

**University of Science & Technology Bannu**  
**Khyber Pakhtunkhwa**  
**Pakistan**



# **Business Plan**



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# Table of Contents

<b>Contents</b>	<b>Page. No</b>
<b>Chapter 01: Introduction</b>	
1.1 Vision, Mission and Goal	01
<b>Chapter 02: Governance and Ownership</b>	
2.1 Governing Authorities and their role	03
2.2 Management Structure	16
2.3 External relations and development	17
<b>Chapter 03: Environmental Scan</b>	
3.1 Education sector in Pakistan (Higher education perspective)	18
3.2 Competitiveness of Universities/Institutes	19
3.3 Competitors; Public and Private Universities/Institutes	20
3.4 Application of SWOT	20
3.5 University's/Institute's Assessment Tool	23
3.6 Targets of the concerned University's/Institute's Business Plan	23
<b>Chapter 04: Academic Program</b>	
4.1 The introduction of new programs and the expansions of existing ones	27
4.2 Curriculum (Review of existing and new ones)	28
4.3 Method of delivery	28
4.4 Recognition and certification	30
4.5 Research	30
4.6 Partnership and Outreach	30
4.7 Under Graduate Program	31
4.6.1 Strengthening the under graduate program	31
4.6.2 Attracting quality under graduate students	31
4.8 Post Graduate Program	32
4.7.1 Strengthening the post graduate program	32
4.7.2 Attracting quality post graduate students	33
4.9 Doctoral Program	32
4.8.1 Strengthening the Doctoral Program	32
4.8.2 Attracting quality the Doctoral Students	33
<b>Chapter 05: Students</b>	
5.1 Academic nurseries (Schools and colleges)	34
5.2 Academic discipline	34
5.3 International students	36
5.4 Support services for students	36
5.5 Projected statistics for the students	37
<b>Chapter 06: Research and Consultancy</b>	
6.1 Inculcating the research and consultancy culture	38
6.2 Revenue generated from research and consultancy	38
6.3 Management support for research and consultancy	39
<b>Chapter 07: International Academic Network</b>	
7.1 Strategic Linkages with the Universities/Institute of repute around the globe	41
7.2 Academic program	41
7.3 Students exchange program	41

<b>Chapter 08: Infrastructure and facilities</b>	
8.1 Planning for infrastructure and facilities	43
8.2 Information and Communication Technology (ICT)	49
<b>Chapter 09: Human Resources</b>	
9.1 General human resource policies	51
9.2 Recruitment and retention policies	51
9.3 Growth and development (HRD)	51
9.4 Performance management	54
9.5 Remuneration and benefits	54
9.6 Projection of staff	
9.6.1 Projected number of academic staff	54
9.6.2 Projected number of PhD holders	54
9.6.3 Projected number of administrative staff	55
<b>Chapter 10: Finance</b>	
10.1 Background	56
(Existing resources and financial position and plans)	
10.2 Sources of income	57
10.2.1 Student fee	57
10.2.2 Income from investments	57
10.2.3 Miscellaneous income	57
10.2.4 Income from strategic business units	57
10.2.5 Income from subsidiary companies/units if any	57
10.2.6 Income from consultancies	57
10.2.7 Income from research by increasing scale of research and programme-based funding	57
10.2.8 Donation from Government	57
10.2.9 Tapping other sources	57
10.3 Financial sustainability	57
10.3.1 Income and Expenditure Statement	57
10.3.2 Balance Sheet	57
10.3.3 Cash flow statement	57
10.3.4 Maintaining financial bed	57
10.3.5 Long term investment	58
10.3.6 Adopting and maintaining Entrepreneurizing culture	58
10.4 Entrepreneurial thrive	
10.4.1 Adoption of business plan for the university/institute to commercialize its products	60
10.4.2 University's programs, products and facilities can be franchised and marketed both locally and internationally	60
10.4.3 Outcome of research can be commercialized	61
10.5 Resource allocation and administrative efficiency	62
(Allocate resources to all units with a solid framework comprising output/outcome indicators to measure the efficiency. The efficiency must be greater than the input)	
<b>Chapter 11: Networking</b>	
11.1 Government agencies	64
11.1.1 Higher education commission and UST Bannu	64
11.1.2 Higher Education Archives & Libraries Deptt: & UST Bannu	65
11.1.3 Ministry of Science and Technology and UST Bannu	65
11.1.4 Planning Commission and UST Bannu	65
11.2 Industry	66
11.3 Alumni	66
11.4 Community	67

<b>Chapter 12: Linkages with National and International Donors</b>	
12.1 Students Scholarships	68
<b>Chapter 13: Marketing and promotion (Branding) of Academic Excellence</b>	
13.1 Partnership	71
13.2 Outreach	71
13.3 University/institute as a center of excellence for the community of the world	72
13.4 External relations and communication	72
13.5 Create a strong University's/Institute's Community	72
13.6 Develop a quality mindset	73
<b>Summary</b>	74
<b>Recommendations</b>	76
<b>Annexes</b>	78
<b>Acknowledgment</b>	86

## **1. Introduction**

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The University of Science and Technology, Bannu was established initially vide Higher Education Department, Govt. of NWFP's (Presently Khyber Pakhtunkhwa), Notification No. Legis 1(07)/2005 dated Peshawar August 06, 2005. The Provincial Assembly of NWFP promulgated the University of Science & Technology, Bannu Act vide Notification No. XIII NWFP 2005 and subsequently amended it vide NWFP (Presently Khyber Pakhtunkhwa) Act No.V-2006. However, most of the universities of Khyber Pakhtunkhwa, including UST Bannu, are now functioning under Universities Model Act 2012 for establishing a university Act Policy.

The University was established in September 2005 and two institutes, which currently run classes of MCS, MS and MBA in the subject were initiated with the total intake of 254 students (220 Male and 34 Female students). Between 2007 - 2012, different market oriented disciplines like Physics, Chemistry, Botany, Bio-Technology, Education, Telecommunication, Software Engineering, English, Mathematics, Banking and Finance etc were introduced and the students' enrollment raised from 254 to 3000 (in 2012) while cumulative students enrollment from 2005 to 2012 is 4500. 42 Public and Private Sector Colleges with the total intake of 25000 students come under the academic jurisdiction of this university. In addition every year more than 30,000 students appear as private students in different disciplines.

Soon after the promulgation of the Act 2005 then the Government of NWFP (Presently Khyber-Pakhtunkhwa) housed the University of Science & Technology Bannu in a Government School Building during the year 2005. In its first academic year 2005-06, the University opened two Institutes i.e. Institute of Management Sciences (IMS) and Institute of Information Technology (IIT). In the 2nd academic year 2006-07, UST Bannu launched Department of Physic, Department of Chemistry, Departments of Botany and Bio-technology and Institute of Education & Research. Subsequently in 2007-08 the disciplines of BS-Telecom and MA English were also started. Later on in Year 2011, Bachelor of Electrical / Telecommunication Engineering and Software Engineering programmes were also launched besides launching Ph.D. in Chemistry, Education, Biotechnology, Botany, M.Phil. in Physics and Islamic Studies. In 2012 Department of Mathematics was also established which currently run classes of M.Sc. & MS in the subject. The University has also started the evening classes in Computer and Management Sciences to develop the in-service strata of the society. The University has three (3) Campuses, Campus of Engineering & Computing Sciences, Campus of Management Sciences and Main Campus in Bannu Township.

### **Vision Statement:**

To develop human resource services as a foundation for economic independence and prosperity in the global community. To this end, strategic thinking is vital in planning curriculum and providing an environment conducive to high quality learning and research in pure and applied sciences. UST Bannu shall endeavor;

- To provide a productive environment, inevitable for the pursuit of education, learning and research at the highest level of excellence.

- To promote research culture in social sciences, pure and applied sciences and technology in the remote areas of Pakistan.
- To produce scientists, technologists and educationists of the highest order.
- To provide the benefits of applied research to intelligentsia

**Mission Statement:**

The core mission of University of Science & Technology Bannu is to invoke the inherent talent of the society it belongs to, and to instill a spirit in it to explore the hidden potentials of knowledge and learning through the development of futuristic and strategic thinking in pure and applied Sciences.

**Goals of UST Bannu:**

- To train the students with the latest trends & skills, in basic and applied sciences.
- To orient the studies and programs to provide services and consultation to the public and private sectors in Local / National & International spheres.
- To develop the concept of finding scientifically based solutions for the Provincial and National problems.
- To develop scientific research and to enrich human knowledge.

## **2. Governance and Ownership**

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As per the Act of the University, it is governed by the Chancellor (Governor Khyber Pakhtunkhwa), the Vice-Chancellor, the Senate, the Syndicate and the Academic council. The University has the Finance & Planning Committee, Construction Committee, Selection Board and different other committees to run day-to-day business according to the Act of the University.

In the charter, the Governing Authorities and their role are defined as follow:

### **2.1: Governing Authorities and their role**

**Authorities.**---(1) The following shall be the Authorities of the University-

- (a) Authorities established by the Act-
  - (i) The Senate;
  - (ii) The Syndicate;
  - (iii) The Academic Council; and
  
- (b) Authorities to be established by the Statutes-
  - (i) Boards of Faculties;
  - (ii) Boards of Studies;
  - (iii) Selection Board;
  - (iv) Advance Studies and Research Board;
  - (v) Finance and Planning Committee;
  - (vi) Affiliation Committee;
  - (vii) Discipline Committee for Students; and
  - (viii) such other authorities as may be prescribed.

#### **(a). Senate.**

(1) The Senate shall consist of the following:

- (a) the Chancellor who shall be the Chairperson of the Senate;
- (b) the Pro-Chancellor;
- (c) the Vice-Chancellor;
- (d) one Dean to be nominated by the Chancellor;
- (e) one member of the Provincial Assembly of the Khyber Pakhtunkhwa to be nominated by the Speaker of the said Assembly;
- (f) Chief Justice Peshawar High Court, Peshawar or his nominee not below the rank of a High Court Judge;
- (g) Secretary of the relevant Administrative Department of Government;
- (h) the Secretary to Government, Higher Education Department, or his nominee not below the rank of Additional Secretary;
- (i) the Secretary to Government, Finance Department, or his nominee not below the rank of Additional Secretary;
- (j) the Secretary to Government, Establishment Department, or his nominee not below the rank of Additional Secretary;
- (k) the Chairman, Higher Education Commission or his nominee not below the rank of Director General; and

- (l) one person from amongst the alumni of the University to be nominated by the Chancellor;
- (m) three persons from the academic community of the Province of the Khyber Pakhtunkhwa or the country, other than an employee of the University, at the level of professor or Principal, to be appointed by the Chancellor;
- (n) four University Teachers, including one Professor, one Associate Professors, one Assistant Professors and one Lecturers to be elected by teachers of their respective cadres from amongst themselves; and
- (o) four persons from society at large being persons of distinction in the fields of administration, management, education, academics, law, accountancy, medicine, fine arts, architecture, industry, agriculture, science, technology and engineering with a view to reflecting a balance across the various fields, to be nominated by the Chancellor:

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

- (2) Members of the Senate, other than ex-officio members, shall hold office for three years.
- (3) The Senate shall meet at least twice in a calendar year.
- (4) In the absence of the Chancellor, meetings of the Senate shall be presided over by such member of the Senate other than employee of University, as the Chancellor may, from time to time, nominate. The member so nominated shall be the convener of the Senate.
- (5) Unless otherwise described by this Act, all decisions of the Senate shall be taken on the basis of the opinion of 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.
- (6) The quorum for a meeting of the Senate shall be two-third of its members, a fraction being counted as one.

### **Powers and functions of the Senate.**

- (1) The Senate shall have the power of general supervision over the University and shall hold the Vice-Chancellor and the Authorities accountable for all the functions of the University. The Senate shall have all powers of the University not expressly vested in an Authority or Officer by this Act and all other powers not expressly mentioned in this Act that are necessary for the performance of its functions.
- (2) Without prejudice to the generality of the foregoing powers, the Senate shall have the powers to-
  - (a) hold, control according to the laid down policy for the administration of the property, funds and investments of the University, including the approval of the sale and purchase or acquisition of movable and immovable property;

- (b) transfer and accept transfer of movable and immovable property on behalf of the University;
- (c) institute schemes, directions and guidelines for the terms and conditions of appointment of all Officers, Teachers and other employees of the University;
- (d) to make appointments of members of the Syndicate, Academic Council, other than ex-officio members, in accordance with the provision of this Act;
- (e) approve the proposed annual plan of work, the annual and revised budgets, the annual report and the annual statement of account;
- (f) oversee the quality and relevance of the University's academic programmes and to review the academic affairs of the University in general;
- (g) approve strategic plans;
- (h) approve financial resource development plans of the University;
- (i) consider the drafts of Statutes proposed by the Syndicate and deal with them in the manner as provided for in section 28;

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

- (j) recommend to the Chancellor removal of any member of the Senate in accordance with the provisions of this Act;
- (k) appoint Emeritus Professors and Meritorious Professors on such terms and conditions as may be prescribed; and
- (l) to recommend to the Chancellor removal of any person, except the Vice-Chancellor, 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
  - (iv) has been proven guilty of misconduct under the Statutes made for ensuring efficiency and discipline in the University.

(3) The Senate may, subject to the provisions of this Act, delegate all or any of its powers and functions, to any Authority, committee, Officer at its additional campus, if any, for the purpose of exercising such powers and performing such functions in relation to such peripheral campuses, and for this purpose the Senate may create new posts or positions at the peripheral campuses.

### **Visitations.**

(1) 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.

(2) The Chancellor may also cause an inspection or inquiry to be made in respect of any matter directly or indirectly concerned with the University and, from time to time, appoint such expert or experts in the manner prescribed, for purposes of carrying out the inspection of various matters connected with the University.

(3) The Chancellor shall communicate the Senate his views with regards to the results of such inspection or inquiry and shall, after ascertaining the views thereon of the Senate, advise the Senate on action to be taken.

(4) The Senate shall communicate to the Chancellor such action, if any, as has been taken or may propose action to be taken upon the results of the inspection or inquiry.

**Syndicate:**

(1) The Syndicate shall consist of,-

- (a) The Vice-Chancellor, who shall be its Chairperson;
- (b) Chief Justice Peshawar High Court, Peshawar or his nominee not below the rank of a High Court Judge.
- (c) one Dean to be appointed by the Vice Chancellor;
- (d) Secretary of the relevant Administrative Department of Government;
- (e) the Secretary to Government, Higher Education Department, or his nominee not below the rank of Additional Secretary;
- (f) the Secretary to Government, Establishment Department, or his nominee not below the rank of Additional Secretary;
- (g) the Secretary to Government, Finance Department, or his nominee not below the rank of Additional Secretary;
- (h) two Principals (*preferably one male and one female* ) of affiliated colleges in public sector to be nominated by the Chancellor from a panel recommended by the Higher Education Department;
- (i) one Professor, One Associate Professor, One Assistant Professor and One Lecturer of the University to be elected by teachers of their respective cadres in the prescribed manner;
- (j) one Principal of the constituent colleges to be elected from amongst themselves in the prescribed manner;
- (k) nominee of Higher Education Commission;
- (l) one Chairman/ Director of the Department / Institute / Centre to be elected from amongst themselves in the prescribed manner;
- (m) three persons of eminence to be nominated by the Chancellor; and
- (n) two members of the Senate to be elected by the Senate.

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

(3) The quorum for a meeting of the Syndicate shall be two-third of the total number of its members, a fraction being counted as one.

