Professor and Professor	Must be holder of Ph.D Degree. * This condition would not be pre-requisite in case of professional disciplines such as law, fine arts etc. functioning as faculties of the universities	
Libraries	Journals	Subscription to at least 15 current journals of international repute with impact factor of at least 1.00. Access to electronic journals also to be provided	
	Books required	At least 1500 books from major international publishers in the relevant field	
Facilities	Hall/Lecture theatres (desirable)	12 to 15 sq. ft. per student	
	Number of rooms required (desirable)	2 lecture rooms per Department, 1 seminar room, 1 Library cum Reading room, 1 committee room	
Teaching and Administrative Staff Offices	Required for each University (desirable)	1 Staff room 1 Faculty office for each department	

Component	Nature of Requirement	Standards/Norms	
Laboratories/ Workshops/ PC/Internet service (Desirable)**	No. of laboratories required (desirable)	At least 1 Lab. per department with appropriate space	
	Workshops (desirable)	35 to 45 sq ft. per student	
	PC (desirable)	1 for 3 students in case of IT courses	
	Internet service (desirable)	256 Kbytes access rate shall be provided	
Gross Area	Area in acres	10 acres [3 acres in city & 7 acres on city fringes] depending upon the location having potential for further development. Virtual universities shall be excluded from the condition of land	
	Built-in/covered Area (desirable)	Minimum 100 sq ft. per student.	
	General facilities: office, staff rooms, cafeteria, reading room, auditorium, committee room, conference room, housing for staff, parking space, and toilets etc.	Basic facilities for staff and students	
Hostels (Desirable)		<i>Min.</i>	<i>Max.</i>
	Cubicles (desirable)	80	120
	Dormitories (desirable)	50	80
	Dining (desirable)	8-10	12-15
	Gross space (desirable)	200	250

Component	Nature of Requirement	Standards/Norms
Scholarships	Scholarships and freeships	At least 10% of the students to be given scholarships
Research	Funding of research	10% of the institutional budget to be specified for research
Inspection	Peer-review	One scientist having an impact factor of at least 1.00 will be associated in the inspection of the institution for NOC clearance
Rating	Star system	Higher Education Commission (HEC) shall carry out rating exercise of private universities and grant star system based on their performance and excellence. The information shall be made public for general awareness
Finance	Endowment Fund (Secured in the name of Trust/Society)	Rs.50.0 million (not applicable in case of public sector university)
	Tangible assets in the form of land/building etc.	Rs.100.0 million
	Working Capital	Rs.50.0 million (not applicable in case of public sector university)
	Total:	Rs.200.0 million

* For existing universities, the requirement of 5 Ph.Ds. is to be satisfied within three years

** The standardization of the laboratories shall be in accordance with the specifications of the HEC.

Component	Standards/Norms
Senate	<p>1) The body responsible for the governance of the University/Institute shall be described as the Senate, and shall consist of the following, namely:–</p> <ul style="list-style-type: none"> (a) the Chancellor who shall be the Chairperson of the Senate; (b) the Vice-Chancellor; (c) one member of the Government not below the rank of Additional Secretary from the Ministry of Education or any other department relevant to the special focus of the University/Institute; (d) four persons from society at large being persons of distinction in the fields of administration, management, education, academics, law, accountancy, medicine, fine arts, architecture, agriculture, science, technology and engineering such that the appointment of these persons reflects a balance across the various fields: Provided that the special focus or affiliation of the University/Institute, to be declared in the manner prescribed, may be reflected in the number of persons of distinction in an area of expertise relevant to the University/Institute who are appointed to the Senate; (e) one person from amongst the alumni of the University/Institute; (f) two persons from the academic community of the country, other than an employee of the University/Institute, at the level of professor or principal of a college; (g) four University/Institute Teachers; <i>and</i> (h) one person nominated by the Commission.

