

Status of corrective actions taken so far for HEC IPE/Self IPE of 2019-21 & 2021-22 and execution plan for other corrective measures

Sr	Description of Findings	Description of Corrective Actions	Support Docs.
General Observations (May include very strong points to be quoted as “Basic Practice”)			
1	It was felt by the IPE committee that there was a general lack of understanding amongst the University personnel about the University Vision and Mission, thus there was no broad alignment of the University policies, planning and processes. In addition. There has been no revision in the Vision and Mission since 2013. However, the general direction of the University is towards research and teaching as well as exploring new avenues of innovation.	The revision of Vision and Mission of University of Sargodha is under process and a committee has been constituted vide order No. SU/Admin/(HR)/3039-52 dated 31-03-2023 for its finalization and the committee has prepared the draft vision and mission and is ready to place in statutory bodies meetings.	Annex-1
2	It was also felt that there was less awareness about University rules and regulations at the administrative and faculty levels than what is optimally required for effective governance of the University.	University rules and regulations are available on University website and have been conveyed to all the Chairs with the request to disseminate the same to their respective staff members.	Corrected http://su.edu.pk/upload/rti/The_University_of_Sargodha_Ordinance%20_2002.pdf http://su.edu.pk/upload/rti/service_statutes_2006.pdf
3	In addition, most of the substantive posts were being occupied by personnel working on acting or dual charge and permanent appointments were being occupied by personnel working on acting or including. Registrar, Treasurer, Director QEC, Director ORIC, Project Director, and Director IT. This anomaly existed primarily because of a lack of support from PHEC. HED Punjab and other higher appointing bodies.	University has advertised the said positions and Selection Board for the recruitment were made and hiring will be completed soon.	Annex-2
4	The yearly budget of UOS reflected a surplus amount which was being separately maintained in a bank account without	Endowment Fund of the University has been established.	Annex-3

	any plan of at its utilization pool of excess Funds mandate the establishment of a University endowment fund where all excess funds could be transferred for further utilization for the benefit of the University.	Approval of the Syndicate (Annex-A) Recommendation of F&PC (Annex-B) Endowment Fund Policy (Annex-C)	
5	The pension fund of the University has Rs. 1300 million, which is a healthy figure. Such significant pension fund warrants actuarial studies to determine that how much funds are needed at present as well as the anticipated requirements for the future so that allocation for the funds can be made on a realistic basis.	The Treasurer Office has requested the Department of Statistics, Sargodha University to conduct Actuarial Study. However, the concerned department does not have the required expertise (Response of Chairman, Department of Statistics. (Annex-D) Tenders were also floated in newspaper on two occasions (Annex-E). Still, no firm expressed interest in performing actuarial study of the University. Later the Principal, College of Statistical Sciences, Punjab University, Lahore was also requested to carry out the actuarial study. However, the response is still awaited. (Annex-F)	Annex-4
6	Although some dispersed efforts for the faculty development were observed but UOS lacked a structured program at the university level.		Corrected Already provided
7	It was also found that the principal of the college of engineering was holding the charge of Project Director (PD) for the upgradation of facilities of the Engineering faculty, as per the relevant government rules it is essential that the position of PD should not be left on additional charge and rather a regular PD should be appointed on the highest priority to comply with rules as well as to avert any adverse audit Para in future.	Currently, look after charge of the Project Director (PD), College of Engineering & Technology has been assigned to the Project Director (Works), University of Sargodha.	Annex-5
8	For the two development projects under implementation at the university we did not find existence of a Project Management Unit (PMU), which should have been a compulsory	Establishment of the Project Management Unit (PMU) is under consideration.	Under consideration