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

**Powers and functions of the Syndicate:**

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

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

- (a) consider the annual report, the statements of Accounts, the annual and revised budget estimates and to submit these to the Senate;
- (b) recommend to the Senate the transfer and accept of movable and immovable property on behalf of the University;
- (c) enter into, vary, carry out and cancel contracts on behalf of the University;
- (d) 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) 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) receive and manage any property transferred, and grants, bequests, trust, gifts, donations, endowments, and other contributions made to the University;
- (g) administer any funds placed at the disposal of the University for specified purposes;
- (h) provide the buildings, libraries, premises, furniture, apparatus, equipment and other means required for carrying out the affairs of the University;
- (i) establish and maintain halls of residence and hostels, as far as possible;
- (j) affiliate or disaffiliate educational institutions;
- (k) arrange for the inspection of colleges, institutions and the Teaching Departments;
- (l) institute Professorships, Associate Professorships, Assistant Professorships, Lecturer ships, and other teaching posts or to suspend or abolish such posts;
- (m) subject to this Act, appoint Teachers and other officers on the recommendation of the Selection Board in BPS-17 and above.
- (n) create, suspend or abolish such administrative or other posts as may be necessary;
- (o) prescribe the duties of Officers, Teachers and other employees of the University;

- (p) report to the Senate on matters with respect to which it has been asked to report;
- (q) propose drafts of Statutes for submission to the Senate;
- (r) regulate the conduct and discipline of the students of the University;
- (s) take actions necessary for the good administration of the University in general and to this end exercise such powers as are necessary;
- (t) delegate any of its powers to any Authority or Officer or a committee; and
- (u) perform such other functions as have been assigned to it by the provisions of this Act or the Statutes made thereunder.

### **Academic Council:**

(1) The Academic Council shall consist of-

- (a) the Vice-Chancellor who shall be its Chairperson;
- (b) the Chairperson;
- (c) the Deans;
- (d) the Professors Emeritus and Meritorious Professors;
- (e) eight University Teachers, including two Professors, two Associate Professors, two Assistant Professors and two Lecturers to be elected by teachers of their respective cadres from amongst themselves;
- (f) two Principals, preferably one female, of affiliated colleges, one each from public and private sector, to be nominated by the Secretary to Government, Higher Education Department;
- (g) four members of the Senate to be elected by the Senate;
- (h) one Principal of the constituent college, to be nominated by the Senate;
- (i) the Director Admissions;
- (j) the Controller of Examinations; and
- (k) the Registrar, who shall be its member-cum-secretary.

(3) Members of the Academic Council, other than ex-officio, shall hold office for three years.

(4) The Academic Council shall meet at least once in six months.

(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.

### **Powers and duties of the Academic Council:**

(1) The Academic Council shall be the principal academic body of the University and shall, subject to the provisions of this Act and the Statutes, have the powers to lay down proper standards of instruction, research and examinations and to regulate and promote the academic life of the University, colleges and institutions.

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

- (a) advise the Syndicate on academic matters;
- (b) to regulate and lay down standards for the conduct of teaching, research, examinations and students discipline;
- (c) propose to the Syndicate schemes for the constitution and organization of Faculties, Teaching Departments and Boards of Studies;
- (d) institute programmes for the continued professional development of University Teachers at all levels;
- (e) recognize the examinations of other universities or examining bodies as equivalent to the corresponding examinations of the University;
- (f) regulate the award of studentships, scholarships, exhibitions, medals and prizes;
- (g) make Regulations on the recommendations of the Board of Faculties, Advance Studies and Research Board and the Board of Studies, prescribing the schemes of studies, the syllabi and mode of examinations:

Provided that if the recommendations of the Board of a Faculties or Board of Studies or Advanced Studies and Research Board are not received by the prescribed date, the Academic Council may, subject to the approval of the Syndicate, permit the existing Regulations to continue for the following year;

- (h) prepare an annual report on the academic performance of the University;
- (i) appoint member to various authorities in accordance with the provisions of this Act; and
- (j) perform such other functions as may be prescribed by Regulations.

**Constitution, function and powers of other Authorities.**---The constitution, functions and powers of other Authorities for which no specific provisions, or insufficient provisions, have been made in this Act shall be such as may be prescribed by the Statutes.

**Appointment of Committees by certain Authorities.**---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.

(b) **Faculties.**--- The University shall include the following Faculties:

- (i). Faculty of Science;
- (ii). Faculty of Biological Sciences;
- (iii). Faculty of Information Technology;
- (iv). Faculty of Management Sciences;

- (v). Such other Faculties as may be determined by Statutes.

**1. Board of Faculties:**

- (1) There shall be a Board of each Faculty, which shall consists of:
- (i). the Dean;
  - (ii). the Professors and the Chairpersons of the Teaching Departments and Directors of Institutes;
  - (iii). one Associate Professor, one Assistant Professor and one Lecturer to be nominated by rotation in order of merit from each Department/ Institute constituted in the Faculty; and
  - (iv). three teachers to be nominated by the Academic Council by reason of their specialized knowledge of the subjects which, though not assigned to the Faculty, have in opinion of the Academic Council, important bearing on the subjects assigned to the Faculty.
- (2) The members mentioned at (iii) and (iv) of sub-clause (1) of this clause shall hold office for two years.
- (3) The quorum for a meeting of the Board of a Faculty shall be one-half of the total number of members, a fraction being counted as one.

**2. Powers and functions of the Board of Faculty:**

The Board of each Faculty shall, subject to the general control of the Academic Council and the Syndicate, have the powers to-

- (i). co-ordinate the teaching, publication and research work in the subjects assigned to the Faculty;
- (ii). scrutinize the recommendations of the Board of Studies comprised in the Faculty in regard to the appointment of paper setters and examiners, except for research examinations and to forward the panels of suitable paper setters and examiners for each examination to the Vice Chancellor;
- (iii). consider any other academic matter relating to report thereon to the Academic Council; and
- (iv). perform such other functions as may be assigned to it.

**3. Dean:**

- (1) There shall be a Dean of each Faculty, who shall be the Chairperson and Convener of the Board of Faculty.
- (2) The Dean of each Faculty shall be appointed by the Chancellor from amongst the three senior most Professors in the Faculty for a period of two years and shall be eligible for re-appointment; provided that if no Professor is available in a Faculty, a Professor from some other Faculty may act as a Dean till a Professor of the Faculty itself is appointed.
- (3) The Dean shall present candidates for admission to degrees, except honorary degrees, in the course falling within the purview of the Faculty.

(4) The Dean shall exercise such administrative and academic powers as may be delegated to him.

**4. Teaching Department/institute and Chairperson/Director:**

(1) There shall be a Teaching Department/Institute for each subject or a group of subjects, as may be prescribed by Regulations and each Teaching Department/Institute shall be headed by a Chairperson/Director.

(2) The Chairperson of a Teaching Department/Director of an institute shall be appointed by the Syndicate on the recommendations of the Vice Chancellor from amongst the three senior most Professors of the Department/institute for a period of two years and shall be eligible for re-appointment.

Provided that in a Department/Institute where there are less than three Professors, the appointment shall be made from amongst the three senior most Professors, and Associate Professors of the Department/Institute:

Provided further that in a Department/Institute, in which there is no Professor or Associate Professor, no such appointments shall be made and the Department/Institute shall be looked after by the Dean of the Faculty with the assistance of the senior most teacher of the Department/Institute.

(3) The Chairperson of Department/Director of the Institute shall plan, organize and supervise the work of the Department/Institute and shall be responsible to the Dean for the work of his Department/Institute.

**5. Board of Studies:**

(1) There shall be a separate Board of Studies for each subject or group of subjects, as may be prescribed by Regulations.

(2) Each Board of the Studies shall consist of:

- (i). the Chairperson/Director of the Teaching Department/Institute;
- (ii). all Professors and Associate Professors in the Teaching Departments/Institutes;
- (iii). two University Teachers, other than Professors or Associate Professors, to be appointed by the Academic Council.
- (iv). three teachers, other than the University teachers, to be appointed by the Vice Chancellor from affiliated colleges/affiliated institutions; and
- (v). one Assistant Professor and one Lecturer to be appointed by rotation in order of merit from the Department concerned.

Provided that in the case of professional subjects which are taught in the affiliated colleges or affiliated institutions only and not in the University, the Board of Studies shall consist of-

- (a). the Principals of the Colleges, Directors of the Institutes, Heads of the Institute concerned;
- (b). two teachers of the colleges, to be appointed by the Syndicate; and

(c). two experts to be appointed by the Vice Chancellor.

(3) The term of office of members of the Board of Studies, other than ex-officio members, shall be two years.

(4) The quorum for meetings of the Board of Studies shall be one-half of members, a fraction being counted as one.

(5) The Chairperson of the Teaching Department concerned shall be the Chairperson and Convener of the Board of Studies. Where in respect of a subject there is no University Teaching Department, Chairperson shall be appointed by the Vice-Chancellor.

(6) The functions of the Board of Studies shall be to-

- (i). advise the Authorities on all academic matters concerning instructions, publications, research and examinations in the subjects concerned;
- (ii). propose the curricula and syllabi for all degree, diploma and certificate courses in the subjects concerned;
- (iii). suggest a panel of names of paper setters and examiners in the subjects concerned; and
- (iv). to perform such other functions as may be prescribed by Regulations.

## **6. Advanced Studies and Research Board:**

(1) The Advanced Studies and Research Board shall consist of :

- (i). the Vice Chancellor (Chairperson);
- (ii). the Deans of Faculties and Directors of Institutes;
- (iii). three University Professors other than Deans to be appointed by the Syndicate;
- (iv). Principals of constituent colleges;
- (v). three University teachers, having research qualifications and experience to be appointed by the Academic Council; and
- (vi). three teachers from affiliated colleges/affiliated institutions having research qualifications to be appointed by the Academic Council.

(2) The term of office of members of the Advanced Studies and Research Board, other than ex-officio members, shall be two years.

(3) The quorum for a meeting of the Advanced Studies and Research Board shall be one-half of the total number of members, a fraction being counted as one.

(4) The functions of the Advanced Studies and Research Board shall be to-

- (i). advise the Authorities on all matters connected with the promotion of Advanced Studies and Research in the University;
- (ii). consider and report to the Authorities on the institution of research degrees in the University;
- (iii). propose Regulations regarding the award of research degrees;
- (iv). appoint supervisors for postgraduate research students and to approve titles and synopses of their theses dissertations;

- (v). recommend panels of names of examiners for evaluation of their theses and other research examinations; and
- (vi). perform such other functions as may be prescribed by Statutes.

**7. Selection Board:**

(1) The Selection Board shall consist of-

- (i). the Vice Chancellor (Chairperson);
- (ii). one Vice Chancellor of a University in a public sector to be appointed by the Chancellor;
- (iii). the Chairman or a member of the North-West Frontier Province Public Service Commission as his nominee;
- (iv). the Dean of the Faculty concerned;
- (v). the Chairperson of the Teaching Department/ Director of the Institute and Principal of the constituent colleges concerned; and
- (vi). one member of the Syndicate and two other members to be appointed by the Syndicate; provided that none of them is an employee of the University.

(2) The members other than ex-officio members shall hold office for two years.

(3) The quorum of Selection Board in case of selection of a Professor/Associate Professor and other teachers shall be four and three respectively. In case of selection of officers other than teachers, the Selection Board shall consist only of members mentioned at (i), (ii) (iii) and (vi) of sub-clause (1) of this clause and the quorum shall be three.

(4) No member who is a candidate for the post to which appointment is to be made shall take part in the proceedings of the Board.

(5) In selecting candidates for the posts of Professors and Associate Professors, the Selection Board shall co-opt or consult three experts in the subject concerned and in selecting candidates for other teaching posts, two experts in the subject concerned, to be nominated by the Vice Chancellor from a standing list of experts for each subject approved by the Syndicate on the recommendations of the Selection Board and revised from time to time.

**8. Functions of the Selection Board:**

(1) The Selection Board for teaching and other posts shall consider the applications received in response to an advertisement and recommend to the Syndicate the names of suitable persons for appointment to teaching or other posts as the case may be and may also recommend-

- (i). the grant of a higher initial pay in suitable cases for reasons to be recorded;
- (ii). the appointment of an eminent qualified person to a position in the University on terms and conditions other than those prescribed; and
- (iii). cases of award of increments or cash award on the basis of research contribution as prescribed.

(2) In the event of unresolved difference of opinion between the Selection Board and the Syndicate, the matter shall be referred to the Chancellor whose decision shall be final;

**9. Finance and Planning Committee:**

(1) The Finance and Planning Committee shall consists of-

- (i). the Vice Chancellor (Chairperson)
- (ii). a representative of the Higher Education Commission;
- (iii). one member of the Syndicate to be appointed by the Syndicate;
- (iv). two members of Academic Council to be nominated by the Academic Council;
- (v). the Secretary to Government, Higher Education Department or his nominee not below the rank of an Additional Secretary;
- (vi). the Secretary to Government, Finance Department or his nominee not below the rank of an Additional Secretary;
- (vii). the Secretary to Government, Science and Technology and Information Technology Department or his nominee not below the rank of an Additional Secretary;
- (viii). the Registrar; and
- (ix). the Director Finance/Treasurer (Secretary).

(2) The term of office the appointed members shall be two years.

(3) The quorum for a meeting of the Finance and Planning Committee shall be five members.

**10. Functions of Finance and Planning Committee:**

The functions of Finance and Planning Committee shall be to-

- (i). consider the annual statement of accounts and the annual and revised budget estimates and advise the Syndicate thereon;
- (ii). review periodically the financial position of the University;
- (iii). advise the Syndicate on all matters relating to planning, development, finance, investment and accounts of the University; and
- (iv). perform such other functions as may be prescribed.

**11. Affiliation Committee:**

(1) The Affiliation Committee shall consists of –

- (i). the Vice Chancellor (Chairperson);
- (ii). two Professors to be nominated by the Academic Council;
- (iii). the Secretary to Government, Science & Technology and Information Technology Department or his nominee not below the rank of an Additional Secretary; and
- (iv). the Director of Higher Education (Colleges), North-West Frontier Province .

(2) The term of office of the members of the Committee, other than ex-officio members, shall be two years.

- (3) The Affiliation Committee may co-opt experts not exceeding three.
- (4) The quorum for a meeting of or for an inspection by the Affiliation Committee shall be three members.
- (5) An Officer of the University to be designated by the Vice Chancellor for this purpose shall act as the Secretary of the Committee.

**12. Functions of the Affiliation Committee:**

The functions of the Affiliation Committee shall be to-

- (i). constitute an inspection committee to inspect the educational institution seeking affiliation with or admission to the privileges of the University and to advise the Syndicate thereon; provided that the Affiliation Committee may itself inspect the institution concerned and advise the Syndicate accordingly.
- (ii). inquire into the complaints alleging breach of conditions of affiliation by affiliated colleges/affiliated institutions and to advise the Syndicate thereon; and
- (iii). perform such other functions as may be prescribed by Regulations.

**13. Discipline Committee:**

1) The Discipline Committee shall consist of:

- (i). a Chairperson to be nominated by the Vice Chancellor;
- (ii). two Professors to be nominated by the Academic Council;
- (iii). two Professors to be nominated by the Syndicate; and
- (iii). the teacher or officer incharge of Students Affairs by whatever name called (member-cum-Secretary).

(2) The term of office of the member of the Committee, other than ex-officio members shall be two years.

