



HIGHER EDUCATION COMMISSION

H-9, ISLAMABAD, PAKISTAN, Website: <http://www.hec.gov.pk>

Engr. Prof. Dr. Niaz Ahmad Akhtar
Chairman

No.1-FAP/QAD/HEC/2026/348
February 27, 2026

Subject: Administrative Delays in Appointments in Higher Education Institutions (HEIs)

My dear Vice Chancellor/Rector/Head of the Institute,

A persistent governance issue across many universities is the chronic non-filling of key **statutory and administrative positions** (e.g., Pro Vice Chancellor, Dean, Registrar, Treasurer Controller of Examinations etc.) as well as the **faculty positions** (e.g., Professor, Associate Professor, Assistant Professor, and Lecturer). This has resulted in prolonged vacancies and in many cases, extended ad-hoc or makeshift arrangements. The delay in filling these positions and making ad-hoc arrangements directly affects academic planning, instructional continuity, research supervision, and student support services. The absence of timely, merit-based appointments disrupts decision-making continuity, weakens and impairs operational control over finance, academics, and administration.

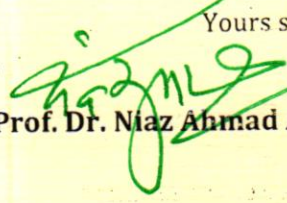
2. To support evidence-based policy formulation, planning, and governance reforms aimed at strengthening institutional management and academic quality across the higher education sector, a recent survey has revealed that **approximately 40%** of faculty and administrative positions in HEIs are currently vacant. The Commission has expressed serious concern regarding this issue in its 13th urgent meeting of Commission held on February 09, 2025, and directed to issue the following advisory to HEIs:

- i. Advertise and fill all vacant positions as per your University Act (statutory, administrative, and faculty positions) and convene selection boards on a regular and timely basis ensuring transparency, merit, and procedural propriety at all stages. **The recruitment process should be completed by 15th August, 2026.**
- ii. Particular emphasis shall be placed on expeditious disposal of all pending recruitment cases so as to avoid administrative delays, legal complications, and infringement of merit-based selection principles.
- iii. Wherever necessary and in accordance with statutory provisions and financial sustainability, initiate appropriate measures for the creation of posts in cases where faculty members are held up in their appointment solely due to the non-availability of sanctioned seats.
- iv. No eligible faculty member shall be unduly deprived of appointment on account of administrative inaction, delays in convening statutory bodies, or non-availability of positions where such issues can be lawfully addressed through institutional mechanisms.

3. Foregoing in view, all HEIs are hereby directed to ensure immediate, strict, and verifiable compliance with these directions in letter and spirit. Any delay in the finalization of recruitment processes and convening of selection boards, shall be viewed seriously and may entail appropriate administrative and regulatory consequences.

4. The Commission expects all institutional heads to demonstrate the highest standards of administrative diligence, merit-based governance, and institutional accountability in strengthening the higher education system of Pakistan.

Yours sincerely,


(Prof. Dr. Niaz Ahmad Akhtar)



HIGHER EDUCATION COMMISSION

Rectors/Vice-Chancellors/Heads of the Institutions.

All Public/Private Sector Universities/DAIs.

Copy for information to:

1. **The Secretary**, Ministry of Federal Education and Professional Training, Islamabad.
2. **Secretaries**, Higher Education Departments (HEDs) of Provinces - ***With the request to exempt HEIs from any across-the-board ban on appointments in view of the distinct dynamics of the higher education sector.***
3. **The Secretary to President/Chancellor**, AJ&K, Muzaffarabad.
4. **The ES to Executive Director**, Higher Education Commission, Islamabad.
5. **All Regional Centers of HEC.**