	requirement for the smooth execution, monitoring and evaluation of the projects.		
9	The Dissertation research work done at the Medical College is being submitted to College of Physician and Surgeons of Pakistan (CPSP) and University of Health Sciences (UHS) for approval before being implemented, however, no evidence of the university being aware of the work going on at the Medical College or even approval of advanced studies and research board (AS & RB) was found to have been obtained for any of the work conducted there.	Only Department of Allied & Health Sciences falls under the control of University of Sargodha and all cases of MPhil/PhD synopsis / titles / supervisors, examiners & reports are duly approved by AS&RB.	Corrected Already provided
10	With the exception of a few programs, we did not find any of the existing programs being offered in the University to be aligned with the regional needs of the University's locality.	Sargodha is an agricultural region and College of Agriculture is providing education catering the regional needs.	Corrected Already provided
Areas of Concern (May include areas where generally improvement is required) (Academics)			
1	The last revision in the university statutes was carried out during 2006. In the last 14 years the same statutes are being observed, while during the same period the educational environment has radically changed. Thus, it is essential that the University processes, statutes, rules and regulations are urgently reviewed, particularly to tune them to the requirements of Knowledge Based initiatives currently under way, as well as to deal with challenges of the 4th Industrial revolution.	A committee has been constituted for revision of service statutes of University and are under process.	Annex-6
2	An internal financial support program to sponsor the research activities of the faculty and the graduate students is lacking. With diminishing external research funds, it is felt that all the gains made by the University in the last few years will be lost if proper research funding mechanisms are not put in place.	ORIC-UOS has granted research projects to faculty member in the last couple of years from indigenous funding worth Rs. 60 Millions.	Corrected Already provided
3	In order to improve teaching of the faculty we did not find a peer review mechanism of classroom teaching, without which	Chairs are responsible	Chairs are responsible

	it is very difficult to assess and improve this most important function of the <u>university</u> .		
4	Faculty awareness about the process to introduce new courses and revision of existing curriculum needs improvement with significant involvement of junior faculty members in order for continuity of the process and fresh thinking minds perspective.	Introduction of new courses and revision of existing curriculum is the mandate of teaching departments. All the teaching units have revised their curriculum and introduced new courses through heir Board of Studies in line with HEC guidelines in order to make their contents at par with international standards. The young faculty is included in BOS on rotation basis. Directorate of Academics coordinates with all teaching unites making sure the HEC guidelines are intimated to them timely.	Corrected Already provided
5	Involvement of research students (MPhil/PhD) in funded research projects of faculty members should be encouraged to support and train the students.	Various research projects are ongoing in the university in which PhD and MS students are involved in various capacities as a part of their training, support and capacity building.	Corrected Already provided
6	Class course monitoring mechanism and content delivery oversight does not exist at the MPhil and PhD levels.	Chairs are responsible	Chairs are responsible
7	Alumni and employer survey should be conducted regularly; and their feedback should be presented in Board of Studies for revision of curriculum and addition of new courses.		
Research, Innovation and Commercialization			
1	The involvement of Office of Research, Innovation and Commercialization (ORIC) in the dispensation of the 15% overhead funds was found to be negligible. These funds are in fact being pooled under the lead of a university research fund, but we could not observe any significant expenditure from this research fund in improving the research, innovation and	Overhead funds are at the disposal of ORIC. ORIC is utilizing such funds for various research, innovation and capacity building activities.	Partially Done

	teaching output of the university.		
2	It was observed that the University's policy of commercialization is not friendly towards the Principal Investigators (P.I.), particularly since the distribution of income is not in favor of the P.I, which seems to create a hurdle in further improving the innovation mission of the University.	The university policy on sharing of incentives for innovation and commercialization is already approved by the syndicate with significant share for PI.	Corrected Already provided
3	We did not observe a structured program/policy for the interaction of faculty members with the local industry thus leading to disconnect of the University with the local industry needs.	ORIC is working hard to bridge the gap between Industry & Academia. Recently, ORIC signed MOU with Sargodha Chamber of Commerce & Industry and one project "Establish Centre of Excellence for Citrus" has also been approved. IORIC has close working relations with Sargodha Chamber of Small Traders & Small Industries. ORIC is also going to sign MOU with Women Sargodha Chamber of Commerce. ORIC has established relation between female faculty members and Chamber of Commerce through Women Development Centre in Order to improve the situation of women empowerment.	Annex-7
Administrative and Financial Management			
1	Five (05) Faculties are working without an academic head including the Faculties of Arts Social Sciences, Humanities Engineering Technology and Computer Science & Information Technology, since no dean has recently been appointed. This will create serious problems implementing procedures to ensure teaching and research quality as well as	Currently, no academic department is working without Chairperson/Incharge. Further, cases of appointment of Deans are in process where the posts are lying vacant.	Annex-8