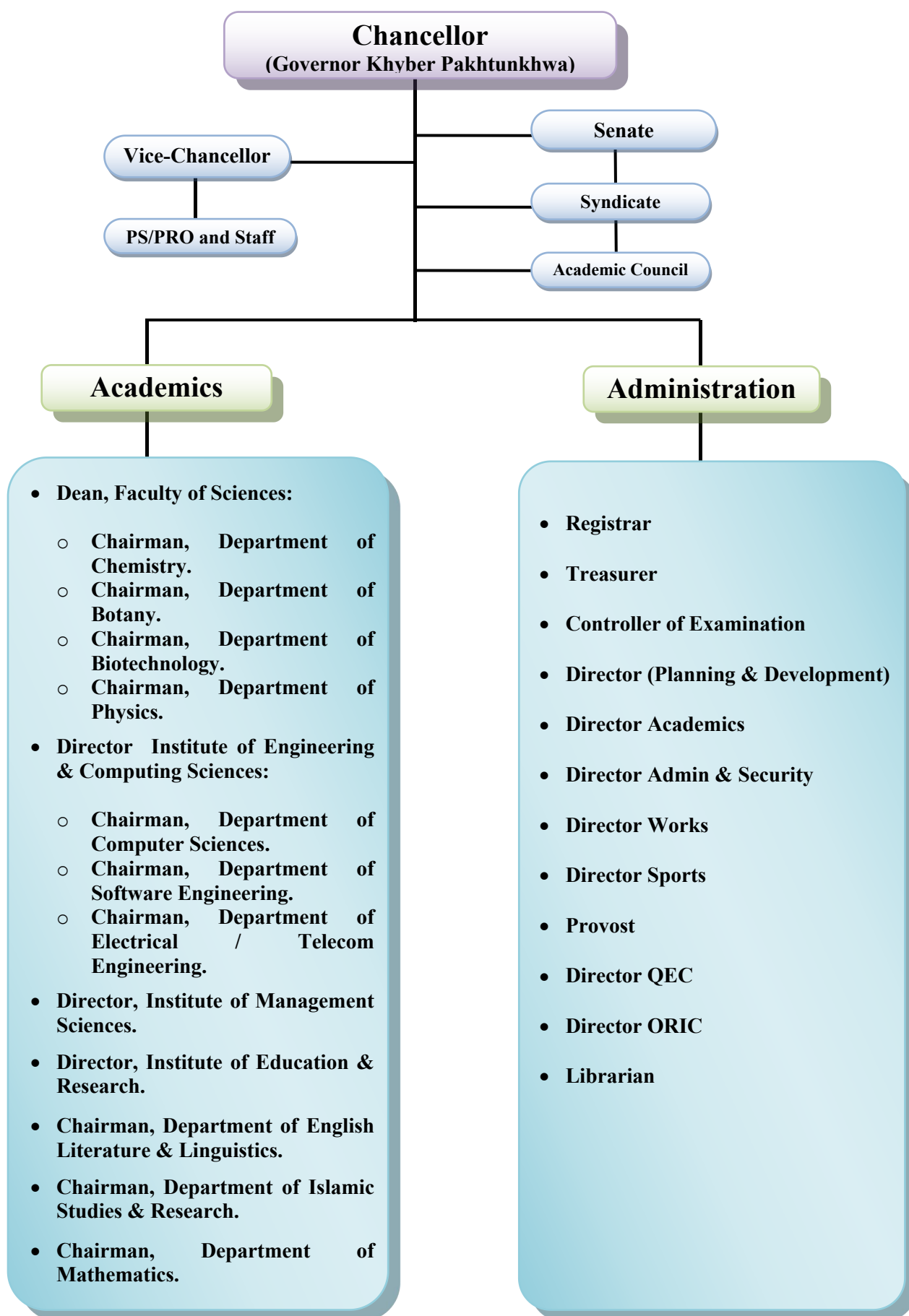
(3) The quorum for a meeting of Discipline Committee shall be four members.

**14. Functions of the Discipline Committee:**

The Functions of the Discipline Committee shall be to-

- (i). Propose Regulations to the Academic Council relating to the conduct of University students, maintenance of discipline and breach of discipline; and
- (ii). Perform such other functions as may be assigned to it.

## 2.2: Management Structure:



### 2.3: External relations and development

#### Collaboration with foreign Universities:

The List of some of the prominent MoUs is as follows:

#### I. International MoUs:

S. No	Name of Institution/Organization
1	The University of Bradford, UK
2	The Asian Institute of Technology, Bangkok, Thailand
3	Fatih University, Istanbul, Republic of Turkey
4	Mevlana University, Republic of Turkey
5	The University of Huddersfield, UK
6	University of Kentucky
7	Institute of Global Engagement USA

#### II. National MoUs:

S. No	Name of Institution/Organization
1	Pakistan Agriculture Research Council
2	Own A Student
3	Yes Network Pakistan
4	Meteorological Department of Pakistan
5	National Testing Services, Pakistan

Detail attached at Annex - VI

### **3. Environmental Scan**

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#### **3.1 Education sector in Pakistan (Higher Education perspective):**

The future plan of UST Bannu is determined by its capacity and environment. The internal capacity is restricted by resource availability to provide infrastructure including libraries, laboratories, scientific equipment, teaching aids, and high speed internet connection<sup>1</sup> as well as talent pool, that is human capital. However, the internal environment cannot be separated from external environment. The external environment consists of regulatory environment, competition, regional infrastructure, location, security and cultural aspects.

UST Bannu has to define and design its future course of action within the limits of these environmental realities. The regulatory environment encompasses rules and policies of federal and provincial government. One of the factors in this regard is the National Education Policy (NEP) 2009. NEP 2009 asserts that access, quality, relevance and governance are the top four challenges to higher education sector of Pakistan. The access to higher education of 18 to 23 year age cohort is 4.7% (2008) compared to India (7%) and Malaysia (12%). UST Bannu, as a public sector university, takes the responsibility to raise the rate of participation of 18 to 23 year age group. UST Bannu is situated in the remote and poverty- and- terrorism-stricken area, Bannu that further enhances its responsibility to open up its doors for many more young people of the southern region of Khyber Pakhtunkhwa and FATA (North & South Waziristan Agencies).

In its focus on access, UST Bannu will not neglect quality. NEP 2009 requires universities and programs to meet minimum standards of accreditations. UST Bannu is very cautious about the requirements of the HEC and PEC. However, quality bears cost. Cost, if exceeds revenues, affects sustainability because increase in rate of fee affects rate of admission or in other words access in this region where per capita income of people is significantly lower than other parts of Pakistan. Balance between quality, access and sustainability is, thus, one of the key challenges faced by UST Bannu in its decisions about its future course of action.

Yet another focus is the relevance. NEP 2009 advocates that higher education should encourage innovation, domestic and international funding, and transmission of knowledge to the productive sectors through university-industry partnerships. UST Bannu will do every effort that its activities and resource distribution is focused on knowledge creation, dissemination, and its application in industry. The key challenge in this regard is distance from key industrial regions and lack of infrastructure outside the campus. However, the focus in such location can be incubations of small and medium term businesses that will eventually transfer basic business model and sophistication to the local business. Finally, the unresolved issue of governance of affiliated colleges is still a challenge. The administrative control of these colleges is hold by provincial governments whereas the academic matters are controlled by universities. This affects the governance at college level.

The access, quality, relevance, and governance can be seen in terms of competition, regional infrastructure, location, security and cultural aspects. As will be discussed in the next sub-section, competition is increasing. Moreover, weak regional infrastructure and remote location offer fewer opportunities to UST Bannu to attract best social capital, communicate

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<sup>1</sup> As recognized in the National Education Policy 2009 that these are the challenges to higher education in Pakistan.

with the rest of Pakistan, and to develop linkages with industry. The security conditions of Bannu that is adjacent to Waziristan, the hot bed of terrorism, are not satisfactory that pose further challenge for UST Bannu to act on its plans to grow and shine. Finally, southern region of KP is conservative. Particularly, the female participation in university education is very low.

### **3.2 Competitiveness of UST Bannu:**

Competitiveness reflects the overall ability of an academic institution to operate in national and international education market. It can be measured through wide range of indicators showing where the organization stands. UST Bannu measures it using these dimensions:

1. *Location* – universities in areas remote from big and developed cities cannot compete with universities in developed parts of the country especially big cities. Bannu is situated in the south of KP, a remote and less developed area where it is hard to attract expertise from relatively developed regions. This single aspect affects the competitiveness of the UST Bannu so deeply that it is virtually impossible to compete with the developed regions in terms of human and intellectual capital.
2. *Awareness* – Another aspect of competitiveness is the cognitive legitimacy, that is, awareness about UST Bannu of people outside this region, skills and knowledge of the UST Bannu staff to about the latest techniques, forms, processes and technologies which are important for running a modern university. Promotional activities such as arranging visits of college students are employed by some universities to improve awareness about them. UST Bannu face this challenge.
3. *Networks* -- Linkages with local industries and other organizations within and outside Pakistan is yet another dimension of academic institutions that reflects its competitiveness. UST Bannu has, so far, no connections with industry and fewer connections with other organizations.
4. *Regional development* -- local industry offers opportunity for academic institutions to obtain knowledge as much as local industry hone its expertise and attain sophistication from universities. Bannu and the nearby cities have no industrial clusters offering the experimental laboratory to the UST Bannu.
5. *Rate of employability of university students* -- we also believe that rate of employability of university students indicates the competitiveness of a university. Although this factor cannot be separated from the regional development and location of the university, employability chiefly depends on the university's academic efficiency and its learning environment. It is hard to measure the rate of employability of UST Bannu students at this stage; however, UST Bannu will focus on this aspect. We believe that employability reflects the teaching and learning efficiency of the university.
6. *Research output* -- research publications and registration patents is deemed an important indicator of competitiveness of an academic institution. UST Bannu will focus on research environment to increase the number of publications.
7. *Online services* -- email service to students and employees, online uploads of assignments and resources, and online library services such as books search and so forth. UST Bannu will focus in future to improve such services to students and employees.

8. *Physical infrastructure* – internet, libraries, laboratories, scientific equipment, and high speed internet connection. UST Bannu is committed to improve such facilities.
9. *Institutional structure* – that shows the development of regulatory and normative institutions. Regulatory institutions consist of not only rules and regulations but also include of relevant bodies. Political interference is one of the problems that bypass rules and norms of the university. Normative institutions include clearly defined roles, expectations, and strong culture of cooperation. Although such factors are hard to measure, *regularity* of meetings, relevant bodies, clear rules, less conflicts, and employees' perceptions can still be used as indicators. UST Bannu is in process of institutional development, although it is a long process.

Within this framework, UST Bannu is focusing in its future plan to improve its competitiveness.

### **3.3 Competitors of UST Bannu: Public and Private Universities/Institutes:**

The competitive environment of universities in rural Pakistan is not compelling them to significantly shift their strategies. The reason is that every public sector university possesses certain jurisdiction for the affiliated colleges which is not violated by other universities. By law, the government colleges within the jurisdiction of certain university cannot be affiliated with other universities. However, other degree awarding institutions and universities are open to compete with UST Bannu by attracting students. Currently, Sarhad University, Allama Iqbal Open University, and Virtual University compete with UST Bannu within Bannu. Whereas on regional basis, KUST, Gomal University, University of Peshawar, and the newly opened Khushal Khan Khattak University in Karak compete with each other over the market share. While taking admissions in universities, affordability and reputation matter to students as much as distance. To this end, UST Bannu will seriously take into account the element of competition in planning its future course of actions.

### **3.4 Application of SWOT Tools:**

Strengths-Weaknesses-Opportunities-and-Threats (SWOT) analysis is helpful to depict the road map for future actions in analytical terms. This tool is used to draw strengths, weaknesses, opportunities, and threats of an organization in present circumstances as well as in future. The competitiveness dimensions of the UST Bannu can also be framed in SWOT.

#### **3.4.1 Strengths:**

UST Bannu was established in 2005. In its eight years of short transaction history, its focus was mainly on emergence and expansion, rather than flexing its muscles for being exceptional and quality leader. It faced challenges in this journey of self-construction and growth. Currently, it is still expanding to ensure access. However, in the coming five years, it intends to focus excelling quality and governance and establishing relevance in addition to development of infrastructure and expansion of capacity for improving access. With this background, the strengths of UST Bannu are:

- i. Location is the strength in the sense that students in Bannu, Lakki Marwat, North Waziristan and some parts of Karak find UST Bannu geographically convenient to take admissions in UST Bannu as compared to other regional universities.

- ii. Networks: Bannu is hub that inter-connects the southern region of KP with Eastern Afghanistan. This will open up opportunities for the UST Bannu to take share in the higher education market of the region. UST Bannu has established some connections with national and international organizations. However, there is much more to be done in this area.
- iii. Some of the academic programs namely software and telecom engineering and business education are the key strengths of UST Bannu.
- iv. Providing quality education to the female strata on dear step. Presently there were no opportunities available.
- v. University adjacent to BMC (Medical College) and hence both share lab potential.
- vi. Small Industry – academic linkage.

#### **3.4.2 Weaknesses:**

Every new organization face challenges. UST Bannu is not an exception. The weaknesses of UST Bannu are:

- i. The *liability of newness* is one of the factors that refrain UST Bannu from fulfilling its dream to be quality leader.
- ii. Lack of *legitimacy*: Lack of reputation capital and awareness about UST Bannu is a challenge in comparison to established universities such as University of Peshawar affects the ability of the university to attract best students.
- iii. Weak *institutional structure* is yet another aspect of the university that needs improvement. Bodies of the university are in the process of construction and stabilization.
- iv. *Human capital* also less sophisticated. Particularly, PhD faculty members, in most of the academic departments/institutes are fewer in number. Moreover, there is lack of administrative staff to cope with the entrepreneurial process of the university.
- v. *Physical infrastructure* such as roads, buildings, and scientific labs, IT equipments such as multi-media projectors and libraries need further improvement that place UST Bannu on weak footings compared to relatively established universities.
- vi. Availability of online academic resources, online email service and other IT services such uploading assignments, resources, and results for students. Such weaknesses are seriously affecting research and teaching proficiency of the UST Bannu.
- vii. UST Bannu is situated in four campuses (three in Bannu city and the main campus in Township which is 15 km distant). This surely, is affecting the capability of UST Bannu in terms of communication and coordination.

### 3.4.3 Opportunities:

- i. Every crisis brings in new opportunity. According to National Education Policy, 2009, in Pakistan, access to education is low. This offers opportunity for the UST Bannu to expand its market share. As said earlier, that the strategic location of Bannu provides an opportunity to UST Bannu to attract students from FATA and across the border, Eastern Afghanistan.
- ii. There is wide scope of opportunities for networking and connections with national and international donors and others organizations for exchange programs on the ground that UST Bannu is situated in remote and poverty- and-terrorism-stricken area.
- vii. Terrorism and poverty has affected this region. Apart from its negative effects on UST Bannu, it is an opportunity for UST Bannu to attract funding from national and international donors to neutralize the effects and to offers quality education to the youth of the region where employment is scant.
- viii. UST Bannu has the opportunity to embark on the cultural and societal change particularly to enhance the female participation in the higher education.
- ix. As said earlier that the regional development is pathetic. This is a threat. However, this has been taken by UST Bannu as a productive challenge. UST Bannu intends to launch entrepreneurship and incubation centre that will instill sophistication in the local business model through modern techniques of incubated businesses as well as business education, and is producing its own products in terms of higher education.
- x. Bannu has fertile land and the agriculture sector has enough space for improvement. Moreover, there are several Gas and Petroleum projects underway in the neighboring Karak. These offer opportunities to UST Bannu to launch new programs related to agriculture and petroleum engineering.