Component	Standards/Norms
	<p>(2) The numbers of the members of the Senate described against clauses (e) to (h) of sub-section 1 may be increased by the Senate through Statutes subject to condition that the total membership of the Senate does not exceed twenty-one, with a maximum of five University/Institute Teachers, and the increase is balanced, to the extent possible, across the different categories specified in sub-section (1).</p> <p>(3) All appointments to the Senate shall be made by the Chancellor. Appointments of persons described in clauses (e) to (f) of sub-section (1) shall be made from amongst a panel of three names for each vacancy recommended by the Representation Committee and in accordance with procedure as may be prescribed.</p> <p>(4) Members of the Senate, other than <i>ex officio</i> members, shall hold office for three years. One-third of the members, other than <i>ex officio</i> members, of the first Senate, to be determined by lot, shall retire from office on the expiration of one year from the date of appointment by the Chancellor. One-half of the remaining members, other than <i>ex officio</i> members, of the first Senate, to be determined by lot, shall retire from office on the expiration of two years from the date of appointment and the remaining one-half, other than <i>ex officio</i> members, shall retire from office on the expiration of the third year:</p> <p style="padding-left: 40px;">Provided that no person, other than an <i>ex officio</i> member, may serve on the Senate for more than two consecutive terms:</p> <p style="padding-left: 80px;">Provided further that the University/Institute Teachers appointed to the Senate may not serve for two consecutive terms.</p>

Components	Standards/Norms
Safeguards	<ol style="list-style-type: none"> 1. The President of Pakistan or Governor of the province as the case may be should be Patron/Chancellor of the University. 2. The Patron/Chancellor shall have the powers to cause a visitation to be made on the request of the Higher Education Commission (HEC) in respect of any matter connected with the affairs of the University and shall, from time to time, direct any person or persons to inquire into or carry out inspection of the University. 3. The powers to grant affiliation to any institution shall be available to a University which has built in quality criteria, judged by the HEC. 4. Institutions already established shall have their affiliation powers withdrawn through amendment in their Acts. 5. Affiliated institutions shall not be allowed to admit students after a grace period of five years. Students already admitted in affiliated institutions would be allowed to complete their degree programmes. 6. Campuses located in one city of a private university/institution will be considered collectively as one unit for the application of the new criteria. However, the campus of a private university located in other cities would be treated as a new institution and the same criteria will be applicable to each campus. 7. The HEC would be the competent authority to grant accreditation, validate courses and syllabi of the University which shall be subject to quality standards set by the HEC. The accreditation will be withdrawn if found that the institution is unable to satisfactorily demonstrate its ability and commitment to achieve and maintain national academic standards.

Component	Standards/Norms
	<ol style="list-style-type: none"> <li data-bbox="667 260 1209 485">8. The University shall be liable to provide facilities to the representatives of the Higher Education Commission, the Pakistan Engineering Council, Pakistan Medical and Dental Council or such similar relevant organizations for visitation to enable them to verify that the University is maintaining appropriate academic standards. <li data-bbox="667 495 1209 575">9. The HEC shall be competent to carry out periodic inspections and monitoring of the institution. <li data-bbox="667 585 1209 726">10. The University shall have to work within the framework of the Education Policy and other law or policy framed/amended by the Government of Pakistan/HEC/Provincial Governments from time to time. <li data-bbox="667 737 1209 848">11. The University shall be required to strictly comply with the constitutional provisions and law and abide by social, religious, ethical and cultural ethos and values. <li data-bbox="667 858 1209 915">12. Activities of the University shall be restricted to teaching, research and services only. <li data-bbox="667 926 1209 982">13. Double entry system accounts shall be maintained by the University. <li data-bbox="667 993 1209 1050">14. Each University shall have its annual accounts audited by the competent auditors.

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HIGHER EDUCATION COMMISSION

Sector H-9, Islamabad
URL : www.hec.gov.pk

General Criteria/Norms for the Establishment of a New Institute of Higher Education

Degree awarding Institute: Any degree awarding institution of higher education having less than four disciplines will be eligible for grant of charter as a degree awarding institute.

Component	Nature of Requirement	Standards/Norms	
Departments	Departments (Physics, Chemistry etc.)	Minimum 1 department in case of an institute	
	Teacher: Student ratio (desirable)	1:20	Maximum for Science subjects involving lab. work
		1:30	For others
	No. of administrative staff including laboratories, library & other staff for miscellaneous duties	1:2 ratio of administrative staff to teaching staff	
Teaching Faculty	Teachers	At least six full-time teachers per department (out of which five must be holders of Ph.D. degrees)*	
	No. of teachers (full time) required (cadre-wise) per department	Professor	1
		Associate Professor	1
		Assistant Professors	2
		Lecturers	2

Component	Nature of Requirement	Standards/Norms
	Associate Professor and Professor	Must be holder of Ph.D Degree. * This condition would not be pre-requisite in case of professional institutions (such as law, fine arts).
Libraries	Journals	Subscription to at least 15 current journals of international repute with impact factor of at least 1.00. Access to electronic journals to be provided
	Books required	At least 1500 books from major international publishers in the relevant field
Facilities	Hall/Lecture theatres (desirable)	12 to 15 sq. ft. per student
	Number of rooms required (desirable)	2 lecture rooms per Department, 1 seminar room, 1 Library cum Reading room, 1 committee room
Teaching and Administrative Staff Offices	Required for each University (desirable)	1 Staff room 1 Faculty office for each department
Laboratories/ Workshops/ PC/Internet service (Desirable)**	No. of laboratories required (desirable)	At least 1 Lab. per department with appropriate space
	Workshops (desirable)	35 to 45 sq ft. per student
	PC (desirable)	1 for 3 students in case of IT courses
	Internet service	256 Kbytes access rate shall be provided

Component	Nature of Requirement	Standards/Norms	
Gross Area	Area in acres	3-1/3 acres at least (depending upon the location having potential for further development)	
	Built-in/covered Area (desirable)	Minimum 100 sq ft. per student	
	General facilities: office, staff rooms, cafeteria, reading room, auditorium, committee room, conference room, housing for staff, parking space, and toilets etc.	Basic facilities for staff and students	
Hostels (Desirable)		<i>Min.</i>	<i>Max.</i>
	Cubicles (desirable)	80	120
	Dormitories (desirable)	50	80
	Dining (desirable)	8-10	12-15
	Gross space (desirable)	200	250
Scholarships	Scholarships and free-ships	At least 10% of the students to be given scholarships	
Research	Funding of research	10% of the institutional budget to be specified for research	
Inspection	Peer review	One scientist having an impact factor of at least 1.00 will be associated in the inspection of the institution for NOC clearance	

Component	Nature of Requirement	Standards/Norms
Rating	Star system	HEC shall carry out rating exercise of private institutes and grant star system based on their performance and excellence. The information shall be made public for general awareness
Finance	Endowment Fund (Secured in the name of Trust/Society)	Rs.15.0 million
	Tangible assets in the form of land/building etc.	Rs.25.0 million
	Working Capital	Rs.10.0 million
	Total:	Rs.50.0 million

* For existing institutions, the requirement of 5 Ph.Ds. is to be satisfied within three years upto December, 2009

** The standardization of the laboratories shall be in accordance with the specifications of the HEC.

Component	Standards/Norms
Senate	<p>1) The body responsible for the governance of the University/Institute shall be described as the Senate, and shall consist of the following, namely:–</p> <ul style="list-style-type: none"> (a) the Chancellor who shall be the Chairperson of the Senate; (b) the Vice-Chancellor; (c) one member of the Government not below the rank of Additional Secretary from the Ministry of Education or any other department relevant to the special focus of the University/Institute; (d) four persons from society at large being persons of distinction in the fields of administration, management, education, academics, law, accountancy, medicine, fine arts, architecture, agriculture, science, technology and engineering such that the appointment of these persons reflects a balance across the various fields: Provided that the special focus or affiliation of the University/Institute, to be declared in the manner prescribed, may be reflected in the number of persons of distinction in an area of expertise relevant to the University/Institute who are appointed to the Senate; (i) one person from amongst the alumni of the University/Institute; (j) two persons from the academic community of the country, other than an employee of the University/Institute, at the level of professor or principal of a college; (k) four University/Institute Teachers; <i>and</i> (l) one person nominated by the Commission.

Component	Standards/Norms
	<p>(2) The numbers of the members of the Senate described against clauses (e) to (h) of sub-section 1 may be increased by the Senate through Statutes subject to condition that the total membership of the Senate does not exceed twenty-one, with a maximum of five University/Institute Teachers, and the increase is balanced, to the extent possible, across the different categories specified in sub-section (1).</p> <p>(3) All appointments to the Senate shall be made by the Chancellor. Appointments of persons described in clauses (e) to (f) of sub-section (1) shall be made from amongst a panel of three names for each vacancy recommended by the Representation Committee and in accordance with procedure as may be prescribed.</p> <p>(4) Members of the Senate, other than <i>ex officio</i> members, shall hold office for three years. One-third of the members, other than <i>ex officio</i> members, of the first Senate, to be determined by lot, shall retire from office on the expiration of one year from the date of appointment by the Chancellor. One-half of the remaining members, other than <i>ex officio</i> members, of the first Senate, to be determined by lot, shall retire from office on the expiration of two years from the date of appointment and the remaining one-half, other than <i>ex officio</i> members, shall retire from office on the expiration of the third year:</p> <p style="padding-left: 40px;">Provided that no person, other than an <i>ex officio</i> member, may serve on the Senate for more than two consecutive terms:</p> <p style="padding-left: 80px;">Provided further that the University/Institute Teachers appointed to the Senate may not serve for two consecutive terms.</p>

Component	Standards/Norms
Safeguards	<ol style="list-style-type: none"> <li data-bbox="670 258 1224 342">1. The President of Pakistan or Governor of the province as the case may be should be Patron/Chancellor of the Institution. <li data-bbox="670 352 1224 552">2. The Patron/Chancellor shall have the powers to cause a visitation to be made on the request of the Higher Education Commission (HEC) in respect of any matter connected with the affairs of the Institute and shall, from time to time, direct any person or persons to inquire into or carry out inspection of the Institute. <li data-bbox="670 562 1224 667">3. The powers to grant affiliation to any institution shall be available to an Institute which has built in quality criteria, judged by the HEC. <li data-bbox="670 678 1224 762">4. Institutions already established shall have their affiliation powers withdrawn through amendment in their Acts. <li data-bbox="670 772 1224 919">5. Affiliated institutions shall not be allowed to admit students after a grace period of five years. Students already admitted in affiliated institutions would be allowed to complete their degree programmes. <li data-bbox="670 930 1224 1119">6. Campuses located in one city of a private institution will be considered collectively as one unit for the application of the new criteria. However, the campus of a private institution located in other cities would be treated as a new institution and the same criteria will be applicable to each campus. <li data-bbox="670 1129 1224 1392">7. The HEC would be the competent authority to grant accreditation, validate courses and syllabi of the Institute which shall be subject to quality standards set by the HEC. The accreditation will be withdrawn if found that the institution is unable to satisfactorily demonstrate its ability and commitment to achieve and maintain national academic standards.

Component	Standards/Norms
	<ol style="list-style-type: none"> <li data-bbox="673 258 1224 478">8. The Institute shall be liable to provide facilities to the representatives of the Higher Education Commission, the Pakistan Engineering Council, Pakistan Medical and Dental Council or such similar relevant organizations for visitation to enable them to verify that the Institute is maintaining appropriate academic standards. <li data-bbox="673 489 1224 573">9. The HEC shall be competent to carry out periodic inspections and monitoring of the institution. <li data-bbox="673 583 1224 720">10. The Institute shall have to work within the framework of the Education Policy and other law or policy framed/amended by the Government of Pakistan/HEC/Provincial Governments from time to time. <li data-bbox="673 730 1224 846">11. The Institute shall be required to strictly comply with the constitutional provisions and law and abide by social, religious, ethical and cultural ethos and values. <li data-bbox="673 856 1224 909">12. Activities of the Institute shall be restricted to teaching, research and services only. <li data-bbox="673 919 1224 972">13. Double entry system accounts shall be maintained by the Institute. <li data-bbox="673 982 1224 1035">14. Each Institute shall have its annual accounts audited by the competent auditors.



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