	faculty evaluation.		
2	Planning and Development (P&D), and Project Directorate Works are working as two separate units, which would have been more effective if it existed as a single unit and the civil and other development work was directly monitored by the VC through a campus works committee. No Civil Engineer was found to have been appointed against a regular position at the P&D, Department.	Establishment of the Project Management Unit (PMU) is under consideration.	Under consideration
3	The funds being disbursed by the HEC under its University Strengthening Project have not been placed in an Assignment Account, but instead are kept in a regular Bank Account which is against the relevant government rules and regulations, which will potentially result in a Audit Para in the future.	The funds disbursed by the HEC under its University Strengthening Project have been placed in an Assan Assignment Account. (Annex-G)	Annex-9
4	It was observed that the bills approved by the PD works were directly sent to the treasurer for payment without any oversight mechanism.	The Financial Rules 2012 of the Sargodha University provides a comprehensive framework/oversight mechanism for execution and payment of construction works. (Annex-H)	Annex-10
5	In the finance department at pre-audit unit was found to exist in the University, however, we did not observe any internal audit unit, which is a requirement of the GoP.	Available	Annex-11
6	A number of in-house construction projects have been carried out on the campus without the involvement of an external consultant/architect; this may create issues for structural credibility.	The major projects have been executed with the involvement of external consultant / architect. Maintenance and Repair (M&R) works and minor works have been carried out in the campus with consideration of structural stability by the in house experienced structural engineers.	Corrected
7	In case of all the developmental activities, no environmental studies were conducted for any of the project initiated, which may pose serious concerns as the University sits at a prime	PC-I have been approved for the university projects from Higher Education Commission (HEC) contained the environmental aspects	Corrected

	location in the middle of the city.	as per criteria.	
8	Some of the buildings in the University are old and need to be properly surveyed in order to determine their structural integrity, we observed that the PD Works was doing this assessment rather than an Independent and external evaluator for an impartial assessment.	In order to determine the structural integrity of the old building, PD Works has written a letter to the UET, Lahore. (Annex-A) UET, Taxila directed the university to deposit Rs. 400000/- as a processing fee and this case is having addressed involving independent external evaluator. (Annex-B)	Annex-12
9	Although a mechanism to determine the individual budgetary needs of the Academic Departments exists, but no evidence of freedom to use these funds by the Department was there as per needs for the development and addressing their academic goals.	The academic departments are provided separate budget as per the requirements submitted by the concerned departments. The concerned departments are completely empowered to utilize the allocated budget. Annex-J	Annex-13
Human Resource			
1	The University was found to lack any policy mechanism for the continued professional development of the faculty and staff.	A committee to start an Indigenous Faculty Development Program was notified. Notification is attached, also one training was conducted.	Corrected Already provided
2	A grievance policy and committee were found to exist at the University, but they were not operationalized, thus no mechanism of addressing the concerns and genuine problems of the faculty staff and students was seen in practice.	Syndicate has constituted the Grievance Settlement Committee for staff. Whereas, student's matters are dealt by office of the Director Students Affairs.	Annex-14
3	Hiring of visiting faculty was routinely being done without any advertisement or a competitive process, which should be strongly discouraged.	Visiting faculty has been hired through advertisement	Annex-15
4	The committee did not find the existence of any Conflict of Interest Policy, which might be problematic for the University in case such an issue arises.	A committee has been constituted vide order No. SU/Admin/(HR)/3039-52 dated 31-03-2023 to prepare documents for Conflict of Interest Policy.	Annex-16
5	The university lacked a clear policy containing criteria for the evaluation of the faculty by National and International Experts. A clearly defined policy with assessment parameters	Evaluation for faculty positions is made through foreign/local subject experts from technologically advanced countries	Corrected