### 3.4.4 Threats:

- i. *Poverty* in the region is a threat in the sense that students cannot afford high tuition fee that reduces revenues and for that matter quality.
- ii. *Terrorism* is a serious challenge that has affected the social and economic progress of the region. This, apart from direct costs of bad law and order conditions, has increased the indirect costs. For instance, UST Bannu cannot attract best minds (students, administrators and academicians).
- iii. *Distance* of Bannu from big cities makes UST Bannu area unattractive for good academicians to UST Bannu. Distance from developed parts of the country makes it hard for UST Bannu to keep its human capital updated and trained according to the modern techniques and technologies. UST Bannu is paying high expenditure in the form of unattractive allowance to retain employees.
- iv. Moreover, lack of *local industry* cuts opportunities for UST Bannu to develop linkages with industry. This also affects learning environment in UST Bannu and therefore employability of its students.

### **3.5 Universities Assessment tool:**

UST Bannu has launched its Quality Assessment Centre (QEC) that uses several Institutional Capability Measurements to assess the performance of the different aspects of the university.

*i. QEC graduates feedback:*

Student feedback is used to assess the quality of teaching as well as curriculum. Such feedback is continuously used to improve deficiencies in teaching methods as well as curriculum.

*ii. Program Teams (PTs)*

PTs have been constituted by the QEC to assess different aspects of the university through its academicians.

- PTs prepare Programs Evaluation Reports in which they report such assessments about curriculum, human resources; labs, equipments, research facilities, linkages with industry, and interaction with community.
- They note down deficiencies and QEC take suggestions to fill those deficiencies.

*iii. Alumni Association:* UST Bannu is launching Alumni Association to assess the employability of students. However, currently, no such measurement is used to know the capability of the UST Bannu that its students are absorbed by the job market.

### **3.6 Targets of the UST Bannu Business Plan:**

In the last eight years of short life, UST Bannu has focused on both horizontal and vertical expansion which still continues. Ten departments/institutes offer variety of programs at undergraduate, postgraduate levels. Some departments have started M. Phil and PhD programs. In the coming five years it plans to:

1. Expand research activities by offering more M. Phil and PhD programs in more departments.
2. Increase existing research capacity in academic departments.
3. Open new teaching departments.
4. Increase teaching capacity for launching new programs.

5. Strengthen existing departments by providing facilities at class rooms such as multi-media projectors, air-conditioners, internet, state-of-the-art labs and digital libraries.
6. Develop existing faculty and attract well-known academicians to build highly qualified and skillful faculty.
7. Train and develop existing administrative staff and to attract new expertise.
8. To develop infrastructure such as roads and buildings for new academic departments, sports, and libraries.

#### **4. Academic Program**

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The detail of Existing and Proposed academic programs offered by UST Bannu is as below:

**1) Department of Computer Science:**

**Existing Academic Programs:**

BCS in Computer Science started 2005  
MCS in Computer Science started 2005  
MS in Computer Science started 2005  
Ph.D. Computer Science started 2011

**2) Institute of Management Sciences:**

**Existing Academic Programs:**

BBA started 2005  
MBA started 2005  
BBA (IT) started 2005  
BBA (Bank & Finance) started 2006  
M.Com started 2011

**Proposed Academic Programs:**

M.Phil in Management Sciences starting tentatively from January 2013  
Ph.D. in Management Sciences starting tentatively from January 2015

**3) Institute of Education & Research:**

**Existing Academic Programs:**

B.Ed. started 2005  
M.Ed. started 2005  
M.Phil started 2006

**Proposed Academic Programs:**

Ph.D. Education & Research starting tentatively from January 2014

**4) Department of English Literature & Applied Linguistics:**

**Existing Academic Programs:**

MA English in Literature and Applied Linguistics started 2007

**Proposed Academic Programs:**

M.Phil in English and Applied Linguistics starting tentatively from January 2014  
Ph.D. in English and Applied Linguistics starting tentatively from January 2017

**5) Department of Biotechnology:**

**Existing Academic Programs**

BS Biotechnology started 2008  
Ph.D. Biotechnology started 2011

**Proposed Academic Programs:**

MS Biotechnology starting tentatively from January 2014

**6) Department of Botany:**

**Existing Academic Programs:**

MSc Botany started 2006

M.Phil Botany started 2007

PhD Botany started 2010

**Proposed Academic Programs:**

BS Botany starting tentatively from January 2014

**7) Department of Physics:**

**Existing Academic Programs:**

MSc Physics started 2007

M.Phil Physics started 2011

**Proposed Academic Programs:**

BS Physics starting tentatively from January 2014

Ph.D. Physics starting tentatively from January 2017

**8) Department of Chemistry:**

**Existing Academic Programs:**

MSc Chemistry started 2006

BS Chemistry started 2007

M.Phil Physics started 2007

Ph.D. Physics started 2010

**Proposed Academic Programs:**

BS Chemistry starting tentatively from January 2015

**9) Department of Electrical Engineering:**

**Existing Academic Programs**

BSc Telecom / Electrical Engineering started 2011

BS Telecom / Electrical Engineering started 2006 and closed at 2011

**Proposed Academic Programs:**

MS Telecom / Electrical Engineering starting tentatively from January 2014

Ph.D. Telecom / Electrical Engineering starting tentatively from January 2017

**10) Department of Software Engineering:**

**Existing Academic Programs**

BSc Software Engineering started 2011

BS Software Engineering started 2006 and closed at 2011

**Proposed Academic Programs**

MS Software Engineering starting tentatively from January 2014

Ph.D. Software Engineering starting tentatively from January 2017

**11) Department of Islamic Studies & Research:**

**Existing Academic Programs:**

M.Phil Islamic Studies & Research started 2010

**Proposed Academic Programs:**

M.A Islamic Studies & Research starting tentatively from January 2013

Ph.D. in Islamic Studies & Research starting tentatively from January 2015

**12) Department of Mathematics:**

**Existing Academic Programs:**

MSc Mathematics started 2012

**Proposed Academic Programs:**

M.Phil Mathematics starting tentatively from January 2014

Ph.D. Mathematics starting tentatively from January 2016

**Year wise growth in the number of Departments: (Existing + Proposed)**

**Existing Departments:**

2005 Management Sciences, Banking & Finance and Computer Sciences  
2006 Biological Sciences, System Software, Botany, Chemistry, Education  
2007 English, Physics  
2011 Software Engineering, Electrical Engineering & Islamic Studies  
2012 Mathematics

**Proposed Departments:**

2013 Department of Zoology  
2014 Department of Pak Studies  
2015 Departments of Petroleum Engineering and Microbiology  
2016 Faculty of Agriculture  
2017 Department of Pharmacy

**4.1: The Introduction of new Programs and the Expansion of Existing one:**

UST Bannu is striving hard, from its very inception, to provide quality education in various novel fields of education and to develop our youth fully competent to serve as backbone of the growing economy in this backward area.

Similar to other universities of the area the Academic Council is the principal academic body of the University having 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 affiliated colleges.

Keeping in view the demand, national & international capability of the program, possibilities and available infrastructure & funds to launching a new academic program, initially, a senior officer of faculty member propose establishment of program for onward approval of competent authorities. The following proposal have been so for submitted for approval of the Academic Council and Finance and Planning Committee:

#### **Proposed Departments:**

- Department of Zoology
- Department of Pak Studies
- Department of Petroleum Engineering
- Departments of Microbiology
- Faculty of Agriculture
- Department of Pharmacy

The Board of Studies advice the Authorities on all academic matters concerning instructions, publications, research and examinations in the subjects concerned and propose the curricula and syllabi for all degree, diploma and certificate courses in the subjects concerned as well as the Advance Studies and Research Board propose Regulations regarding the award of research degrees for final approval from the Academic Council.

#### **4.2: Curriculum (Review of existing and new ones):**

The university strictly adhere to HEC guidelines of curriculum development while developing our curriculum. However, the concerned bodies may make changes up to 25% depending on our local requirements.

To revise the existing curricula & to introduce new curricula of various disciplines along with to achieve the above mentioned goals the UST Bannu have Board in each discipline called Board of Studies whose functions are detailed below:-

- ❖ To advise the Authorities on all academic matters concerning instructions, publications, research and examinations in the subjects concerned;
- ❖ To propose the curricula and syllabi for all degree, diploma and certificate courses in the subjects concerned;
- ❖ To suggest a panel of names of paper setters and examiners in the subjects concerned; and
- ❖ To perform such other functions as may be prescribed by Regulations.

#### **4.3: Method of delivery:**

Method of delivery is often referred cornerstone of management philosophy. With its focus on transfer knowledge and creating a friendly and easy academic environment for students. Creating a comfortable environment through better facilitation will give your participants a better understanding of what a good facilitator can do to improve student learning and knowledge.

Few of the delivery methods that university focuses on are described below:

#### **Use of ICT:**

- a) **Internet:** the university provides both LAN and wireless internet facility to students and faculty at different campuses and hostels.
- b) **Website:** the university has a website where faculty uploaded their lectures, teaching materials and assignment for students.
- c) **Online discussion forum:** in future an online blog of university website will be launched, which will be used by university students and faculties as a platform sharing different knowledge and updates.

#### **Multimedia Presentations:**

- In class room the methods of delivery is to presents lectures on multimedia presentations. Students are presents theirs assignments, projects etc on multimedia. Currently about 30% multimedia are available for delivery of knowledge, however, the university plan to enhance their numbers up to 100.
- Test/Assignments/Quizzes:
- In classroom students are bound to participate in class activities like monthly test. Assignments and supervise quizzes, furtherer 75 % attendance is must for each subjects.
- Workshops/Seminars:  
The departments/institutes arrange workshop/seminars in different area to give an understanding of basics and expert knowledge about their courses, as well as some tools that they can use to facilitate in their studies and research. Transferring strong technical and practical understating about their subjects.

#### **Laptops to students:**

The university provide through provisional government about 700 laptops to top students to facilitate them in theirs modern way of learning and usage of internet etc.

#### **Digital Library:**

With its modern collection of knowledge resources and innovative information services UST, Bannu Library is an excellent learning resource center for students and faculty. The entire Library/Digital Library collections including the online databases are made available through Institute's network. Users can access the online databases and also find out the real-time availability.

In future it will be enhanced and increased number of Online Research Journal availability for research proposes.

#### **Techniques and method of Instructions:**

- Lectures
- Class room discussion (Teacher – Students interaction)
- Case Studies
- Practical Assignments
- Presentations

#### **4.4: Recognition and Certification:**

The UST Bannu is and Degree Awarding University establish under Provisional Act XIII-2005. Being a newly established university the authorities are trying very hard to get certified its degree under the guideline, rules and regulations of Higher Education Commission (HEC), the Pakistan Engineering Council (PEC). Engineering programs are accredited by Pakistan Engineering Council (PEC) Computer programs are accredited by National Computing Accreditation Council (NCEAC).

Further University is in process for accreditation of BBA and MBA programs with National Business Education Accreditation Council (NBEAC) for quality business & commerce education. The university plan to link its different disciplines with National and International organizations/universities.

#### **4.5: Research:**

UST Bannu is well aware of the fact that sustainable development of the region can only be achieved through advancement in Science & Technology. It is striving hard to inculcate the culture of research within the campus. The main focus of the university is on applied and market oriented research that contributes locally, at national level and internationally. It is the core area of the Universities.

Some of the steps taken for developing research oriented culture within the university are as under:

The facilities and research culture will be increase by developing a well-equipped research center / lab at which academic block.

- To encourage the culture of research within the university we intend to make compulsory research thesis/project for the submission of Master degree.
- Intend to increase the weightage of thesis and make it equalent to two special papers.
- For the submission of M.Phil Degree, at least one publication in reputed Journal (having some impact value), is made compulsory.
- Providing help in Research Proposal writing, theses writing, compilation, composing and binding facilities inside the Campus.
- Laboratory up-gradation with modern and sophisticated laboratory equipments.
- Lab supervisor for helping students in operating the equipments.
- Financial assistance, to the Principal Author, in case of publication is under consideration.
- UST Bannu Best Teacher Award for faculty having more publications in reputed Journal is under consideration.

#### **4.5.1: Partnership and Outreach:**

The University has a clear objective of motivating the students of the western Khyber Pakhtunkhwa, and Tribal areas towards higher education. The University currently has no Outreach program and it has a plan to develop a team of dedicated individuals/officers to work closely with the schools and colleges in the area to provide opportunities for those having no direct access to higher education. The plan has to take the following initiatives for bringing the outreach students on board to higher education:

- Organizing Open Days at the University and inviting students to them for knowing the opportunities available at their door step.
- Organizing Seminars and Lectures by University officials at partner institutes to motivate the students.

#### **4.6: Under Graduate Program:**

##### **4.6.1: Strengthening the under graduate program:**

The UST Bannu understands that undergraduate educational experience is the critical link in achieving our national objectives. Undergraduate programs are the source to produce those who go on to participate in nation building. They are also the source of future PhDs.

From a national perspective, the effective functioning of undergraduate level program is of fundamental importance. This is simple, straightforward production economics.

##### **4.6.2: Attracting quality under graduate students:**

The UST Bannu considers applications entirely on academic basis through National Testing Services and welcomes applications from all who are academically qualified.

All undergraduate candidates must meet the eligibility criteria i.e. with 12 years of education from an accredited educational institution with 60% marks in Intermediate or its equivalent for Engineering, and 45% marks in Intermediate or its equivalent for Non-engineering programs. Passing of NTS test is mandatory.

Opening of Admissions is advertised in leading newspapers sessions.

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

##### **Under graduate Programmes:**

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Expanding existing under graduate Programmes	10 new Programs Introduce	12	14	17	19	20	22
Attracting quality under graduate students	1536 Students to be enrolled	2102	2490	2672	2893	3251	3638

#### **4.7: Post Graduate Program:**

##### **4.7.1: Strengthening the post graduate program:**

UST engages and recognize faculty participation in graduate education in a manner that energizes faculty and students and advances their academic accomplishments. Faculty involvement in graduate education builds visibility and capacity of the faculty and yields opportunities for leadership and innovative collaborations for students. Faculty engaged in graduate education embrace the principle of mentorship as both a privilege and responsibility.

Graduate students' ability to achieve their highest potential is dependent on access to financial support, to opportunities for both scholastic mentorship and professional advisement on their career choices, and to social and professional networking in a vibrant graduate student and campus community. Graduate students both contribute to and benefit from the quality of graduate education at UST Bannu.

#### 4.7.2: Attracting quality post graduate students:

All postgraduate candidates must meet the eligibility criteria i.e. 16 years degree in the relevant field from an accredited educational institution with 2<sup>nd</sup> division (annual system) with no third division in the last degree.

Passing of NTS/GAT (general) test is mandatory with minimum 45% marks to secure admission.

An Opening of Admissions is advertised in leading newspapers sessions.

### Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Targets

#### Postgraduate Programmes:

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Expanding postgraduate programmes	07 new programmes to be Introduced	08	09	11	12	14	15
Attracting quality postgraduate students	1012 students to be enrolled	960	1235	1442	1751	1854	1972

### 4.8: Doctoral Program

#### 4.8.1: Strengthening the Doctoral Program

The UST is heavily investing to strengthen its doctoral programs, it is a critical link in producing researchers, scientists, and engineers who are needed to help in nation building and find solutions for problems ranging from disaster mitigation to poverty alleviation. These PhDs mentor post-graduate students who will produce more researchers, scientists and engineers with advanced degrees in a multiplier effect. Produce indigenous technologies to better the lives of the people.

#### Strategies

Scholars programs to increase graduates with doctoral degrees  
Send faculty to complete post-graduate programs abroad

#### Programs

Faculty Development program (faculty is sent abroad on scholarship to finish their PhDs)

Post-doctoral fellowship

#### 4.8.2: Attracting quality Doctoral Students

All postgraduate candidates must meet the eligibility criteria i.e MS/M.Phil or its equivalent degree in the relevant field from an accredited educational institution with CGPA of 3.0/4.0 or 70% marks with no third division in the lass degree. Clearing of GRE (subject) as per HEC policy or NTS/GAT (subject) with minimum 60% marks.

Many research papers published in HEC recognized journals by faculty/student of this university is another source to attract quality PhD candidates.

#### Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Targets

##### Postgraduate Programmes:

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Expanding Doctoral Programmes	04 Doctoral Programmes to be introduced	04	-	01	02	03	04
Attracting quality postgraduate students	40 students to be enrolled	21	-	10	20	30	40

## **5. Students**

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The University of Science & Technology Bannu not only offer admissions to the local community but also tries to attract students from other regions of the country as well as International students on open merit basis. The main feeding areas are District Bannu, District Lakki Marwat, District Karak and North Waziristan Agency (NWA). Beside these students from District Tank, South Waziristan Agency (SWA) and other provinces of the country get admission. Some seats reserved for Balochistan and Gilgit Balthistan. The existing enrollment male and female students are 90 : 10 respectively. However, the University is trying to encourage female students through Academia-Parent's Counseling, increasing facilities to female students and reserving seats for female students.

### **5.1: Academic nurseries (Schools and colleges):**

The basic Academic Nurseries for the Pakistani universities are the schools and colleges which are affiliated with the Boards of Intermediate and Secondary Education (BISE) for SSC and HSSC while at Degree level the colleges are affiliated with Universities. The HSSC passed students are absorbed by the University for its BS Programs while B.A./B.Sc. Degree holders are allowed admissions in Master Programs. M.A. / M.Sc. passed students get admissions MS/M.Phil and Ph.Ds. Programs. The main feeding College is GPG College Bannu which harbours some 4000 students. There are 42 Public & Private Collages which supplies students to UST Bannu. The ratio of enrollment at BS level is 55%, while in the remaining 50% the ratio of Master Students is 40%, MS/M.Phil is 04.3% and Ph.D. is 0.7%. The ratio of feeding from Public & Private Institutions is 80 : 20 in BS Programs, 90 : 10 in Master and MS/M.Phil/Ph.D. is 92 : 08 respectively.

### **5.2: Academic discipline:**

The UST Bannu is a well reputed institution mainly focusing on modern and market oriented sciences & technologies disciplines. Beside this it also contains some Social Sciences departments. The University offers its students a wide array of study programs at its twelve departments/institute. UST Bannu cater to the ever-increasing demands of students in the fields of Computer Science, Software & Electrical Engineering, Biological Sciences (Botany & Biotechnology), Management Sciences, Physics, Chemistry, Islamic Studies, English, Education and Mathematics.

Currently, over 3000 students are enrolled in the twenty seven (27) Bachelor, Master, MS/ M.Phil and PhDs programs in UST Bannu are bracket under twelve (12) departments/institutes. Presently, the Institute is offering the following disciplines and at its various campuses to its current and prospective students:

<b>Bachelor of Science in:</b>	
1.	Computer Science
2.	Electrical Engineering (Telecommunication)
3.	Software Engineering
4.	Business Administration
5.	Biotechnology
<b>Bachelor of Education :</b>	
6.	Bachelor of Education
<b>Master of:</b>	
7.	Business Administration (3.5 yrs)
8.	English
9.	Education
10.	Computer Science
<b>Master of Sciences:</b>	
11.	Mathematics
12.	Chemistry
13.	Physics
14.	Botany
<b>Master of Studies:</b>	
15.	Computer Science
<b>Master of Philosophy in:</b>	
16.	Education
17.	Islamic Studies
18.	Mathematics
19.	Biotechnology
20.	Botany
21.	Chemistry
22.	Physics
<b>PhD in:</b>	
23.	Biotechnology
24.	Botany
25.	Education
26.	Chemistry
27.	Computer Science

### 5.3: International students:

Due to law and order situation in the area currently no any student is enrolled in this University. In future international students' enrollment will be fostered in various departments/institutes of the university. In this regard IIT and Biotechnology are the best sites for attracting international students. Moreover, establishment of some community oriented new departments/institutes like Pharmacy & Petroleum Engineering will be initiated to get maximum enrollment of international students.

***KPI for International students:***

Baseline	Projected Publications				
	2013	2014	2015	2016	2017
0	2	5	10	15	20

**5.4: Support services for students:**

The UST Bannu is committed to provide its students with optimum logistic facilities; it has the following facilities at all its campuses:

- a. All campuses are equipped with state-of-the-art computers and electronics labs with most updated computer systems, operating environment and a high bandwidth connection provides connectivity to internet round the clock.
- b. UST Bannu campuses are well equipped with IT facilitation such as projectors, multimedia, air-condition, well furnished, and nicely maintained Lecture theatres.
- c. All UST Bannu campuses are providing comfortable, spacious and peaceful environment to their students with in their libraries. These libraries spread over vast areas and contain over thousands of books, research journals and magazines and are growing rapidly.
- d. Besides, the library services at UST Bannu campuses include reference and information services, career counseling center, periodicals and newspapers, photocopying facilities, access to CD-ROMs, bookshop for students, access to HEC digital library, etc.
- e. To facilitate our female students, the UST Bannu departments/institutes have established spacious and comfortable common rooms for females.

- f. UST Bannu canteens at various campuses/departments have a wide range of quality snacks and meals at modest prices and available for the whole day.
- g. UST Bannu hostels have standard conditions, containing good mess system, gym, recreation rooms and round-the-clock security.
- h. UST Bannu provides pick and drop services to facilitate the students and employees at all campuses.

**5.5: Projected statistics for the students:**

UST Bannu provides what a discerning student is looking for in a learning environment, academic excellence, quality teaching, and constructive leisure activities. We appreciate that it is crucial for today's student to work in a physical environment which is conducive to study. As per policy, UST Bannu considers applications entirely on academic basis and welcomes applications from all who deserve on the basis of their sound academic qualification and eligibility.

UST Bannu offers a multitude of undergraduate and graduate level programs to its talented pool. The number of these programs is thirty one.

**Student Enrollment from 2005 - 2012:**

Attached at Annex- I on Page No. 79

**Projected Student Enrollment from 2013 - 2017:**

Attached at Annex- II on Page No. 81

## 6. Research and Consultancy

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### 6.1: Inculcating the research and consultancy culture:

UST Bannu is well aware of the fact that sustainable development of the region can only be achieved through advancement in Science & Technology. It is striving hard to inculcate the culture of research within the campus. The main focus of the university is on applied and market oriented research that contributes locally, at national level and internationally. It is the core area of the University.

Some of the steps taken for developing research oriented culture within the university are as under:

- To encourage the culture of research within the university we intend to make compulsory “research thesis/project” for the submission of Master Degree.
- Intend to increase the weightage of Thesis and make it equalent to two Special Papers.
- For the submission of M.Phil Degree, at least one Publication in reputed Journal (having some impact value), is made compulsory.
- The university provide help in Research Proposal writing, Theses Writing, Compilation, Composing and Binding facilities inside the Campus.
- Laboratory up-gradation with modern and sophisticated laboratory equipments.
- Lab supervisor for helping students in operating the equipments.
- Financial Assistance, to the Principal Author, in case of publication is under consideration.
- UST Bannu Best Teacher Award for faculty having more publications in reputed Journal is under consideration.

### *KPI for Publications:*

Baseline 2012 No. of Publications	Projected Publications				
	2013	2014	2015	2016	2017
136	155	180	210	260	300

### **Consultancy:**

The Department also serves as a center of consultancy for its students and they can visit/ contact their supervisor for consultation about their research. The various Departments of the University plan to act as a center of consultancy for other related Institutions/ Organizations/ Departments/ Communities e.g. Sugar Cane Industry, Agriculture Department, Health Department, Farmer Communities etc. for growth and sustainable development of the area.

### 6.2: Revenue generated from research and consultancy:

Being the newly established university, there is limited Human Resource and financial resources. UST, Bannu has not been commercialized the research at this stage and no revenue has been generated from research consultancy. However, there are some ongoing/ proposed projects in the departments that can be commercialized like Anti-diabetic on-going Capsules

from selected medicinal plants of District Bannu, new variety of cotton produced, production of Mushroom Spawn (seeds) of the local varieties, discovery of herbicides for herbicidal resistance weeds of the area and drying/ processing of local varieties of dates etc.

Medical Diagnostic Laboratory & Research Center is planned to be opened in Biotechnology Department that will be equipped with modern and sophisticated equipments like PCR. Besides, being an excellent center for research activities in Health & Biotechnology, it will extend facilities to the region in diagnosis of various diseases, conduction of Culture Sensitivity Test for antibiotics resistant varieties, epidemic diseases and their preventive measures etc. This will not only provide standard health facilities to the inhabitant of the region at a very reasonable cost but will also generate revenue for the Department/ University.

***KPI for Revenue Generation:***

Projects	Revenue generated					
	Rs. Millions					
	Baseline 2012	2013	2014	2015	2016	2017
Medical Diagnostic Laboratory & Research Center	Nil	-	0.35	0.6	0.7	1.0
Production of mushroom spawn (seeds)	Nil	-	-	0.20	0.25	0.40
Anti-diabetic capsules	Nil	-	-	-	-	0.50
Jatropha seed production	Nil	-	-	0.1	0.25	0.30
Cotton Project	Nil	-	-	-	-	0.30

**6.3: Management support for research and consultancy:**

The University of Science & Technology Bannu has established the Offices of Research, Innovation & Commercialization (ORIC), under the directives of the HEC Islamabad. The faculties in this University have been familiarized with the concept and they are encouraged to improve Research culture in the areas which help in improving the University-Industry linkage and with the relevant organization, up to the needs of the market.

***KPI for next Five Years Projected Projects:***

Department	Name of Project	Financing Authority	Baseline 2012				Five Years Targets									
			Start Date	End Date	Status	Amount in million	2013		2014		2015		2016		2017	
							No. of Projects	Amount in million	No. of Projects	Amount in million	No. of Projects	Amount in million	No. of Projects	Amount in million	No. of Projects	Amount in million
Botany	Cotton Project	DoST	May, 2012	May, 2013	completed	0.4	02	2.5	03	4.0	04	4.5	04	5.0	04	5.0
	Jatropha Project	DoST	May, 2012	May, 2015	In process	1.0										

Physics	Structure and microwave dielectric properties of Sr <sub>2-x</sub> CaxCe <sub>2</sub> Ti <sub>5</sub> O <sub>16</sub> ceramics	HEC	September, 2012	August, 2013	In process	0.5	02	2.0	03	3.0	03	3.5	04	4.0	04	4.5
	Mg <sub>0.95</sub> Ni <sub>0.05</sub> TiO <sub>3</sub> -SrTiO <sub>3</sub> as a novel dielectric materials for Radar application replacing FR4 materials	DoST	September, 2012	January, 2014	In process	0.75										
Biotechnology	Phytochemical and Biological Characterization of two selected plants collected from District Bannu	HEC	---	---	Completed	0.5	05	10.2	05	10.2	06	12.0	07	14.	07	14.5
	Production of Bioethanol from starchy agriculture wastes through enzymatic hydrolysis	DoST	---	---	Completed	0.25										
	Commercialization of Anti-diabetic Capsule from medicinal Plant	DoST	June, 2012	June, 2013	In process	0.65										
	Pharmacological Screening and Protective role of Medicinal Plants against Krait Snake venom Acetylcholinesterase.	HEC	---	---	Approved & Fund release in progress	3.2										
	Cultivation and propagation of Medicinal Plants	DoST	---	---	Approved & Fund release in progress	42										
	Durg Design from plant sources for krait snake bite	---	---	---	Approved & Fund release is in progress	0.65										
Mathematics	Adoptive finite element methods & its application to daily life problems & industry	---	July, 2013	June, 2015	In progress	0.9	01	0.9	02	1.0	02	1.2	02	1.2	03	2.5
Software Engineering	---	---	---	---	---	---	03	4.0	02	2.0	03	3.5	04	4.5	04	4.5
Chemistry	One project	---	2013	2017	In progress	4.00	02	8.5	02	8.0	03	10.5	03	12	04	12.5

## 7. International Academic Network

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

Realizing the need for more focused efforts in international affairs and to broaden the horizon of its students, the UST has established professional linkages with prestigious universities and institutions around the globe.

The UST has already signed over 07 Memoranda of Understanding with leading universities of the world, like Fatih University, Istanbul, Turkey, University of Kentucky, Mevlana University (MU), Republic of Turkey, University of Huddersfield, University of Bradford, UK and more.

But unfortunately these MoUs have not fully utilized. However, the University intends not only to renew and efficiently use these MoU's but will also try to signed MoU's with new universities Nationally and Internationally.

### 7.2: Academic program:

- The UST Bannu has signed various joint/short term Degree programs and Split PhD/MS Programs with many universities in all over the world.
- UST Bannu is encouraging joint research activities, lectures, participation in seminars & academic meetings and general academic collaboration with other universities, as per the signed MoU's.

### 7.3: Students exchange program:

To regulate the academic, financial, research UST Bannu has signed various MoU's in the following areas of interest, generally and specially for student's exchange:-

- Students exchange programs
- Development and implementation of student exchange programs.
- Promote institutional linkages

#### Strategy Formulation: International Academic Network

##### Goals:

- a) To establish firm collaborative linkages with other Institutions and organizations, both National and International.
- b) To create partnerships between various organizations principally academic institutions nationally and internationally.

Strategy-1	Actions
Strategic Linkages with reputed Universities/Institute around the globe.	Action 1- Identifying areas/geographic locations where strategic linkages can be established. Action 2- Activating/refreshing the existing dormant linkages (MoU signed already).

## Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Targets

### International Academic Network

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2012	2013	2014	2015	2016	2017
To increase Foreign faculty and expert exchange	20 foreign faculty and experts	20	Nil	-	10	10	-	-

## 8. Infrastructure and facilities

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### 8.1: Planning for infrastructure and facilities:

The University of Science and Technology Bannu being is a newly established University situated in the remote area of Khyber Pakhtunkhwa, Pakistan and adjacent to the tribal areas of North Waziristan, South Waziristan, F.R Bannu and F.R Lakki Marwat. The University Campus is surrounded by Cadet College Razmak (NWA), Govt. College Miranshah (NWA), Govt. College Mirali (Miranshah), Federal Government (F.G) College for Girls Bannu, Govt. Commerce College Bannu, F.E.F Girls College Bannu, Govt. College Lakki Marwat (one male college and one female college), Govt. Colleges at Bannu (07 male colleges and 05 female colleges), etc. In addition, the private Institutions would work as feeder institutions to the university. In other words the university campus is like an academic town producing education right from the under graduate to the highest level in almost all-important branches.

Presently the University is functioning in 03 Newly constructed permanent Campuses in 1202 Kanal (Main Camus Township which is 15 KM away from the center of the Bannu City, 148 Kanal land for Campus of Engineering and Computing Sciences Located at Kohat Road Bannu City, 52 Kanal land for the Campus of Management Sciences at ex-railway station, the both city campuses have been allotted by the Provincial Government Khyber Pakhtunkhwa for the University of Science & Technology Bannu, and old Main Campus Government building Bannu as a temporary campus.

- **Available Infrastructure:**

- a) **Old Main Campus at Miranshah Road Bannu (Institute of Education & research (IER), Department of Mathematics, Examination, Degree and Secrecy Section):**

❖ Class rooms	06
❖ Administrative offices	18
❖ Conference room	01
❖ Examination Hall	01
❖ Girls Common Room	01
❖ Computer Laboratories	01
❖ Research Laboratory	01
❖ Departmental Library	02

- b) **Newly Constructed Academic Block - A (Campus of Engineering & Computing Sciences and Department of English):**

❖ Lecture Rooms	14
❖ Labs.	06
❖ Administrative offices	02
❖ Teaching staff offices	13

❖ Girls Common Room	01
❖ Boys Common Room	01
❖ Seminar/Committee Room	01
❖ Video Conferencing room	01
❖ Sever Room	01
❖ Departmental Library	01

**c) Newly Constructed Academic Block - B (Management Sciences Campus):**

❖ Lecture Rooms	14
❖ Labs.	06
❖ Administrative offices	02
❖ Teaching staff offices	13
❖ Girls Common Room	01
❖ Boys Common Room	01
❖ Seminar/Committee Room	01
❖ Departmental Library	01

**d) Academic Block-C (Existing Main Campus Township Bannu) hired Faculty of Biological Sciences (Physics, Chemistry, Botany and Bio-technology Departments):**

❖ Lecture Rooms	12
❖ Labs	06
❖ Administrative offices	02
❖ Teaching staff offices	12
❖ Girls Common Room	02
❖ Boys Common Room	01
❖ Seminar/Committee Room	01
❖ Departmental Library	03

**e) Administration Block (Existing Main Campus Township Bannu):**

❖ Vice Chancellor Offices	06
❖ Senate Hall	01
❖ Seminar/Committee Room	01
❖ Registrar with Assistant Registrar and Pay Officer	10
❖ Add. Registrar	03
❖ Director Finance	05
❖ Director P&D	04
❖ Director Admin	05
❖ Dy. Registrar (Acad)	04
❖ Project Director (Works)	06
❖ Director QEC	04

❖ Provost Office	03
❖ Resident Assistant Director (Audit)	02
❖ Medical Officer	02
❖ Store Officer	03
❖ Printing & Graphics Office	02
❖ Diary/Dispatch room	01
❖ Bank	02
❖ Prayer room	01
❖ Driver room	01
❖ Photocopier room	01

**f) Hostels (Male / Female Students):**

❖ Male Students (one own building for 200 students and one hostel on rented building.	02
❖ Female Students	01
❖ Visiting Faculty Hostel	01

**g) Transport:**

❖ HIACE (Toyota)	02
❖ Staff Car for VC	01
❖ Double Cabin (Toyota)	03
❖ Buses	05
❖ Coaster	01
❖ Mini-truck	01
❖ Car for P. Director	01
❖ Staff Car	03
❖ Suzuki Car (Core)	02
❖ Suzuki Carry van	02
❖ Suzuki Pick-up	02

**h) Total allocated Land for the University:**

The total allocated land for the UST Bannu is 1402 Kanal (175.25 acres) comprising of the 03 permanent campuses i.e: Main Campus, IECS & Management Sciences Campus of the University of Science & Technology Bannu. The details of the Land / Site are as under:

**• Main Campus (at Bannu Township):**

Main Campus of the University is located at Bannu Township which is 15 KM away from the center of the Bannu City. Total land for Main Campus is 1202 Kanals & 7 Marlas. In Main Campus, the following buildings / blocks are completed and functional:

- Academic Block – C (Departments of Botany, Biotech, Physics and Chemistry) in each department 04 year Bachelor, 02 years Master, 02 years M.Phil. and Ph.Ds. Programmes are launched for 1200 students.
  - Administration Block.
  - Visiting Faculty Hostel for 40 Faculty members.
  - Students Service Center.
  - Boys Hostel (200 students)
  - External Developmental Works.
- **Campus of Institute of Engineering and Computing Sciences (IECS) at Bannu-Kohat Road:**  
This Campus has been established on 148 Kanals land in which the 03 departments (Engineering, Computer Sciences and English), 01 Girls Hostel for 200 students, 01 Multipurpose Hall (temporary Central Library), Students Service Centers, Main Entrance Gate, External Developmental Road & Water Tank are established. It's located at Bannu-Kohat Road in Bannu City. In each department 04 year Bachelor, 02 years Master, 02 years MS/M.Phil. and Ph.Ds. Programmes are launched for about 1100 - 1200 students.
  - **Campus of Management Sciences (IMS) at old Railway Station Bannu City):**  
This Campus has been established on 38 Kanals & 12 Marlas land in which the Institute of Management Sciences and Institute of Islamic Studies & Research are functioning. Besides this the Bus Stand and 140 Commercial Shops are constructed. The Campus of Management Sciences is located near Judicial Complex in Bannu City. In this campus about 1000 students are enrolled. Beside the above, 14 Kanal is allocated for construction of University Shopping Plaza for more than 200 Shops.
  - **Old Main Campus (at Bannu Miranshah Road):**  
In this temporary Campus the university has launched the Institute of Education & Research, Department of Math's, Exam conduct, Secrecy and Degree Sections. In Institute of Education & Research (IER) 04 year B.Ed., 01 year M.Ed. and 02 years M.Phil. and Ph.Ds. Programmes has been launched for 80 students.

The succeeding table briefly tabulates the infrastructural strengths of its four campuses:

Description s / items	Main Campus Bannu Township		IECS Campus		IMS Campus		Temporary Old Main Campus	
	Existing	Proposed / Planned	Existing	Proposed / Planned	Existing	Proposed / Planned	Existing	Proposed / Planned
IT Labs.	3	2	5	3	1	2	1	1
Academic Facilities (Lecture Rooms/ Theatre/ Hall)	12	6	14	6	10	6	6	8

<b>Laboratory and Workshops:</b>	6	4	4	10	-	2	-	2
<b>Library</b>	4,000 books,	5000 books, 10 journals, 10 magazines /CDS	30,000 books, 200 CDs	20000 books, 30 journals, 20 magazines /CDS	2,000 books,	4,000 books, 05 journals, 10 magazines /CDS	1,000 books,	3,000 books, 05 journals, 10 magazines /CDS
<b>Recreational Facility</b>	Common room for Girls & Boys Cafeterias, Students Service Centers, Library	Cafeteria for Girls, Loan, Sports and Extra-curricular Societies, Mosque	Video Conferencing comprising of 100 Seats, PERN, Common room for Girls & Boys, Cafeterias, Library Mosque, Sports and Extra-curricular Societies	Cafeteria for Girls, Loan, Sports and Extra-curricular Societies	Common room for Girls & Boys, Cafeterias, Library, Career Development Center / Fitness Center	Cafeteria for Girls, Loan, Sports and Extra-curricular Societies	Common room for Girls & Boys, Cafeterias, Library,	Cafeteria for Girls, Loan, Sports and Extra-curricular Societies
<b>Family Accommodation and Support Services</b>	N/A							

### Physical infrastructure Proposed 5-Years Perspective Plan (2012-17):

The proposed establishment of for the projected 7000 student's enrollment in 50 different disciplines is as under:

Sr.#	Type of Building	Units	Area (Sq ft)	Total Area ( Sq ft)	Cost Per Sft	Total Cost Rs. Million
1	Academic Blocks	3	56480	169440	3000	508.320
2	Hostels (01 for Boys and 01 for Girls students)	2	33491	66982	3000	200.946
3	Central Library	1	50,000	50000	3800	190.00
6	University Guest House	1	20,238	20238	3200	64.762
7	Professes Colony	1	217,800	217800	3000	653.400
8	Faculty / Staff Residences	40	1,600	64000	3000	192.000
9	Healthcare Centre	1	12,000	12000	3000	36.000
10	Sports Gymnasium & Squash Court	1	33,000	33000	3800	125.400
11	Convocation / Conference Hall	1	43,000	43000	3800	163.400
	<b>Total:</b>					<b>2134.228</b>

**Strategy Formulation: Infrastructure and facilities**

**Goals:**

- a) To rationalize and expend the academic and administrative space and other resource needs through construction new buildings in all the three Campuses.
- b) To systematically implement the University Campus Master Plan which includes sub-plans that focus on establishment of :
  - Academics Blocks
  - Students Hostels for (Girls & Boys) /accommodation
  - Central Library
  - Students Service Center
  - Faculty / Staff accommodation
  - Housing Plan
  - Student/Teacher Services Center
  - Sports Facilities
  - Jamegh Masjid
  - Research / Experimental area for research activities
  - External Developmental Work i.e: Roads, Walk ways, Electrification etc
- c) To improve and enhance Human Resource Development, especially among the Faculty.

Strategy:1	Actions
Facilities used by faculty and the students need to be constantly updated or replaced	<p>Action1- Technical facilities such as equipping of research farms and managed by trained personnel.</p> <p>Action2- Libraries must be continuously improved and updated with the relevant books, references and periodicals. The advances in electronic literature and archiving must be at the forefront in E-Library.</p> <p>Action3- Establishment of Academics Blocks, Hostels for Girls &amp; Boys students, Girls Students Service Center, Staff Residences and Play Ground for students dire needs of the university.</p> <p>Action4 - Recreational facilities must be taken care of, because healthy environment bring healthy brain.</p>
Strategy:1	Actions
To improve institutional effectiveness through broad-based participation in the strategic and capital planning, budgeting and assessment processes.	<p>Action1 - Maintaining clear linkage between the University operating budget and strategic plans.</p> <p>Action2 - Maintaining effective annual unit based assessment planning process with clear linkage of strategies to the goals of the University strategic plan.</p>

## Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Targets

### Infrastructure and facilities:

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2012	2013	2014	2015	2016	2017
To establish new campuses	03 Existing campuses to be established	03	03	-	01	01	01	-
To increase academic facilities (Lecture Rooms/ Theatre / Hall)	90 academic facilities to be increased	90	135	-	-	45	45	-
Establishing indoor sports gymnasiums across all the campuses of UST Bannu	01 Sports gymnasiums to be established	01	-	-	-	-	01	-
To establish new Students Hostels	02 Existing while 02 Proposed	02	02	-	01	01	-	-
To establish new Convocation / Conference Hall	01 Convocation / Conference Hall to be established	01	-	-	-	01	-	-
To establish new Female Students Cafeteria	01 Female Students Cafeteria to be established	01	-	-	-	-	01	-
To establish Faculty / Staff Residences	01 Faculty / Staff Residences to be established	40	-	-	-	20	20	-
To establish Central Library	01 Central Library to be established	01	-	-	01	-	-	-
To establish Jamegh Masjid at UST Bannu	01 Jamegh Masjid to be established	01	-	-	01	-	-	-
To establish Play Ground at UST Bannu	01 Play Ground to be established	01	-	-	01	-	-	-

### 8.2: Information and Communication Technology (ICT)/E-University

UST Bannu recognize the role of e-learning environment that support the learning process through the integration of ICT in the curriculum and improvement of ICT skills among the staff members. Several steps in this direction have been taken already such as website, online Degree Verification, issuance of examination results, Video Conferencing Facilities.

#### Strategy Formulation: Information and Communication Technology (ICT)

##### Goals:

- a) To install and maintain modern ICT infrastructure.
- b) To increase efficiency and promote sufficiency of modern equipment in all laboratories.

c) Computerization with required programming of various Administration Offices and Teaching Departments with required Software's programs for e-information / database.	
Strategy	Actions
Introducing E-Administration across the university to provide the means to manage information and the capability to use the information.	<p>Action 1- Automate various administrative processes using IT tools to increase efficiency and effectiveness.</p> <p>Action 2- Keeping up to date with the advancement electronic literature and archiving in E-Library.</p>

**Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Targets  
ICT/E-University:**

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2012	2013	2014	2015	2016	2017
Introducing E-Administration across the university to provide the means to manage information and the capability to use the information	20% of professional systems to be installed	25%	3%	5%	10%	15%	20%	25%
Establishing an excellent network, enabling staff and students of the university to connect with any other networks outside and seek specific information or participate in various forms for the exchange of ideas.	To provide access to 3000 university students and 20000 other than university e.g affiliated collages students and 200 faculty members Increased to online journals	9,000	4,000	5,000	6,000	7,000	8,000	9,000
Ensuring completion of University of Science & Technology Bannu online system	50% UST Bannu online system to be Implemented	50%	Nil	05%	10%	20%	30%	50%
Enhancement of admission portal to increase online admissions process	Implementation of admission portals	100%	Nil	20%	40%	60%	80%	100%

## **9. Human Resources**

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### **9.1 General human resource policies:**

Human Resource is inevitable for an organization and qualified human resource is vital for functioning of an organization. The Human Resource of UST, Bannu consists of faculty and staff. Being recently established, it has not yet achieved the pace of human resource development that the modern age requires due to lack of qualified and highly experienced HODs and Heads of Sections, as the location of the University is such where experienced and qualified people are reluctant to come. Moreover, due to non-conducting of the regular meetings of the statutory bodies as a result of the ware of terror and face in the area no set statutes. Rules and procedures have yet been finalized to carry out the trainings of the faculty and administration through Organization & Method. However, the University has inducted faculty and officers through Selection Board and lower staff through Internal Selection Committee.

### **9.2 Recruitment and retention policies:**

Recruitment process has been conducted in this University through the following methods:

#### **1. Initial Recruitment through Selection Board.**

Selection Board is a recommendatory body laid down in the Scheduled Statutes of the University Act for appointment of faculty and officers. All appointments of BPS-17 and above are carried out by the Selection Board and recommend cases to the Syndicate for appointment on the basis of experience, qualification and expertise. The Selection Board also takes into consideration the previous performance of the officers and faculty from their Performance Evaluation Reports and research experience. The Syndicate on the recommendations of the Selection Board makes appointment of faculty and officers in BPS-17 & above.

#### **2. Initial recruitment through Internal Selection Committee:**

Initial appointment to BPS-16 & below are carried out by the Internal Selection Committee in accordance with Standardized Procedure. The Internal Selection Committee recommends cases to the Vice Chancellor for appointment on the basis of qualification, experience and presentation in the interview.

#### **3. Adhoc Appointment:**

The University has also carried out extensive appointment on temporary basis partly due to extensive use of discretionary powers by the Ex-Vice Chancellor and partly due to ban imposed by the Chancellor on all kinds of Selection Process since 2011. It has caused a lot of administrative complications for the University. However, the ban has now been lifted and the faculty positions shall be advertised soon.

### **9.3 Growth and development (HRD):**

University of Science & Technology, Bannu took a start with a scanty staff of eight faculty members, few officers and support staff. However, with the passage of time, the

University has been expanded vertically and horizontally and efforts are underway to equip all the departments and Institutes with qualified and experienced faculty.

### **Detail of Human Resource Development (Existing / Proposed)**

S.#:	Scholarship Type	Existing		Projected / Proposed for five (05) years				
		Available	Studying Abroad	Qty / No.	Unit Cost	Foreign (FEC)	Local	Total Rs. (Million)
1	<b>PHD Scholarships (Foreign)</b>	32	05	10	9.961	9.81	0.151	99.61
2	<b>Split Scholarships</b>	-	1	6	3.896	2.591	1.305	23.376
3	<b>Local Scholarships</b>	-	1	4	6.96	0	6.96	27.84
	<b>Total</b>	<b>32</b>	<b>07</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150.83</b>

**01 US \$ Calculated @ Rs.100/-**

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

#### **Human Resource**

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2012	2013	2014	2015	2016	2017
To increase Foreign, Split & Local Scholarships for University Faculty Members / Staff	10 Foreign , 06 Split and 04 Local Scholarships will be awarded	20	32	-	5	10	15	20

The university has not yet started its own centralized system of training for its employees. However, the University faculty has been availing the Master Trainers Training series of the Higher Education Commission, Islamabad regularly. Moreover, the university administration has also been receiving trainings organized by the Higher Education Commission, Islamabad.

Moreover, the university has been planning to start trainings programs for the University administration & faculty within the University and it shall be launched from the next financial year on war footing basis.

## Campus Management Solution (Proposed)

License Module [Table 1]				
S.No	Solution Modules	Unit License Cost	No. of users	License Cost
1	Campus Management Solution	\$15.00	2300	\$34,500
2	Human Resource Management	\$35.00	100	\$3,500
3	Finance Module	\$550.00	25	\$13,750
	<b>Total</b>			<b>\$51,750</b>

License Module [Table 2]				
S.No	Training	Cost per person	No. of Resources	Total Cost
1	Local Training [Master Trainers]	\$300.00	6	\$1,800
2	Foreign Training	\$2,500.00	2	\$5,000
	<b>Total</b>			<b>\$6,800</b>

S.No	Cost Head	Cost	Details
1	License Cost	\$51,750	ref table 1
2	Implementation Cost	\$54,950	
3	Hardware	\$127,460	
4	Training (users)	\$6,800	ref table 2
	<b>Total Cost in { \$ }</b>	<b>\$240,960</b>	
	<b>Total Cost in {Pak Rs. Million}</b>	<b>24.096</b>	

### 1 US \$ Calculated @ Rs.100/-

\* Required hardware for the deployment of solution will be procured and managed centrally at HEC's national data centers. This will reduce the capital and the recurring cost at university end.

Establishment of a Data Centre would manage a Campus Management Solution System. CMS integrate all the business processes of an enterprise and link them to a single centralized database. The Institute now plans to implement the following modules:

- > Campus Management Module
- > Human Resource Module including payroll
- > Financial Module, including fixed assets, inventory, grants, scholarships.
- > Procurement Module.
- > Detail of students enrollment / strength

#### 9.4 Performance management

The University administration is working on hierarchical basis and Performance evaluation of all employees of BPS-5 and above are carried out on annual basis. Any negative remark in the PER is communicated to the employee concerned and proper justification are solicited for any sort of negative/ inefficiency or violation of Rules & office decorum. However, side by side, advice and guidance are also given to the concerned for future care and rectification.

#### 9.5 Remuneration and benefits:

UST, Bannu pay BPS salary package to the faculty and staff working on regular basis. Besides the University also pay TTS pay package to the faculty in accordance with the TTS pay package of Higher Education Commission, Islamabad. Furthermore, UST, Bannu pay to the employees working on regular basis unattractive area allowance, enhanced medical allowance, hospitalization at approved hospitals, remunerations to the faculty for extra classes etc. moreover, pension and GP-Fund for all regular employees is also in process for confirmation from the University authority.

#### 9.6 Projection of staff :

##### 9.2.1 Projected number of academic staff:

Years	Actual			Projected				
	2010	2011	2012	2013	2014	2015	2016	2017
Students population	3114	3082	4411	5474	6541	7611	8686	9761
Academic staff population (officers + staff supporting faculty)	<b>330</b>	<b>390</b>	<b>465</b>	<b>510</b>	<b>570</b>	<b>660</b>	<b>730</b>	<b>800</b>

##### 9.2.2 Projected number of PhD holders:

Years	Actual			Projected				
	2010	2011	2012	2013	2014	2015	2016	2017
Research Students population	03	06	12	20	40	60	80	100
Academic staff population (PhD degree faculty)	25	32	36	40	50	60	65	70

### 9.2.3 Projected number of administrative staff:

Years	Actual			Projected				
	2010	2011	2012	2013	2014	2015	2016	2017
Ministerial Staff	160	180	210	262	290	315	330	350
Clerical Staff	100	140	150	173	186	200	230	260
Officers	15	23	27	40	50	60	70	80
<b>Total</b>	<b>275</b>	<b>343</b>	<b>387</b>	<b>475</b>	<b>526</b>	<b>575</b>	<b>630</b>	<b>690</b>

### Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Targets

#### Human Resources Training

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2012	2013	2014	2015	2016	2017
Developing a comprehensive plan on human resources training at every level with the understanding of the Vision and Mission and entrepreneurial thrive of the institute	30% faculty and staff trained	50%	Nil	10%	20%	30%	40%	50%

## **10. Finance**

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### **10.1: Background:**

The University of Science & Technology, Bannu has started functioning in September, 2005 in a Government building at Bannu city. The University has fully functionalized its main campus having total covered area of 1202 Kanal at Bannu Township, Bannu which is 15 KM away from the Bannu city and the City Campus has total covered area of 200 Kanal and 12 Marlas located at Bannu-Kohat Road in Bannu city. The entire land has been allotted by the Provincial Government. The Commercial Market and Commercial Plaza constructed in the city campus under public private partnership is the source of revenue for the University.

The annual recurring budget was allocated amounting to Rs.52.100 million for the FY2006-07, Rs.63.999 million for the FY 2007-08, Rs.67.725 million for the FY 2008-09, Rs.89.556 million for the FY 2009-10, Rs.109.215 million for the FY 2010-11 and Rs.109.215 million for the FY 2011-12 and Rs.143.842 million for the FY 2012-13

Additional financing opportunities include the following

#### **i. Public Sector Development Programs:**

The University of Science & Technology, Bannu in short span of 7 years erected 03-Nos of academic blocks 01-Nos of Administration Block, 02-Nos of Hostel (01 for Girls and 01 for Boys), Students Service Center, Multipurpose Hall, External development works including boundary wall. On Human Resource Development (HRD) side the University has awarded 10-Nos of Scholarship to the faculties. It is pertinent to mention that 08 out of 10 scholars have completed their Ph.D's and joined back this University.

The original PSDP project was approved by the CDWP in 2006 at a cost of Rs.427.861 million without FEC. The project was revised due to increase in the covered area and escalation in the cost of human resource development. The revised project was approved at a cost of Rs.704.767 million with FEC Rs.71.223 million.

#### **ii. International Financing from NGO's:**

This University has been successful convinced the international non-government organization namely the Central Asia Institute (Field report documenting projects in Pakistan, Afghanistan and Tajikistan) to finance the Central Library project, 01 Nos. of tubewell and 10 Scholarships for the talented girls students of the University. In this regard the CAI has generously funded for the said projects and allocated Rs.350 million, Rs.25 million and 10 scholarships respectively.

### **10.2: Sources of income**

The UST, Bannu meet its expenses from students fee. However, Higher Education Commission (HEC) and Ministry of Science & Technology (MoST), Islamabad also supports UST, Bannu through Government Funding.

Source of Income	Targets	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Student fee	462.629	85.234	95.254	105.356	113.500	115.500	118.253
Income from Bank Accounts	72.305	36.500	24.325	20.500	18.250	20.500	25.23
Miscellaneous income	119.432	15.365	20.000	23.547	25.500	30.250	35.500
Income from strategic business units	04.000	-	-	-	-	1.500	2.500
Income from subsidiary companies/units if any	-	-	-	-	-	-	-
Income from consultancies	-	-	-	-	-	-	-
Donation from Government (Recurring Grant)	763.045	149.084	160.587	170.500	185.564	195.478	200.00
Donation from Donors Agency CAI International NGO.	Construction of Central Library with Capital Cost of Rs.35.0M	10	20.00	05.00	-	-	-
	Construction of 01 No. Tubewell	5.00	7.00	-	-	-	-
	10 Nos. of Girls Students Scholarships	10	10	10	10	10	-
	Construction of Girls Students Hostel	-	-	100	100	200	100
Receipts from Consultancy	05 Nos. of Research Projects	-	0.55	1.25	1.45	2.40	3.00
Tapping other sources	0.600	-	-	-	-	0.250	0.350

### 10.3: Financial sustainability

**10.3.1 Income and Expenditure Statement - Attached at Annex - III on Page No. 83**

**10.3.2 Balance Sheet – Attached at Annex - IV on Page No. 84**

**10.3.3 Cash flow statement – [./././Downloads/Annex - I II III.doc](#) Attached at Annex - V on Page No. 85**

By and large, the UST, Bannu is generating approximately 50 % of the required revenue by way of fees and consultancies. For the remaining 50 % the Higher Education Commission is providing funds in shape of recurring grant. However, in view of the prevalent economic conditions, the grants coming from the HEC had been on the decline. It was in this back drop that alternate and unconventional financial resources are required to be explored. In regard the University Management should come forward for the creation, establishment of UST, Bannu Endowment Fund and Alumni.

#### 10.3.4 Maintaining financial bed

The UST, Bannu has successfully established Commercial Market which is comprise of total Nos. of 134 shops. The Commercial Market is a source of income for the University. It

generates revenue in the form of rent and transfer fee amounting to Rs.2,00,000/- per month to be received from the shop keepers and traders respectively. The University Commercial Plaza is also in its final stages of completion and it will be the other source of income which is estimated to Rs.1,50,000/= per month.

### 10.3.5 Long term investment

An Investment Committee, with the Treasurer UST, Bannu as its Convener, has been constituted which examines, and takes decisions, while making the investments. So far all investments have been made in one-year's term deposits with the commercial banks, after inviting bids from the banks. The investment is made with the highest bidder.

### 10.3.6 Adopting and maintaining Entrepreneurizing culture

UST, Bannu is itself a heartwarming story of entrepreneurship, established in Year 2005 in a Government Building in Bannu city. It has now full-fledged two campuses spread in the City and Bannu Township, Bannu. Establishing a real life corporate entrepreneurship, the Institute lays emphasis in realizing strength of individuals and systems, creating an environment that spurs creativity and risk bearing. This university is determined to establish Business Incubation Center in 2014. Its purpose is to encourage faculty members and the students in bringing to the fore their research work and bringing it into the economic main stream. The students and faculty are being encouraged to launch their own companies..

#### Strategy Formulation: Finance

##### Goals:

- a) To prepare budgets precisely which is in consonance with the HEC guideline to support successful attainment of the University multiple mission and to monitor that the mission is carried out.
- b) To double audit the University Accounts i.e through the Chartered Accountant Firm and Auditor General of Pakistan and thus provide accurate and timely financial information to the stakeholders.
- c) To enhance the resource generation capacity of the University.
- d) To sustain the financial resource generation capacity in the University.

Strategy- 1	Action
Transforming the University into financially more independent through higher entrepreneurship and income generating activities and adopting austerity measures.	<p>Action1 - To increase enrollment growth and 10% annual increase in tuition and fee which will break-even the University</p> <p>Action2 - The hiring of faculty and non-faculty should be in line with the national standards i.e. the class size = 25 students, No. of lectures per faculty per day = 3, non-faculty staff in all categories will not exceed the faculty members as calculated above.</p> <p>Action3 - The surplus funds will be invested in most profitable manner and will be observed all codal formalities in this regard.</p> <p>Action4 - Special attention will be given to the consultancy, patents and Copyrights etc to increase the income of the University.</p> <p>Action5 – Austerity measures will be observed in different cost heads like</p>

	POL, Utilities, Repair & Maintenance, Stationery, Travelling etc. Action6 - The salary component will also be controlled by adopting HEC hiring formula for faculty and non-faculty positions.
<b>Strategy- 2</b>	<b>Actions</b>
To utilize multiple sources of revenue to turn dream into reality.	Action1 - The Endowment Fund will be established which will be equipped with the staff who have good market relations to raise funds at national and international level towards endowment fund.  Action2 - The potential business organizations/entities will be approached through correspondence, telephones as well as continuous visits.  Action3 - The endowment fund will be invested in good profitable schemes.  Action4 - The alumnae of the university will be contacted for personal donations as well as from their organizations.
<b>Strategy-3</b>	<b>Actions</b>
Grant from International Donors and Agencies	Action1 – This University has already established relationship with the international NGO (Central Asia Institute) who has already pledged Rs 350 million for the construction of the University Central Library, Rs.2.5 million for 2 Nos of tubewell and also awarded 10 Scholarship of Rs.10000/per student annually. The NGO has also shown its commitment for the construction of a Academic Block and a Female students hostel.

### Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Targets:

#### Finance

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2012	2013	2014	2015	2016	2017
Increasing overall income by expanding student population of the students.	6005 students to be enrolled	8955	2950	4237	5225	6434	7680	8955
		25:1	11:1	13:1	16:1	20:1	22:1	25:1
Cost savings by faculty optimization	Student teacher ratio	21:1	20:1	19:1	20:1	22:1	20:1	21:1
Break-even resources to Expenditures	30% of income from own resources to	50%	15%	35%	45%	50%	65%	70%

	Expenditures							
Appropriate allocation of sources	i) 48% of expenditures on pay & allowances of faculty to the total expenditures.	48%	48%	46%	47%	46%	47%	48%
	ii) 22 % of pay & allowances of non-faculty to total expenditures.	22%	18%	21%	22%	21%	20%	22%
	iii)30% of Other charges (overheads) to total expenditures.	30%	34%	33%	31%	33%	33%	30%

#### **10.4: Entrepreneurial thrive:**

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

UST, Bannu has taken numerous initiatives to move and advance further in the modern day's research and development that is taking place in the market. In a knowledge-based economy, technology venturing is a key factor of internationally comparative advantage in industry. Recently, technology venturing through incubator activity is emerging and has useful strategy to improve national/international competitiveness and business incubator, which bred and nurture become an important instrument in the creation of new enterprises.

##### **Business Incubation Centers and Technology Parks at UST, Bannu**

In order to commercialize the research work undertaken by the University and to generate sustainable income, the University has submitted several PC-1s to HEC for establishment of technology parks. Also the University has represented itself in HEC in meeting on this topic to materialize the concept. The BICs will provide physical infrastructure to the entrepreneurs in the form of furnished office space and shared conference room facilities, computer/internet access, website, etc.

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

The faculty of the University has successfully developed a wireless energy meter control project in collaboration with Directorate of Science & Technology, Govt. of Khyber

Pakhtunkhwa. The students of Software and Telecommunication have developed several devices of unique importance, like Jammers, FM Radio, UPS for laptop, TV Jammer etc. All these innovations reflect the research-oriented facet of the institute.

This university is actively working on the idea of establishment of Quality Control Section (Works Laboratory for Materials Testing). In this laboratory different tests of construction materials i.e Soil, Cement, Bricks, and Aggregate for Concrete, Compressive Strength, Steel, Bitumen tests and Ph value of water will be carried out.

The University believes that a student is a unique individual and is therefore always in need of individual treatment. In this connection the faculty of the University enquires into students individual problems, giving them necessary guidance so that their endeavours may always be streamlined with their academic goals. Further arrangement is made to assist the students to facilitate them in internet surfing for useful reason and critical commentaries. Moreover, necessary coaching on CSS patterns, current affairs and other modern trends in literature and linguistics has become an exercise of the day so that they may be able to compete successfully in future.

Professional Development Center is next in line from ORIC which will have the prime responsibility of engaging professionals of the market to have a hands-on knowledge to the current market trends. The professional development center will offer professional courses, workshops, seminar and conferences in line with the latest market demands.

#### 10.4.3: Outcome of research can be commercialized

The innovative idea regarding Quality Control Section (QCS) for materials testing is in its initial stages of feasibility study. The QCS project will be rolled out for implementation with partner industries. This project can become an opportunity for industry-wide application particularly in the southern region of Khyber Pakhtunkhwa thus giving the opportunity to transfer technology.

<b>Strategy Formulation: Entrepreneurial Thrive</b>	
<b>Goals:</b>	
a) To promote and facilitate entrepreneurship by providing education, inspiration, and networking opportunities.	
b) To inspire and facilitate members of varied backgrounds to form foundations and collaborations for development and launching of ideas.	
<b>Strategy:1</b>	<b>Actions</b>
Incubation Center for providing a conducive atmosphere for new businesses.	Action1-Adoption of business plan for the university/institute to commercialize its products.
<b>Strategy:2</b>	<b>Actions</b>
Setting Professional Development Centers – these centers will offer	Action1 - Assess market/industry need Action2 – Develop policy document to conduct professional courses, workshops, seminar and conferences

professional courses, workshops, seminar and conferences in line with the latest market demands to bridge the gap.	Action3 – Develop Standard Operating Procedures. Action4 – Develop annual or bi-annual calendar. Action5 – Organize professional courses, workshops, seminar and conferences. Action6 – Evaluate program and conduct impact study.
<b>Strategy-3</b>	<b>Actions</b>
Cultivate entrepreneurship	Action 1: Hold awareness campaigns/clinical workshops on entrepreneurship conducted by active entrepreneurs (success and failures). Action 2: Through business incubation programs establish networking opportunities for entrepreneurs to learn and succeed. Action 3: Develop Entrepreneurship Development Centers across all UST, Bannu campuses

### Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Targets:

#### Entrepreneurizing the University:

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2012	2013	2014	2015	2016	2017
Entrepreneurship Thrive	4 No of Incubation Centers to be developed	4	0	0	1	2	3	4
	1 Quality Control Section (QCS)	1	0	0	1	0	0	1
	Establishment of Technology Park	Fully functional	0	Prepare feasibility	Plan approval	Plan Implementation	Plan Implementation	Fully Functional

### 10.5: Resource allocation and administrative efficiency

Resource scarcity has always been a major problem with the growing establishments and UST, Bannu fully recognize this problem. UST, Bannu desired to implement a frame work where allocation of the resources to any unit has to be linked with the outcome indicators to measure the efficiency.

The ultimate goal would be to measure the resource efficiency and output achieved must be greater than the input supplied.

**Strategy Formulation: Resource allocation and administrative efficiency**

**Goals:**

- a) To identify additional outsourcing opportunities.
- b) To improve the quality of support staff.
- c) To maximize space usage.

Strategy	Action
Improving Operational Efficiencies.	<p>Action 1-Establishing specific criteria to benchmark the unit’s performance and productivity.</p> <p>Action 2-Reducing size for improving quality, evaluating low-enrollment and low productivity programs to determine which of these programs can be supported.</p> <p>Action 3-Comprehensive review of all units/departments to improve the academic and administrative efficiencies.</p> <p>Action 4-Reviewing revenue sharing to its programs.</p> <p>Action 5-Developing a revenue-sharing plan to encourage entrepreneurial activities while accounting for the cost of these activities to the university.</p>

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

**Administration:**

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2012	2013	2014	2015	2016	2017
E-Governance systems (performance management technologies, knowledge management technologies)	To make 2 process fully functional for E-Governance (e.g. Finance, exam,)	2 process	Nil	1 process	-	2 process	Nil	2 process

## **11. Networking**

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### **11.1: Government Agencies:**

For an institution / organization to achieve Excellency in its services good communication and linkages with all stakeholders is inevitable. University of Science & Technology Bannu, being a Public Sector University, is guided, facilitated and financed by various govt. agencies and the university has well established linkages with them.

Its main networks are as follow:

#### **11.1.1: Higher Education Commission (HEC) and UST, Bannu:**

HEC is responsible for higher education policy, quality assurance, and degree recognition, development of new institutions and uplift of existing institutions in Pakistan. Its main purpose is to upgrade universities in Pakistan, to be centers of education, research and development.

UST, Bannu correspond with the HEC for the following:

- Faculty Development Program under HRD
- Processing, appraisal and recommendation of Developmental Projects to Planning Commission of Pakistan.
- Guideline for Curriculum Development / Revision
- Higher Education Infrastructure Development
- Provision of Recurring Grants
- Provide Internet and Video Conferencing Facilities under PERN
- Quality Learning & Innovation in academic activities.
- Access to Digital / E-Library
- Providing Policy Guideline in Academic / Developmental Projects.
- Developing New Technology Parks
- Patent Filing Support
- Conference Travel Grants
- Increase Industry and University Research Collaboration

#### **PSDP Approved Projects / PC-1's:**

##### **1) Immediate Needs of University of Science & Technology Bannu (Revised):**

Approved Project by the Higher Education Commission (HEC) / CDWP, Islamabad in its meeting held on 21st October, 2011 at a revised Cost of Rs.704.767 Million (including 71.223 Million FEC) in HRD with implementation Period of 72 Months and revised Administrative Approval was issued by HEC, Islamabad vide letter No. DN-1112-0001 dated November 23, 2011.

**2) Infrastructure for Higher Education Facilities (Visiting Faculty Hostel) at UST, Bannu (Revised):**

Approved & Completed Project by the Higher Education Commission (HEC) / CDWP, Islamabad in its meeting held on November 04, 2009 at a revised Cost of Rs.39.516 Million.

**11.1.2: Higher Education Archives & Libraries Department and UST, Bannu:**

UST, Bannu is a public sector university; with its own Syndicate and Senate. It is working under the administrative control of these authorities. The role of the Higher Education Archives and Libraries Department, Khyber Pakhtunkhwa is to facilitate in nominations of members for these authorities and establishes coordination between the University and the Chancellor. The Higher Education Archives and Libraries Department also serve as a link between the Provincial Govt. and the University. Its role in processing the statutes, rules and proceedings the meetings of the University statutory bodies is vital. The Higher Education Archives and Libraries Department also participate and facilitate in the meetings of Finance and Planning (F&P) Committee, Syndicate and Senate of the University. It also provides financial support to UST Bannu.

**11.1.3: Ministry of Science & Technology (MoST) and UST Bannu:**

UST Bannu is a public sector university; with its own Syndicate and Senate. The MoST is the national focal point and enabling arm of Government of Pakistan for planning, coordinating and directing efforts; to initiate and launch scientific and technological programs and projects as per national agenda for sound and sustainable S&TR base for the socio-economic development, to achieve the vision for a better Pakistan, in terms of the mandate contained in Schedule-II of the Federal Government Rules of Business.

Directorate Science & Technology evaluate and approve grants for our various research grants.

The MoST, Islamabad has approved a developmental Project PC-I “Establishment of IT Research & Development Center at UST Bannu” was approved by DDWP in its meeting held on 20-05-2009 at a capital cost of Rs.38.094 Million with duration of 12-months. The administrative approval of the said project was issued by MoST vide letter No.27(93)2008-DAE (P&D) dated the Islamabad 10th March, 2010 but due to financial constraints with MoST releases has not been made yet.

**11.1.4: Planning Commission of Pakistan and UST, Bannu:**

The Planning Commission of Pakistan works under the overall direction of the policy Board Chaired by Prime Minister and including the Deputy Chairman, 10 Federal Ministers and Members of Planning Commission of Pakistan.

The Planning Commission is engaged in rethinking the country's growth strategy with a view to develop policy and reform ideas for achieving sustainable growth acceleration. While continuing with the public sector investment program, policy needs to focus more on productivity enhancement, especially in the government, regulations to make better markets, encourage innovation and investment and regulate cities space for economic and commercial growth.

- Periodically Issuance of Policies and Guidelines according to need base of socio- economic development and inline of International level developmental activities.
- Approval of Mega Projects having Capital Cost of more than Rs.60.00 Million.
- Approval of Cash Plan / Work Plan, Monitoring and Evaluations of Developmental Projects through (PMES)
- Technical appraisal of new as well as revised Developmental Projects.
- Planning commission helps UST, Bannu in approval of these projects and the releasing of the funds.

## **11.2: Industry:**

It has long been recognized that academic research plays an important role in promoting technological progress and economic growth. In particular, universities play two key roles: they contribute to economic growth through training of skilled personnel, especially in science and engineering; and they produce, store and disseminate research results, which form the basis for follow-on R&D by firms.

Recently, increased global competition has put pressure on all segments of the national innovation system to be more productive. These pressures push universities to take on a 'third role': to contribute more directly to economic activity through technology transfer, especially in the highly visible form of the patent–license–startup mode of technology transfer.

Establishing industry linkages takes a place of paramount importance at UST, Bannu. However, as UST, Bannu is located in Frontier Regions Bannu, being the hub of terrorists' networks, the stakeholders from Industry are reluctant to visit the University. Therefore, the University has not yet achieved much success in building university-industry linkages. Moreover, the University of Science & Technology, Bannu has recently been established and has scarce qualified faculty and infrastructure facilities. It also proves a hurdle in building the linkage between the university and industry. However, the University is making efforts to attract people from industry and businesses through letters, pamphlets, annual reports and newsletters. However, the University plans to establish strong linkages with local industries in future. Possible liaison with Petroleum industries, Agri-business financing etc. is under consideration

### **11.3: Alumni:**

As University of Science & Technology Bannu is newly established university and it has started production of outcomes in the form of well skilled student from the last few years so no Association or interaction with alumni is established. However, we intend to encourage the formation of various alumni academic associations in various fields to coordinate, help and share various academic activities among them.

The university has started its efforts for the establishment of Alumni Association that will provide useful feedback in various areas.

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

### **11.4: Community:**

- To increase female education academia – parents workshop will be arranged at the of each academic year to highlight the importance, opportunists and future prospects for female education.
- Blood Donation Society
- Plantation through NGO's with UST Bannu
- Internship to local organization
- Industry Academic workshop
- Disaster Management Program: To be constituted
- Community Capacity Building Program: To be constituted

#### **Awareness:**

- Awareness through Software Development House; Software Development Workshop to extend facilities of Computer Science & IT Department to various organizations for Software Development.
- Projects are offered to students for completion of their Degree. They receive practical experience of their work while the organization / institution get free services of the students.
- Development of capacity and promote provision of community service within and outside the University.
- Progressive farmers: Biotechnology and Botany departments' workshop (Crops Maximization Programme – II.
- Software Development Workshop to extend facilities of Computer Science & IT Department to various organizations for Software Development.

<b>Strategy Formulation: Networking</b>	
<b>Goals:</b>	
<ul style="list-style-type: none"> <li>a) To consolidate extension centers and services.</li> <li>b) To develop capacity and promote provision of community service within and outside the University.</li> <li>c) Help alumni to stay in touch and feel connected to the University and take advantage of feedback that is unbiased, authentic and immediate.</li> </ul>	
<b>Strategy:1</b>	<b>Actions</b>
Establishing Alumni database for engaging them to play more proactive role.	Action 1-Tracking of the alumni to provide feedback that can be used to remove bottlenecks within UST Bannu processes and procedures. Action 2-Approaching alumni to convince quality students to join the UST Bannu.
<b>Strategy:2</b>	
Partnership with the industry is essential as this is where the Products of the universities will be heading after completing their studies	Action 1-Getting input from industry on the curriculum.  Action 2-Hands-on-training as well as attachment of academic staff.  Action 3-Representation of the industry at different levels and forums of the university.
<b>Strategy:3</b>	
Developing networking with the local communities.	Action1 - Building capacity of community members in the field of Disaster Management. Action2 - Developed Information, Education and Communication material in terms of Disaster Preparedness.

### Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Targets

#### Networking:

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2012	2013	2014	2015	2016	2017
Establishing Alumni database for engaging them to play more proactive role.	4 annual alumni meeting/functions to be conducted.	4	-	-	1	2	3	4
Building capacity of community members in the field of Disaster Management	200 training to be conducted for community members.	200	-	30	60	120	160	200

## 12. Linkages with National and International Donors

### 12.1: Students Scholarships

- UST Bannu announced 13 need based scholarships to undergraduates and postgraduate students of this university for the entire duration of the program. All these Scholarships were sponsored by Higher Education Commission, Pakistan.
- UST Bannu has also announced 09 scholarships for female students through Central Asia Institute which will be granted to the students till the end of the respective programs.
- Till date, UST has distributed more than 10 million under various scholarship programs.
- UST Bannu admits students solely on the basis of merit without any discrimination; however merit-cum-need-based scholarships are offered to the students living in the remote areas who hardly have any access to quality education. These scholarships include:
  - Central Asian Institute Scholarship Program
  - National Bank Loan Scheme
  - Kinship/siblings concession
  - Merit Scholarship
  - HEC need based scholarship program
  - Mora Scholarship
  - Prime Minister payment of Tuition Fee for the students of FATA/Baluchistan
  - Scholarship for the students from FATA, Balochistan, Gilgit, Baltistan areas etc.

<b>Strategy Formulation: Linkages with National and International Donors</b> <b>Goals:</b> <ol style="list-style-type: none"> <li>a) To attract more donor support for University programs.</li> <li>b) To promote and improve financial resource generation and management systems.</li> </ol>	
<b>Strategy:1</b>	<b>Actions</b>
Increase the No. of Students Scholarships by establishing links with international donors.	Action1 - Increasing collaboration with local industry to provide need based scholarships.  Action2 - Developing linkages with reputed NGOs/Philanthropist at national and international level to support outstanding students seeking financial assistance.

### Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Targets

## Linkages with National and International Donors

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2012	2013	2014	2015	2016	2017
Establishing chairs at faculty level supported by donor agencies.	5 chairs to be established	5	Nil	1	2	3	4	5
To increase collaboration with International / National donors for acquiring scholarships.	50 Scholarships to be acquired.	50	Nil	Nil	15	15	20	50

## **13 Marketing and Promotion (Branding) of Academic Excellence**

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### **13.1: Partnership:**

The nucleus rationale of getting into partnership is to encourage students and faculty to pursue higher education, to organize joint conference, workshops and seminars, to arrange joint research activities and to work out on staff development programs.

To achieve the above mentioned goal the UST Bannu in its brief history of 08 years has made landmark achievements by signing almost ten Memoranda of Understanding (MoUs) with national and some of the world's renowned educational institutions.

The List of some prominent MoUs is as follows:

#### **i. International MoUs**

<b>S. No.</b>	<b>Name of Institution/Organization</b>
1	The University of Bradford, UK
2	The Asian Institute of Technology, Bangkok, Thailand
3	Fatih University, Istanbul, Republic of Turkey
4	Mevlana University, Republic of Turkey
5	The University of Huddersfield, UK
6	University of Kentucky
7	Institute of Global Engagement USA

#### **ii. National MoUs**

<b>S. No</b>	<b>Name of Institution/Organization</b>
1	Pakistan Agriculture Research Council
2	Own A Student
3	Yes Network Pakistan
4	Meteorological Department of Pakistan
5	National Testing Services, Pakistan

### **13.2: Outreach:**

Reaching out to less fortunate segments of society and responding to natural calamities and commitment with full vigor has been the hallmark of UST Bannu as a stated mission. Realizing its responsibility towards the society in which it operates, UST Bannu strives to contribute its share for bringing about improvements in communities wherever possible.

These activities include:

- Settling Swat IDPs in 2009
- Rehabilitation work for October 2005 earthquake
- Talent Farming scholarship in 2007
- National ICT Scholarship Program
- Celebration of Plantation Days
- Blood donations Societies

- Helping Flood Affectees of 2010
- Scholarships for students which include Financial Assistance, Kinship Concession, Mora, need base scholarships for the students of FATA/Baluchistan, IGE, Central Asian Institute Scholarships etc.

### **13.3: UST-Bannu as a center of excellence for National & International communities:**

Realizing its corporate social responsibilities both locally and internationally, the USTB assumes an active role in becoming an active member of the international community and rendering social services for the benefits of the society.

In this way, USTB plays its role as a socially responsible corporate body and try for the followings;

1. Providing scholarships to needy students.
2. Teaching students about ethics, promoting social, cultural and ethical awareness.
3. Sharing with regional community and groups and helping them during critical situations.

As such this university has established its credentials as an institution that cares for the well-being of the communities among which it operates.

A few examples include:

- UST also signed a Memorandum of Understanding (MoU) with the Youth Engagement Services (YES) Network Pakistan. YES network Pakistan promotes youth social entrepreneurship and self employed by setting up 'Youth Enterprise Generator' in the universities and technical institutions.
- Compensating 20 students per year from the Pakistan-Bait-ul-Mal's financial assistance program.
- