

**Higher Education Commission  
Research and Innovation Division  
Annual ORIC Self-Assessment Evaluation Report 2022-2023**

Offices of Research, Innovation and Commercialization (ORICs) exist to uplift and support quality research and research commercialization activities at universities. The Higher Education Commission (HEC) recognizes ORICs at universities that apply for recognition after having successfully fulfilled all prerequisites mandated under the HEC’s ORIC Policy 2021. Recognized ORICs are eligible for overhead funding on HEC-sponsored research grants, inclusion in various HEC capacity building initiatives, and are taken onboard for various national and international collaborations undertaken by the HEC.

Each year, HEC-recognized ORICs are required to conduct a self-assessment exercise against a standard, prescribed scorecard, which is subsequently evaluated by the HEC to determine annual ORIC performance rankings and calculation of overhead percentages of funding on HEC-grants against the following policy criteria:

Category	Score	University Overhead (Performance) on the basis of Score
W	80 and above	15%
X	60 -79	10%
Y	40 – 59	5%
Non-complying	Below 40	0%

The scorecard developed by HEC seeks to gain insight on ORICs’ performance within the research commercialization ecosystem. Furthermore, the scorecard for Financial Year (FY) 2022-2023 required HEC-recognized ORICs to share their progress on various KPIs embedded under the following major domains:

Sr. No.	Key Performance Indicator	Score Assigned
A	Human Resource & Operations	10
B	Research Excellence	45
C	Innovation & Commercialization	30
D	Sustainability & Capacity Building	15
<b>Total</b>		<b>100</b>

**ORICs Assessed in FY 2022-2023:**

A total of 78 ORICs were considered for evaluation in FY 2022-2023, out of which 70 ORICs were successful in the timely submission of their scorecards whereas the remaining offices were unable to make their submissions, hence stand as ‘non-complying’.

The following table presents the total number of ORICs in each category:

Category	No. of ORICs
W	4
X	30
Y	26
Non-complying	18
<b>Total</b>	<b>78</b>

S. no.	University	Score Obtained	Category
1	Abbottabad University of Science & Technology, Abbottabad	40.5	Y
2	Abdul Wali Khan University, Mardan	54	Y
3	Aga Khan University, Karachi	68	X
4	Air University, Islamabad	67.5	X
5	Allama Iqbal Open University, Islamabad	51	Y
6	Bahria University, Islamabad	66	X
7	Balochistan University of Information Technology Engineering & Management Sciences (BUIEMS), Quetta	48.5	Y
8	COMSATS University, Islamabad	65	X
9	DOW University of Health Sciences, Karachi	71.5	X
10	Fatima Jinnah Women University, Rawalpindi	40.5	Y
11	Forman Christian College, Lahore	63	X
12	Foundation University, Islamabad	66.5	X
13	Gomal University, D.I. Khan	21	Non-complying
14	Government College for Women University, Sialkot	25	Non-complying
15	Government College University, Faisalabad	46.5	Y
16	Institute of Business Administration, Karachi	40	Y
17	Institute of Business Management, Karachi	62	X
18	Institute of Management Science, Peshawar	49.5	Y
19	Institute of Space Technology, Islamabad	80	W
20	International Islamic University, Islamabad	51	Y
21	IQRA University, Karachi	35.5	Non-complying
22	Islamia College University, Peshawar	46.5	Y
23	Isra University, Hyderabad	53	Y
24	Jinnah University for Women, Karachi	60.5	X
25	Karachi Institute of Economics and Technology, Karachi	65	X
26	Karakoram International University, Gilgit	12.5	Non-complying
27	KASB Institute of Technology, Karachi	52	Y

28	Khyber Medical University, Peshawar	71.5	X
29	Kinnaird College for Women, Lahore	63.5	X
30	Kohat University of Science and Technology, Kohat	22	Non-complying
31	Lahore College for Women University, Lahore	56.5	Y
32	Lahore Garrison University, Lahore	77.5	X
33	Mirpur University of Science and Technology (MUST), Mirpur	62	X
34	Muhammad Ali Jinnah University, Karachi	63.5	X
35	Muhammad Nawaz Shareef University of Agriculture, Multan	74	X
36	National Textile University, Faisalabad	65.5	X
37	National University of Computer & Emerging Sciences (NUCES), Islamabad	53	Y
38	National University of Modern Languages, Islamabad	68	X
39	National University of Sciences & Technology (NUST), Islamabad	84.5	W
40	NED University of Engineering and Technology, Karachi	81	W
41	Pakistan Institute of Development Economics (PIDE), Islamabad	56	Y
42	Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi	66.5	X
43	Quaid-e-Azam University, Islamabad	57	Y
44	Riphah International University, Islamabad	56.5	Y
45	Sarhad University of Science & Information Technology, Peshawar	24.5	Non-complying
46	Shaheed Benazir Bhutto University, Shaheed Benazirabad (Nawabshah)	41.5	Y
47	Shaheed Benazir Bhutto Women University, Peshawar	40	Y
48	Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Karachi	66.5	X
49	Sindh Agriculture University, Tandojam	32	Non-complying
50	Sindh Madressatul Islam University, Karachi	40	Y
51	Sukkur Institute of Business Administration, Sukkur	67	X
52	The Superior University, Lahore	59.5	Y
53	The University of Faisalabad, Faisalabad	64	X
54	The University of Lahore, Lahore	64.5	X
55	University of Agriculture, Faisalabad	84.5	W
56	University of Balochistan, Quetta	22	Non-complying
57	University of Central Punjab, Lahore	48	Y
58	University of Education, Lahore	23	Non-complying
59	University of Engineering & Technology, Lahore	62	X
60	University of Engineering & Technology, Peshawar	63.5	X
61	University of Gujrat, Gujrat	44.5	Y

62	University of Haripur, Haripur	53	Y
63	University of Karachi, Karachi	50	Y
64	University of Malakand, Chakdara, Dir, Malakand	40.5	Y
65	University of Management & Technology, Lahore	73.5	X
66	University of Sargodha, Sargodha	30	Non-complying
67	University of the Punjab, Lahore	60.5	X
68	University of Veterinary & Animal Sciences, Lahore	61.5	X
69	University of Wah, Wah Cantt	62.5	X
70	Zia-ud-Din University, Karachi	73	X

The following 8 ORICs were unable to timely submit their scorecards, hence they are placed in the ‘Non-complying’ category for FY 2022-2023:

S. no.	University Name	Category
1	CECOS University of Information Technology and Emerging Sciences, Peshawar	Non-complying
2	Greenwich University, Karachi	Non-complying
3	Lahore University of Management Sciences (LUMS), Lahore	Non-complying
4	Mehran University of Engineering & Technology (MUET), Jamshoro	Non-complying
5	National University of Medical Sciences, Rawalpindi	Non-complying
6	Nur International University, Lahore	Non-complying
7	Pakistan Institute of Engineering & Applied Sciences (PIEAS), Islamabad	Non-complying
8	University of Peshawar, Peshawar	Non-complying

### Comparative Analysis of ORICs’ Performance

#### ORICs Demonstrating Improved Categories:

The following table presents ORICs that were able to attain a higher category through sustained improvements in their operations:

University Name	Category FY 21-22	Category FY 22-23	Remarks
Institute of Space Technology, Islamabad	X	W	The office exhibited prominent improvement in KPIs concerning Sustainability and Capacity Building, while closely maintaining performance across other sections.
Khyber Medical University, Peshawar	Y	X	Promising progress is made in KPIs for Research, Commercialization, and Sustainability.
Sukkur Institute of Business Administration, Sukkur	Y	X	Improvements in research and commercialization initiatives demonstrate enhanced performance.
Foundation University, Islamabad	Y	X	Advancements in research excellence and sustained progress across other sections is observed.
Karachi Institute of Economics and Technology, Karachi	Y	X	Progress has been recorded across all sections since the last submission.
The University of Lahore, Lahore	Y	X	Improvements are notable in each section - especially in Sustainability and Capacity Building.
Forman Christian College, Lahore	Y	X	The Research Excellence section conveyed significant progress, and similar developments are expected in other sections.
University of Wah, Wah Cantt	Y	X	A sustained improvement is recorded across all sections.
Mirpur University of Science and Technology (MUST), Mirpur	Y	X	Progression of the ORIC is visible in KPIs concerning research management.
Jinnah University for Women, Karachi	Y	X	Performance in research management has remained consistent, whereas an uplift in commercialization and sustainability initiatives is noted.
University of the Punjab, Lahore	Y	X	An increase in innovation, commercialization and sustainability initiatives is noticeable. However, ORIC HR operations need to be further streamlined.
Isra University, Hyderabad	Non-complying	Y	The ORIC has registered an overall improvement in performance from having failed to submit the scorecard during the last FY.
Allama Iqbal Open University, Islamabad	Non-complying	Y	A considerable improvement has been recorded across all sections of the scorecard.
Institute of Management Science, Peshawar	Non-complying	Y	Though the university has recorded notable improvement in research output, the innovation and commercialization section requires considerable effort for uplift.

University of Gujrat, Gujrat	Non-complying	Y	Progress in the Innovation and Commercialization section has helped the university climb to a higher category.
Shaheed Benazir Bhutto University, Shaheed Benazirabad (Nawabshah)	Non-complying	Y	Initiatives noted under Innovation and Commercialization have contributed to securing a higher category, and sustained efforts are recommended.
University of Malakand, Chakdara, Dir, Malakand	Non-complying	Y	Although improvement has been recorded in research output, KPIs for innovation, commercialization and sustainability should be further enhanced.
Shaheed Benazir Bhutto Women University, Peshawar	Non-complying	Y	incremental advancements in innovation, commercialization and sustainability aspects are noted.

Evaluation for FY 22-23 sees the 'Institute of Space and Technology' being promoted to the highest category 'W' from their previous 'X' category, while 3 other ORIC have maintained their W category from last year. Furthermore, this year saw 10 universities being promoted to the 'X' category from their previous 'Y' category, and further 7 universities managed to improve their performance to be included in the 'Y' category from previously being in the 'non-complying' category.

#### ORICs Facing Demotions:

There are 6 universities that have faced a downgrade in their assigned category upon evaluation, due to reasons generally associated with either low performance during the year or non-compliance against scorecard submission modalities. The table below illustrates score comparisons for these universities).

University Name	Category FY 21-22	Category FY 22-23	Remarks
Institute of Business Administration, Karachi	W	Y	Requisite documentation in support of progress on KPIs was not made available.
Air University, Islamabad	W	X	Requisite documentation in support of progress on KPIs was not made available.
Lahore College for Women University, Lahore	X	Y	Shortcomings were observed in research output and ORIC HR KPIs, along with discrepancies in documentary evidence.
IQRA University, Karachi	Y	Non-complying	The ORIC was not able to provide requisite documentation for their reported items and demonstrated lower scores across all sections.
Sindh Agriculture University, Tandojam	Y	Non-complying	Low output was observed in research management and innovation & commercialization sections
Karakorum International University, Gilgit	Y	Non-complying	Extraordinarily low performance was conveyed by ORIC, which placed it in the Z category.

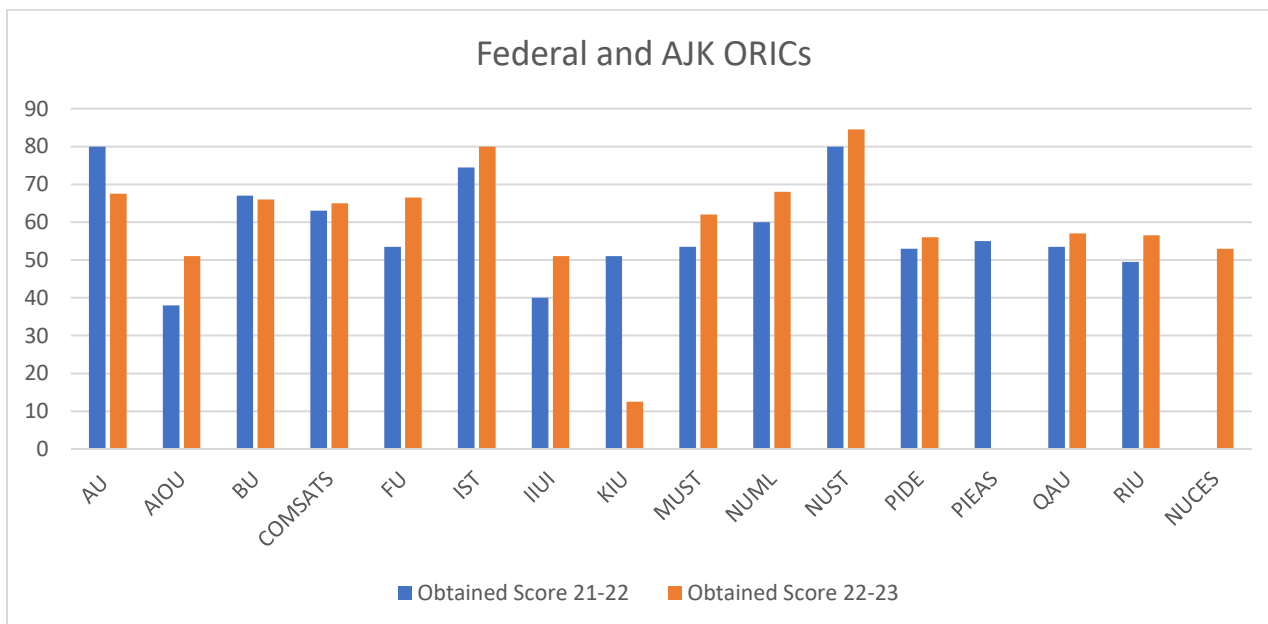
It is also prominently noted that ORICs previously ranked in the highest category (W) are now placed in the lower categories. As summarized by the remarks in the table above, the HEC during review of the scorecards provided an appropriate opportunity to ORICs to clarify and furnish appropriate documentation in instances where evidence against reported KPIs could not be adequately validated. However, failure to convey the required documentation has largely contributed to the placement in lower categories.

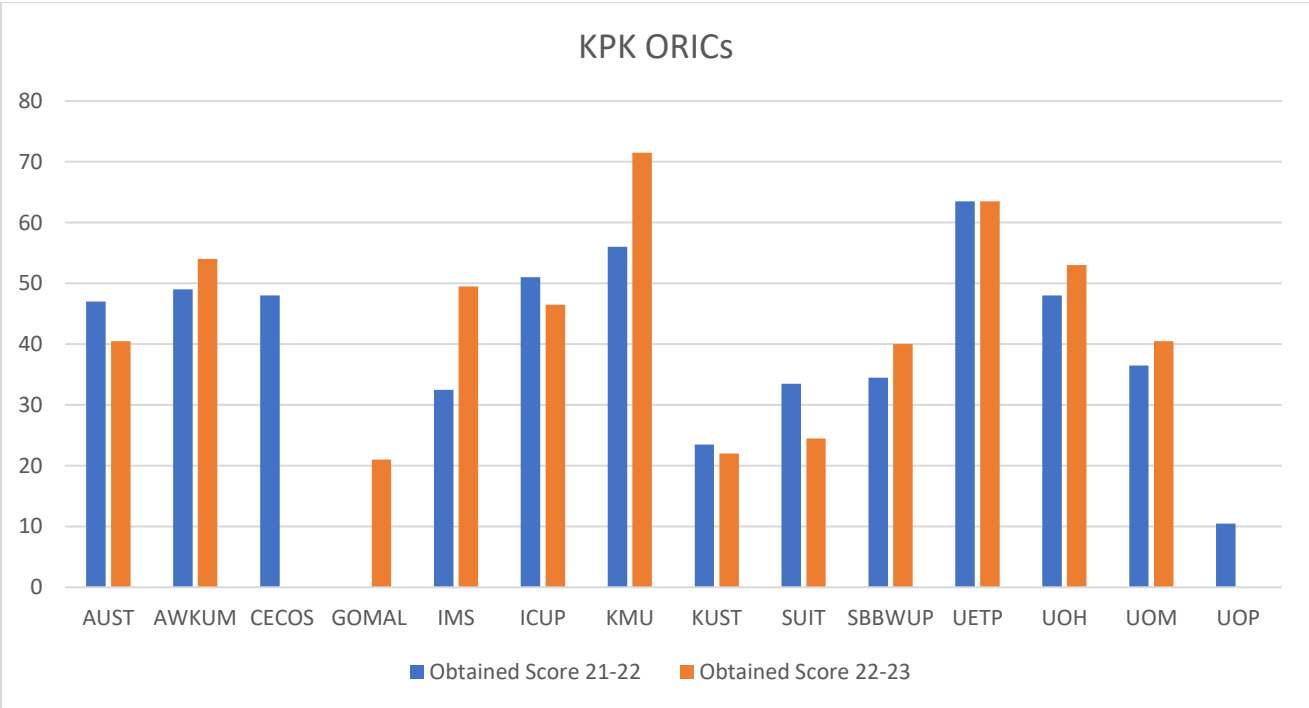
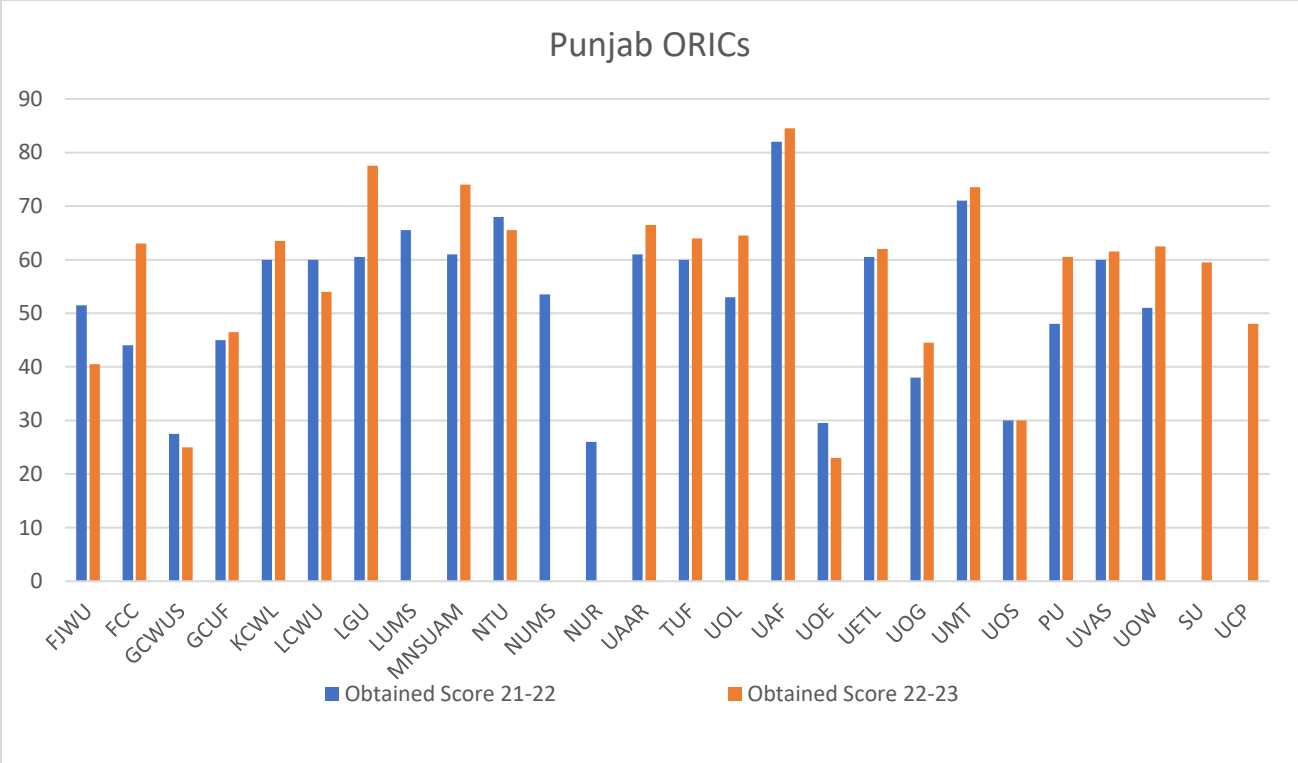
### Score Comparison between FY 2021-2022 and 2022-2023

As a general inference from evaluation results, ORIC have demonstrated holistic progress in their overall operations and performance.

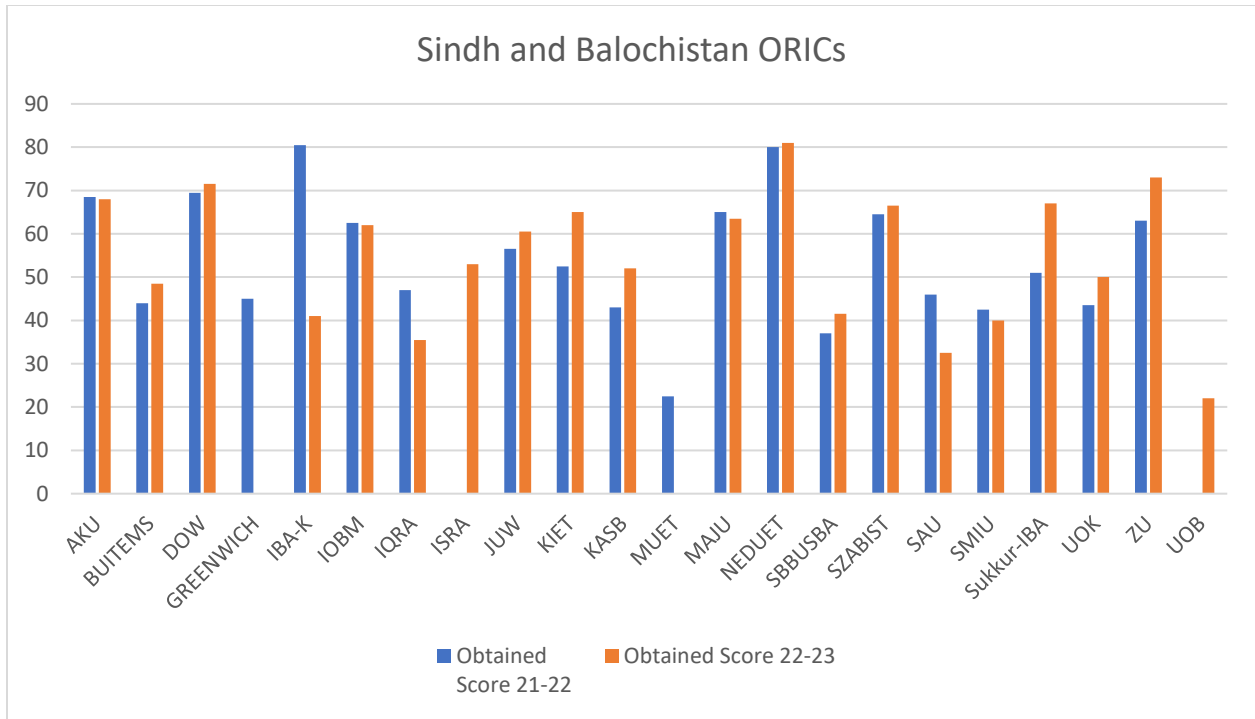
	Average Sectional Scores			
	Section 1: HRO	Section 2: RM	Section 3: I&C	Section 4: S&C
<b>FY 21-22</b>	86%	46%	36%	69%
<b>FY 22-23</b>	83%	50%	42%	78%

The table above projects the average percentage score of ORICs in each of the scorecard’s sections for FY 22-23 and FY 22-21. Apart from a minute decrease in the total average for section 1, the performance across the remaining sections remains positive in comparison to the previous year. The increase across sections 2 – 4 demonstrates an alignment with the objective of enhancing research commercialization and technology transfer at universities.



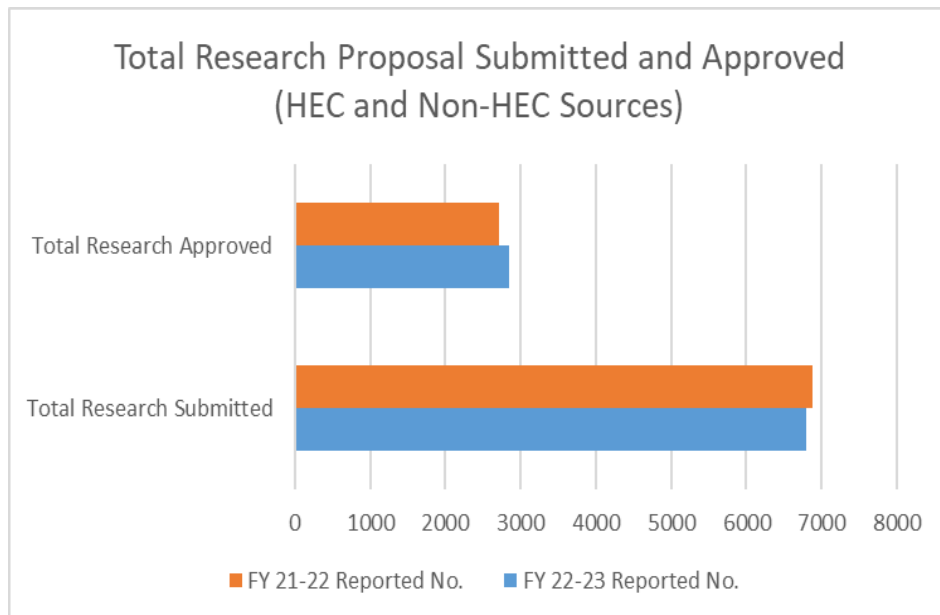






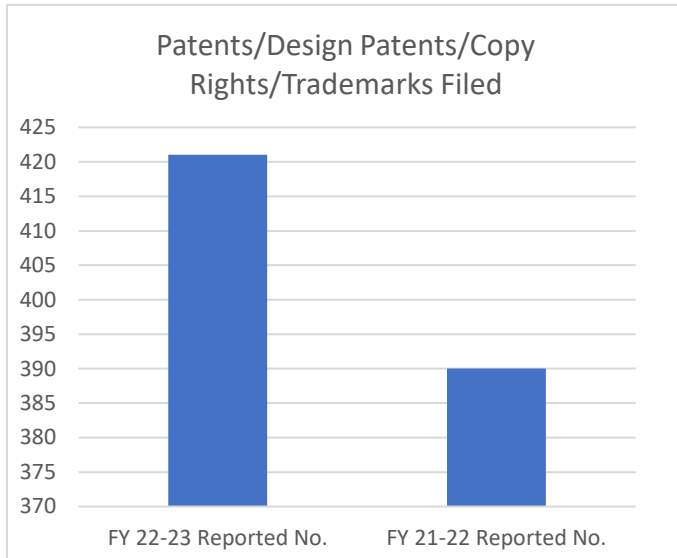
### Statistics on Key Progress Indicators

Comparative statistics are exhibited for assessments across FY 2021-2022 and FY 2022-2023.



It is observable in the figure above that the total research proposals approved for funding in FY 2022-2023 were greater than those in the previous year, despite their being slightly less submissions made than in FY 2021-2022. Lower submissions may partially be attributed to the lack of dedicated positions

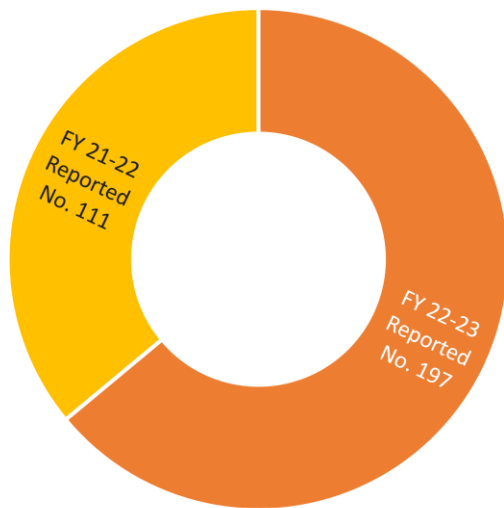
within ORICs, evidenced by the average score in the Human Resource Operations section. Nonetheless, demonstrated is an overall improvement in the research proposal approval rate of applications, which is an indicator of enhanced quality of research proposals drafted by universities. Such an improvement can be attributed to the training programs arranged by the ORICs for their faculty on grant-writing, better practices for winning research grants, alongside extension of continuous support and guidance offered by the office to researchers.



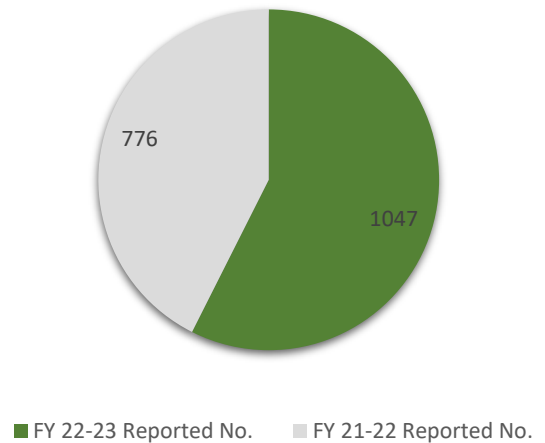
With regard to reporting innovations, universities compared to last year conveyed higher applications to relevant national and international bodies in a bid to secure their intellectual properties (IP).

This denotes a positive step towards the protection and awareness of IP being developed at HEIs. The protection of IP allows varsities to progress their industrial collaborations through licensing ventures to generate a steady, sustainable revenue stream.

Licensing Agreements Signed at National/International Level



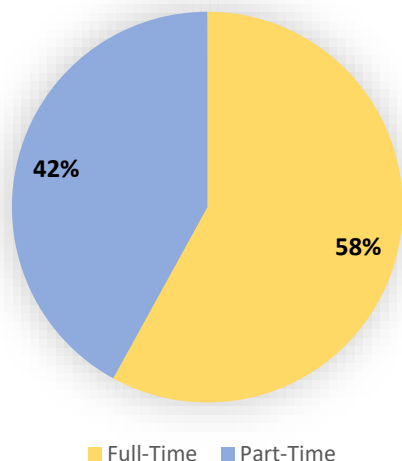
Number of Research Products/Processes one into Prefeasibility



Commercialization of secured intellectual property also saw an increase during FY 22-23 as a total of 197 licensing agreements at the national and international level were reported by universities. In addition, the KPI concerning research products processes/processes having undergone prefeasibility reported an approximate 35% increase from the previous year. The overall trend for innovation and

commercialization this year has exhibited increased collaborations with industrial partners for furthering technology transfer initiatives.

### Assignment of ORIC Heads



It is also considered pertinent to mention that the HEC’s ORIC Policy 2021, against which all ORICs are recognized and subsequently evaluated, necessitates the core ORIC team, especially the head of the ORIC to be assigned to the office on a full-time basis.

ORICs and their respective universities have been frequently advised for compliance with this policy requirement, and this year’s validation exercise has revealed that 42% of the evaluated ORICs did not have full-time Heads. Commonly, the role is observed to be handed to academic or managerial personnel within

universities as an additional responsibility alongside their original assignment. Such an arrangement does not permit the dedication demanded by the role of the ORIC Head and often becomes an obstruction to the operations and sustained progress of the ORIC.

#### Learning and Recommendations:

Self-assessment and evaluation exercises serve as an opportunity to both ORICs and the HEC to reflect upon their trajectories moving forward, to ensure positive impacts and contributions from our academic efforts.

Based off an analysis of this year’s scoring trends and progress on KPIs, the following recommendations are conveyed to ORICs:

- **Enhancing Research and Commercialization Engagements:** The average scores across the ‘Research Management’ and ‘Innovation and Commercialization’ showcase a sustained improvement since the last evaluation, standing at average scores of 50% and 42%, respectively. To truly inculcate and build upon a culture of research and its commercialization, greater output and progress across these sections is required, and ORICs are encouraged to focus their operations towards the uplift of these sections.
- **Furthering Stakeholder Linkages:** Industry-academia-govt linkages need to be enhanced through mutual collaborative efforts. ORICs are encouraged to take up initiatives to further this objective via collaborative joint research, contract research, and pursuance of IP licensing agreements with industry/government. To serve this purpose, the Higher Education Commission has developed the Academia-Industry-Government Linkages (AIG) portal on the RFI webpage, which allows academia to collaborate in real-time with industrial and government personnel and organizations on research aspects. The portal can be utilized by ORICs for building their liaison with national and international industries.

- Capacity Building Initiatives Offered by ORICs: ORICs are to continue developing training programs, workshops, and seminars for their faculty as well as their own office personnel. Well-developed training programs for researchers can boost their chances of success in winning research grants from donor agencies as well as conducting research better suited to socioeconomic and industrial needs. In a similar fashion, engagement of ORIC personnel in continuous capacity building initiatives is equally important, as their role requires management of technicalities concerning each step of the technology transfer cycle and ever-evolving research landscape.
- Prioritizing and Pursuing Intellectual Property: ORICs should actively manage the university's pool of intellectual property by assessing and prioritizing technologies with commercial prospects for further enhancement and commercialization, to aid overall institutional self-sustainability. Assessment will also help the ORIC to identify IP whose protection the university does not decide to pursue, which may then be dealt with however the institutional IP policy directs.
- Implementation of IP Policies and Procedures: The processes for disclosure, registration and distribution of revenue arising from Intellectual Property must be adequately documented under the university's IP Rights policy. As many ORICs have duly approved IPR policies in place, it pertinent to ensure their implementation in letter and spirit to streamline IP processes, maintain collaboration and compliance among stakeholders, and most importantly, instill a culture on-campus that is conducive to research commercialization endeavors.
- Implementing a Feedback Loop: A feedback mechanism can be developed for gathering input and recommendations from the ORIC's beneficiaries within the university i.e. researchers, faculties, students, as well as their collaborating industrial counterparts. Feedback from these vital stakeholders will assist ORICs in identifying areas for improvement and developing needed services.

To further support the ORICs in their mandate and contribute to the uplift of a national research commercialization culture, the HEC itself shall dedicate its endeavors towards the following action items:

- Capacity Building Initiatives: Develop and implement regular capacity building programs for ORICs encompassing trainings on research enhancement, relevancy and commercialization aspects. The HEC recently concluded a series of 'Innovation and Commercialization' and 'Train the Trainers' capacity building workshops for recognized ORIC from July till December 2023. The workshops aimed to develop expertise of ORICs in commercialization of academic research and training their personnel to replicate such trainings within their institutes.
- Building Linkages through Programs: Seek the participation of ORICs in various seminars, conferences and workshops that can serve to enhance operations and build their connectivity with various stakeholders. Such initiatives provide an opportunity to foster collaboration with academic counterparts, industries and government bodies on possible research initiatives and licensing agreements.

**University-Wise Detailed Scores:**

Following are the detailed scores for evaluated ORICs, providing insight on performance regarding each scorecard domain:

1	<b>Abbottabad University of Science &amp; Technology, Abbottabad</b>	Category	Y
		Score Obtained	40.5
A.	Human Resource and Operations	7.5	75%
B.	Research Excellence	16	36%
C.	Innovation and Commercialization	9	30%
D.	Sustainability and Capacity Building	8	53%

2	<b>Abdul Wali Khan University, Mardan</b>	Category	Y
		Score Obtained	54
A.	Human Resource and Operations	9.5	95%
B.	Research Excellence	20.5	46%
C.	Innovation and Commercialization	11	37%
D.	Sustainability and Capacity Building	13	87%

3	<b>Aga Khan University, Karachi</b>	Category	X
		Score Obtained	68
A.	Human Resource and Operations	7	70%
B.	Research Excellence	35	78%
C.	Innovation and Commercialization	14	47%
D.	Sustainability and Capacity Building	12	80%

4	<b>Air University, Islamabad</b>	Category	X
		Score Obtained	67.5
A.	Human Resource and Operations	8.5	85%
B.	Research Excellence	30.5	68%
C.	Innovation and Commercialization	13.5	45%
D.	Sustainability and Capacity Building	15	100%

5	<b>Allama Iqbal Open University, Islamabad</b>	Category	Y
		Score Obtained	51

A.	Human Resource and Operations	9	90%
B.	Research Excellence	20	44%
C.	Innovation and Commercialization	10	33%
D.	Sustainability and Capacity Building	12	80%

<b>6</b>	<b>Bahria University, Islamabad</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>66</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	29	64%
C.	Innovation and Commercialization	14.5	48%
D.	Sustainability and Capacity Building	12.5	83%

<b>7</b>	<b>Balochistan University of Information Technology Engineering &amp; Management Sciences (BUIEMS), Quetta</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>48.5</b>
A.	Human Resource and Operations	8.5	85%
B.	Research Excellence	20	44%
C.	Innovation and Commercialization	8.5	28%
D.	Sustainability and Capacity Building	11.5	77%

<b>8</b>	<b>COMSATS University, Islamabad</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>65</b>
A.	Human Resource and Operations	8.5	85%
B.	Research Excellence	27	60%
C.	Innovation and Commercialization	17	57%
D.	Sustainability and Capacity Building	12.5	83%

<b>9</b>	<b>DOW University of Health Sciences, Karachi</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>71.5</b>
A.	Human Resource and Operations	8.5	85%
B.	Research Excellence	32	71%
C.	Innovation and Commercialization	16	53%
D.	Sustainability and Capacity Building	15	100%

<b>10</b>	<b>Fatima Jinnah Women University, Rawalpindi</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>40.5</b>
A.	Human Resource and Operations	8	80%
B.	Research Excellence	11.5	26%
C.	Innovation and Commercialization	11	37%
D.	Sustainability and Capacity Building	10	67%

<b>11</b>	<b>Forman Christian College, Lahore</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>63</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	28.5	63%
C.	Innovation and Commercialization	11.5	38%
D.	Sustainability and Capacity Building	13	87%

<b>12</b>	<b>Foundation University, Islamabad</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>66.5</b>
A.	Human Resource and Operations	9.5	95%
B.	Research Excellence	29.5	66%
C.	Innovation and Commercialization	15	50%
D.	Sustainability and Capacity Building	12.5	83%

<b>13</b>	<b>Gomal University, D.I. Khan</b>	<b>Category</b>	<b>Non-complying</b>
		<b>Score Obtained</b>	<b>21</b>
A.	Human Resource and Operations	6.5	65%
B.	Research Excellence	9	20%
C.	Innovation and Commercialization	0	0%
D.	Sustainability and Capacity Building	5.5	37%

<b>14</b>	<b>Government College for Women University, Sialkot</b>	<b>Category</b>	<b>Non-complying</b>
		<b>Score Obtained</b>	<b>25</b>
A.	Human Resource and Operations	4.5	45%
B.	Research Excellence	10.5	23%
C.	Innovation and Commercialization	4	13%

D.	Sustainability and Capacity Building	6	40%
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15	<b>Government College University, Faisalabad</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>46.5</b>
A.	Human Resource and Operations	6.5	65%
B.	Research Excellence	16.5	37%
C.	Innovation and Commercialization	12.5	42%
D.	Sustainability and Capacity Building	11	73%

16	<b>Institute of Business Administration, Karachi</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>40</b>
A.	Human Resource and Operations	9	90%
B.	Research Excellence	5.5	12%
C.	Innovation and Commercialization	13.5	45%
D.	Sustainability and Capacity Building	12	80%

17	<b>Institute of Business Management, Karachi</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>62</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	27	60%
C.	Innovation and Commercialization	12.5	42%
D.	Sustainability and Capacity Building	12.5	83%

18	<b>Institute of Management Science, Peshawar</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>49.5</b>
A.	Human Resource and Operations	8	80%
B.	Research Excellence	20.5	46%
C.	Innovation and Commercialization	7	23%
D.	Sustainability and Capacity Building	14	93%

19	<b>Institute of Space Technology, Islamabad</b>	<b>Category</b>	<b>W</b>
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		Score Obtained	80
A.	Human Resource and Operations	10	100%
B.	Research Excellence	37.5	83%
C.	Innovation and Commercialization	17.5	58%
D.	Sustainability and Capacity Building	15	100%

20	International Islamic University, Islamabad	Category	Y
		Score Obtained	51
A.	Human Resource and Operations	8	80%
B.	Research Excellence	19.5	43%
C.	Innovation and Commercialization	11	37%
D.	Sustainability and Capacity Building	12.5	83%

21	IQRA University, Karachi	Category	Non-complying
		Score Obtained	35.5
A.	Human Resource and Operations	9	90%
B.	Research Excellence	8	18%
C.	Innovation and Commercialization	8.5	28%
D.	Sustainability and Capacity Building	10	67%

22	Islamia College University, Peshawar	Category	Y
		Score Obtained	46.5
A.	Human Resource and Operations	7.5	75%
B.	Research Excellence	17.5	39%
C.	Innovation and Commercialization	11	37%
D.	Sustainability and Capacity Building	10.5	70%

23	Isra University, Hyderabad	Category	Y
		Score Obtained	53
A.	Human Resource and Operations	6.5	65%
B.	Research Excellence	22.5	50%
C.	Innovation and Commercialization	11.5	38%
D.	Sustainability and Capacity Building	12.5	83%

<b>24</b>	<b>Jinnah University for Women, Karachi</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>60.5</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	23.5	52%
C.	Innovation and Commercialization	15.5	52%
D.	Sustainability and Capacity Building	11.5	77%

<b>25</b>	<b>Karachi Institute of Economics and Technology, Karachi</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>65</b>
A.	Human Resource and Operations	9.5	95%
B.	Research Excellence	28	62%
C.	Innovation and Commercialization	15	50%
D.	Sustainability and Capacity Building	12.5	83%

<b>26</b>	<b>Karakoram International University, Gilgit</b>	<b>Category</b>	<b>Non-complying</b>
		<b>Score Obtained</b>	<b>12.5</b>
A.	Human Resource and Operations	6.5	65%
B.	Research Excellence	1.5	3%
C.	Innovation and Commercialization	4.5	15%
D.	Sustainability and Capacity Building	0	0%

<b>27</b>	<b>KASB Institute of Technology, Karachi</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>52</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	23.5	52%
C.	Innovation and Commercialization	8	27%
D.	Sustainability and Capacity Building	10.5	70%

<b>28</b>	<b>Khyber Medical University, Peshawar</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>71.5</b>
A.	Human Resource and Operations	9	90%
B.	Research Excellence	30.5	68%
C.	Innovation and Commercialization	17	57%

D.	Sustainability and Capacity Building	15	100%
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<b>29</b>	<b>Kinnaird College for Women, Lahore</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>63.5</b>
A.	Human Resource and Operations	9	90%
B.	Research Excellence	23	51%
C.	Innovation and Commercialization	16.5	55%
D.	Sustainability and Capacity Building	15	100%

<b>30</b>	<b>Kohat University of Science and Technology, Kohat</b>	<b>Category</b>	<b>Non-complying</b>
		<b>Score Obtained</b>	<b>22</b>
A.	Human Resource and Operations	6.5	65%
B.	Research Excellence	8	18%
C.	Innovation and Commercialization	3.5	12%
D.	Sustainability and Capacity Building	4	27%

<b>31</b>	<b>Lahore College for Women University, Lahore</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>56.5</b>
A.	Human Resource and Operations	6.5	65%
B.	Research Excellence	22.5	50%
C.	Innovation and Commercialization	12.5	42%
D.	Sustainability and Capacity Building	15	100%

<b>32</b>	<b>Lahore Garrison University, Lahore</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>77.5</b>
A.	Human Resource and Operations	9.5	95%
B.	Research Excellence	31.5	70%
C.	Innovation and Commercialization	24.5	82%
D.	Sustainability and Capacity Building	12	80%

<b>33</b>	<b>Mirpur University of Science and Technology (MUST), Mirpur</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>62</b>
A.	Human Resource and Operations	10	100%

B.	Research Excellence	29	64%
C.	Innovation and Commercialization	11	37%
D.	Sustainability and Capacity Building	12	80%

<b>34</b>	<b>Muhammad Ali Jinnah University, Karachi</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>63.5</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	25	56%
C.	Innovation and Commercialization	13.5	45%
D.	Sustainability and Capacity Building	15	100%

<b>35</b>	<b>Muhammad Nawaz Shareef University of Agriculture, Multan</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>74</b>
A.	Human Resource and Operations	9.5	95%
B.	Research Excellence	34	76%
C.	Innovation and Commercialization	15.5	52%
D.	Sustainability and Capacity Building	15	100%

<b>36</b>	<b>National Textile University, Faisalabad</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>65.5</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	26.5	59%
C.	Innovation and Commercialization	17	57%
D.	Sustainability and Capacity Building	12	80%

<b>37</b>	<b>National University of Computer &amp; Emerging Sciences (NUCES), Islamabad</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>53</b>
A.	Human Resource and Operations	9	90%
B.	Research Excellence	22.5	50%
C.	Innovation and Commercialization	9.5	32%
D.	Sustainability and Capacity Building	12	80%

<b>38</b>		<b>Category</b>	<b>X</b>
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	<b>National University of Modern Languages, Islamabad</b>	<b>Score Obtained</b>	<b>68</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	32	71%
C.	Innovation and Commercialization	11	37%
D.	Sustainability and Capacity Building	15	100%

<b>39</b>	<b>National University of Sciences &amp; Technology (NUST), Islamabad</b>	<b>Category</b>	<b>W</b>
		<b>Score Obtained</b>	<b>84.5</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	35	78%
C.	Innovation and Commercialization	24.5	82%
D.	Sustainability and Capacity Building	15	100%

<b>40</b>	<b>NED University of Engineering and Technology, Karachi</b>	<b>Category</b>	<b>W</b>
		<b>Score Obtained</b>	<b>81</b>
A.	Human Resource and Operations	9	90%
B.	Research Excellence	39.5	88%
C.	Innovation and Commercialization	17.5	58%
D.	Sustainability and Capacity Building	15	100%

<b>41</b>	<b>Pakistan Institute of Development Economics (PIDE), Islamabad</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>56</b>
A.	Human Resource and Operations	7	70%
B.	Research Excellence	24	53%
C.	Innovation and Commercialization	10	33%
D.	Sustainability and Capacity Building	15	100%

<b>42</b>	<b>Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>66.5</b>
A.	Human Resource and Operations	7.5	75%
B.	Research Excellence	29.5	66%
C.	Innovation and Commercialization	16.5	55%
D.	Sustainability and Capacity Building	13	87%

<b>43</b>	<b>Quaid-e-Azam University, Islamabad</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>57</b>
A.	Human Resource and Operations	6.5	65%
B.	Research Excellence	25.5	57%
C.	Innovation and Commercialization	15.5	52%
D.	Sustainability and Capacity Building	9.5	63%

<b>44</b>	<b>Riphah International University, Islamabad</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>56.5</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	23	51%
C.	Innovation and Commercialization	12	40%
D.	Sustainability and Capacity Building	11.5	77%

<b>45</b>	<b>Sarhad University of Science &amp; Information Technology, Peshawar</b>	<b>Category</b>	<b>Non-complying</b>
		<b>Score Obtained</b>	<b>24.5</b>
A.	Human Resource and Operations	6.5	65%
B.	Research Excellence	10	22%
C.	Innovation and Commercialization	4	13%
D.	Sustainability and Capacity Building	4	27%

<b>46</b>	<b>Shaheed Benazir Bhutto University, Shaheed Benazirabad (Nawabshah)</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>41.5</b>
A.	Human Resource and Operations	7	70%
B.	Research Excellence	14	31%
C.	Innovation and Commercialization	12.5	42%
D.	Sustainability and Capacity Building	8	53%

<b>47</b>	<b>Shaheed Benazir Bhutto Women University, Peshawar</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>40</b>
A.	Human Resource and Operations	5.5	55%
B.	Research Excellence	15.5	34%

C.	Innovation and Commercialization	8.5	28%
D.	Sustainability and Capacity Building	10.5	70%

<b>48</b>	<b>Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Karachi</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>66.5</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	29.5	66%
C.	Innovation and Commercialization	12	40%
D.	Sustainability and Capacity Building	15	100%

<b>49</b>	<b>Sindh Agriculture University, Tandojam</b>	<b>Category</b>	<b>Non-complying</b>
		<b>Score Obtained</b>	<b>32</b>
A.	Human Resource and Operations	6	60%
B.	Research Excellence	12	27%
C.	Innovation and Commercialization	6	20%
D.	Sustainability and Capacity Building	8	53%

<b>50</b>	<b>Sindh Madressatul Islam University, Karachi</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>40</b>
A.	Human Resource and Operations	6	60%
B.	Research Excellence	14.5	32%
C.	Innovation and Commercialization	9.5	32%
D.	Sustainability and Capacity Building	10	67%

<b>51</b>	<b>Sukkur Institute of Business Administration, Sukkur</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>67</b>
A.	Human Resource and Operations	9.5	95%
B.	Research Excellence	29	64%
C.	Innovation and Commercialization	13.5	45%
D.	Sustainability and Capacity Building	15	100%

<b>52</b>	<b>The Superior University, Lahore</b>	<b>Category</b>	<b>Y</b>
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		<b>Score Obtained</b>	<b>59.5</b>
A.	Human Resource and Operations	9	90%
B.	Research Excellence	23	51%
C.	Innovation and Commercialization	15.5	52%
D.	Sustainability and Capacity Building	12	80%

<b>53</b>	<b>The University of Faisalabad, Faisalabad</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>64</b>
A.	Human Resource and Operations	9	90%
B.	Research Excellence	30	67%
C.	Innovation and Commercialization	13	43%
D.	Sustainability and Capacity Building	12	80%

<b>54</b>	<b>The University of Lahore, Lahore</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>64.5</b>
A.	Human Resource and Operations	9.5	95%
B.	Research Excellence	25	56%
C.	Innovation and Commercialization	15	50%
D.	Sustainability and Capacity Building	15	100%

<b>55</b>	<b>University of Agriculture, Faisalabad</b>	<b>Category</b>	<b>W</b>
		<b>Score Obtained</b>	<b>84.5</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	34.5	77%
C.	Innovation and Commercialization	25	83%
D.	Sustainability and Capacity Building	15	100%

<b>56</b>	<b>University of Balochistan, Quetta</b>	<b>Category</b>	<b>Non-complying</b>
		<b>Score Obtained</b>	<b>22</b>
A.	Human Resource and Operations	7	70%
B.	Research Excellence	7	16%
C.	Innovation and Commercialization	5	17%
D.	Sustainability and Capacity Building	3	20%



<b>57</b>	<b>University of Central Punjab, Lahore</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>48</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	14	31%
C.	Innovation and Commercialization	12.5	42%
D.	Sustainability and Capacity Building	11.5	77%

<b>58</b>	<b>University of Education, Lahore</b>	<b>Category</b>	<b>Non-complying</b>
		<b>Score Obtained</b>	<b>23</b>
A.	Human Resource and Operations	5	50%
B.	Research Excellence	9	20%
C.	Innovation and Commercialization	9	30%
D.	Sustainability and Capacity Building	0	0%

<b>59</b>	<b>University of Engineering &amp; Technology, Lahore</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>62</b>
A.	Human Resource and Operations	7.5	75%
B.	Research Excellence	24.5	54%
C.	Innovation and Commercialization	15	50%
D.	Sustainability and Capacity Building	15	100%

<b>60</b>	<b>University of Engineering &amp; Technology, Peshawar</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>63.5</b>
A.	Human Resource and Operations	7	70%
B.	Research Excellence	28.5	63%
C.	Innovation and Commercialization	15	50%
D.	Sustainability and Capacity Building	13	87%

<b>61</b>	<b>University of Gujrat, Gujrat</b>	<b>Category</b>	<b>Y</b>
		<b>Score Obtained</b>	<b>44.5</b>
A.	Human Resource and Operations	7	70%
B.	Research Excellence	15	33%
C.	Innovation and Commercialization	11	37%

D.	Sustainability and Capacity Building	11.5	77%
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62	University of Haripur, Haripur	Category	Y
		Score Obtained	53
A.	Human Resource and Operations	8.5	85%
B.	Research Excellence	24	53%
C.	Innovation and Commercialization	9.5	32%
D.	Sustainability and Capacity Building	11	73%

63	University of Karachi, Karachi	Category	Y
		Score Obtained	50
A.	Human Resource and Operations	7	70%
B.	Research Excellence	18	40%
C.	Innovation and Commercialization	13	43%
D.	Sustainability and Capacity Building	12	80%

64	University of Malakand, Chakdara, Dir, Malakand	Category	Y
		Score Obtained	40.5
A.	Human Resource and Operations	7	70%
B.	Research Excellence	14	31%
C.	Innovation and Commercialization	8	27%
D.	Sustainability and Capacity Building	11.5	77%

65	University of Management & Technology, Lahore	Category	X
		Score Obtained	73.5
A.	Human Resource and Operations	10	100%
B.	Research Excellence	27.5	61%
C.	Innovation and Commercialization	21	70%
D.	Sustainability and Capacity Building	15	100%

66	University of Sargodha, Sargodha	Category	Non-complying
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		<b>Score Obtained</b>	<b>30</b>
A.	Human Resource and Operations	5.5	55%
B.	Research Excellence	10	22%
C.	Innovation and Commercialization	4.5	15%
D.	Sustainability and Capacity Building	10	67%

<b>67</b>	<b>University of the Punjab, Lahore</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>60.5</b>
A.	Human Resource and Operations	5.5	55%
B.	Research Excellence	23	51%
C.	Innovation and Commercialization	17	57%
D.	Sustainability and Capacity Building	15	100%

<b>68</b>	<b>University of Veterinary &amp; Animal Sciences, Lahore</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>61.5</b>
A.	Human Resource and Operations	7.5	75%
B.	Research Excellence	23	51%
C.	Innovation and Commercialization	17	57%
D.	Sustainability and Capacity Building	14	93%

<b>69</b>	<b>University of Wah, Wah Cantt</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>62.5</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	26	58%
C.	Innovation and Commercialization	14.5	48%
D.	Sustainability and Capacity Building	12	80%

<b>70</b>	<b>Zia-ud-Din University, Karachi</b>	<b>Category</b>	<b>X</b>
		<b>Score Obtained</b>	<b>73</b>
A.	Human Resource and Operations	10	100%
B.	Research Excellence	34.5	77%
C.	Innovation and Commercialization	16.5	55%
D.	Sustainability and Capacity Building	12	80%