	and a scoring matrix should be developed by the University.	duly approved by the Syndicate.	
6	No mechanism was found to measure the employee job satisfaction in addition in the absence of KPIs of the personnel it was felt that on objective assessment of their performance could not be effectively made.	Mechanism is available to assess the performance of employees job satisfaction in shape of performance Evaluation Report (PER)	Corrected
Recommendations (Action to be taken to RECTIFY for improvement) (Research Environment)			
1	The ratio of research publications in ISI and non-ISI journals is almost equal. It is recommended that the publication in ISI journals should be preferred in future, which could be easily done by improvement of the research work and bringing it to an acceptable level for publication in ISI Journals.	In this regard, the new research publications incentive policy has been approved by Syndicate. The draft of policy attached herewith.	Annex-17
2	Some of the laboratories are poorly equipped where the availability of general equipment for experimentation and research was lacking in addition, maintenance and repair of available equipment is sorely needed.		Corrected Ongoing process
3	Since the faculty members seem to be productive, therefore they should be encouraged to join the TTS In this regard, awareness through interactive seminars should be conducted to get maximum benefit from the TTS scheme.	All faculty positions are advertised on BPS/TTS as per HEC directions and candidates are also encouraged to opt on TTS.	Corrected
Academies and Student Services			
1	There is a need for the establishment of a Student Financial Aid office to ensure that needy Students financial needs can be addressed in a timely manner.	Established	Corrected Already provided
2	Examination results should be displayed by the examination department in the individual portal of the students so that they can check it anytime anywhere. In addition, all other student related information should also be provided to the students via their portal. In addition. Faculty portals should also be created for direct input of data of the student course work.	Campus Management System is in progress	Annex-18
3	A mechanism should be introduced to document and	The University of Sargodha is providing	Corrected

	encourage the involvement of faculty and student in community services.	Community services as follow: <ol style="list-style-type: none"> 1. University Medical Complex & Research Centre is providing health services to the students, staff and public of the region. 2. Facilitation Centre has been established to facilitate the general public regarding their various queries related to internal and external admissions, results and information pertaining to display of merit lists etc. 3. Farmers Counseling Centre is operational at College of Agriculture to educate and facilitate the farmer community. 	
4	Utilization and awareness of HEC Digital library is low among the students and it is strong recommended to arrange regular Department wise trainings to increase its usage.	Corrected	Corrected Already provided
5	There should be a mechanism or continuous Professional and skill Development workshops for the students.	Done through Career Development Center (CDC) on regular basis.	Corrected
6	Although we were informed that the University organizes job fairs, but it is felt that this should be done in a structured manner on regular basis to enhance student interaction and further employment not only in the local industry but also industry from larger cities.	Though, Sargodha region has limited career opportunities but still Placement Office succeeded to bring some recruiting agencies in University for On-Campus Drives. Moreover, the office has also organized job fair in which different recruiting agencies has participated.	Annex-19
7	Internal Audit of course files of all courses needs to be conducted by the QEC/Director Academics.	Departments have been instructed to maintain course folders (Annex-I) Academic Audit will be held in summer 2023 (Annex-II)	Annex-20

8	There is a need for development of utilization mechanism of QEC surveys for continuous improvement in teaching quality.	under process	Under process
Administrative, Financial and Management			
1	The Self-Assessment cycle of all programs needs to be completed and implementation plans devised and monitored by QEC.		Corrected
2	It was felt by the committee that there was a need to establish an emergency committee of the University, which should be constituted by the Syndicate to address any decision taken by the Vice Chancellor, under Section 13(3) within a reasonable time frame, the current 45 days for calling the meeting and reporting such actions to the Syndicate, is a futile exercise.	Since last three years no emergency powers have been inserted by the Vice Chancellor.	Corrected
3	We did not find any policy of public disclosure of the University policies, rules and regulations, this need to be developed on priority basis on the website of the University.	University policies, rules and regulations are available on University website i.e www.su.edu.pk on home page with link name RTI (Right To Information)	http://su.edu.pk/rti
4	Student polices rules & regulations and faculty service handbooks need to be developed on priority and provided to all concerned in order to increase governance transparency.	Students polices, rules and regulations are available	http://su.edu.pk/rti
5	Over the last few years. University has de-affiliated a good number of colleges; however, it needs to further reduce the number of affiliated colleges to maintain quality education and robust monitoring mechanism.	Affiliated colleges reduced	Corrected Already provided
6	In order to improve the productivity of the faculty it was felt that there was a need of improvement in provision of facilities including office, internet and other resources for the faculty.	Internet facility is available to faculty/admin/students via LAN and wifi.	Corrected
7	A good number of hostel facilities are being maintained at the University premises; we felt that there was a strong need to improve the accommodation especially the cleaning, per room occupancy as well as the quality of food.	Corrective measures taken	Corrected Already provided
8	The committee recommends establishing a project management unit, hiring a regular Project Director as well as	Establishment of Project Management Unit is under consideration.	Under consideration

	overall reform in the Planning and Development Section.		
9	The Committee also recommended that the University may carry out actuarial studies for its pension fund in order to avoid unforeseen liabilities.	<p>The Treasurer Office has requested the Department of Statistics, Sargodha University to conduct Actuarial Study. However, the concerned department does not have the required expertise (Response of Chairman, Department of Statistics)</p> <p>Tenders were also floated in newspaper on two occasions. Still, no firm expressed interest in performing actuarial study of the University. Later, the Principal, College of Statistical Sciences, Punjab University and Treasurer of the Punjab University, Lahore was also requested to carry out the actuarial study. However, the response is still awaited.</p>	Annex-21
10	We strongly recommend the establishment of a regular University endowment, which will utilize any excessive funds available to the University for addressing long term needs.	<p>Endowment Fund of the University has been established.</p> <p>Approval of the Syndicate (Annex-A) Recommendation of F&PC (Annex-B) Endowment Fund Policy (annex-C)</p>	Annex-22

Status of corrective actions taken so far for HEC IPE/Self IPE of 2021-22 and execution plan for other corrective measures

Sr.	Description of Findings	Description of Corrective Actions	Support Docs.
1	The last revision in the university statutes was carried out during 2006. In the last 14 years the same statutes are being observed, while during the same period the educational environment has radically changed. Thus, it is essential that the University processes, statutes, rules and regulations are urgently reviewed, particularly to tune them to the requirements of Knowledge Based initiatives currently under way, as well as to deal with challenges of the 4th Industrial revolution.	A committee has been constituted for revision of service statutes of University is under process.	Annex-23
2	The yearly budget of UOS reflected a surplus amount which was being separately maintained in a bank account without any plan of its utilization pool of excess Funds mandate the establishment of a University endowment fund where all excess funds could be transferred for further utilization for the benefit of the University.	Endowment Fund of the University has been established. Approval of the Syndicate (Annex-A) Recommendation of F&PC (Annex-B) Endowment Fund Policy (Annex-C)	Annex-24
3	The pension fund of the University is in millions, which is a healthy figure. Such significant pension fund warrants actuarial studies to determine that how much funds are needed at present as well as the anticipated requirements for the future so that allocation for the funds can be made on a realistic basis.	The Treasurer Office has requested the Department of Statistics, Sargodha University to conduct Actuarial Study. However, the concerned department does not have the required expertise (Response of Chairman, Department of Statistics. (Annex-D) Tenders were also floated in newspaper on two occasions (Annex-E). Still, no firm expressed interest in performing actuarial study of the University. Later the Principal, College of Statistical Sciences, Punjab University, Lahore was also requested to carry out the actuarial study. However, the response is still awaited. (Annex-F)	Annex-25

4	<p>Although a mechanism to determine the individual budgetary needs of the Academic Departments exists, but no evidence of freedom to use these funds by the Department was there as per needs for the development and addressing their academic goals.</p>	<p>The academic departments are provided separate budget as per the requirements submitted by the concerned departments. The concerned departments are completely empowered to utilize the allocated budget.</p>	Annex-26
5	<p>We did not observe a structured program/policy for the interaction of faculty members with the local industry thus leading to disconnect of the University with the local industry needs.</p>	<p>ORIC is working hard to bridge the gap between Industry & Academia. Recently, ORIC signed MOU with Sargodha Chamber of Commerce & Industry and one project “Establish Centre of Excellence for Citrus” has also been approved. IORIC has close working relations with Sargodha Chamber of Small Traders & Small Industries. ORIC is also going to sign MOU with Women Sargodha Chamber of Commerce. ORIC has established relation between female faculty members and Chamber of Commerce through Women Development Centre in Order to improve the situation of women empowerment.</p>	Annex-27
6	<p>Most Faculties are working without an academic head including the Faculty of Social Science, Faculty Engineering Technology and Faculty of Science. This will create serious problems implementing procedures to ensure teaching and research quality as well as faculty evaluation.</p>	<p>Currently, no academic department is working without Chairperson/Incharge. Further, cases of appointment of Deans are in process where the posts are lying vacant.</p>	Annex-28
7	<p>There has been no revision in the Vision and Mission since 2013. However, the general direction of the University is towards research and teaching as well as exploring new</p>	<p>The revision of Vision and Mission of University of Sargodha is under process and a committee has been constituted</p>	Annex-29

	avenues of innovation.	vide order No. SU/Admin/(HR)/3039-52 dated 31-03-2023 for its finalization and the committee has prepared the draft vision and mission and is ready to place in statutory bodies meetings.	
8	It was felt by the IPE committee that there was no campus master plan and a Life Cycle Management plan for the University infrastructure.	Master Plan of University of Sargodha (Main Campus) Annex-C Master Plan of University College of Agriculture (Annex-D) Master plan of Allama Iqbal Campus (Annex-E) Life cycle management plan M&R (annex-F)	Annex-30
9	We did not find existence of a Project Management Unit (PMU), which should have been a compulsory requirement for the smooth execution, monitoring and evaluation of the projects.	Establishment of the Project Management Unit (PMU) is under consideration.	Under consideration
10	It was observed that the bills approved by the PD works were directly sent to the treasurer for payment without any oversight mechanism.	The Financial Rules 2012 of the Sargodha University provides a comprehensive framework/oversight mechanism for execution and payment of construction works. (Annex-H)	Annex-31
11	It was found that no Conflict of Interest Policy exists.	Draft prepared	Annex-32
12	The University was found to lack any policy mechanism for the continued professional development of the faculty and staff.	A committee to start an Indigenous Faculty Development Program was notified. Notification is attached, also one training was conducted.	Corrected
13	A mechanism should be introduced to document and encourage the involvement of faculty and student in community services.	A course entitled "Citizenship Education and Community Engagement" has already been made a part of scheme of studies of each program being offered in university (Annex-III). Further, the	Annex-33

		departments in faculty of social sciences particularly, Social Work, Sociology, Economics etc. are engaged in various community services. In addition awareness seminars are also arranged.	
14	It was felt by the IPE committee that computer labs needs up-gradation with latest version.	Under process	Under process
15	In general laboratories are poorly equipped where the availability of general equipment for experimentation and research was lacking. Moreover, maintenance and repair of available equipment is deeply needed.	Under Process	Under process

Deputy Director QEC

Additional Director QEC

The Vice Chancellor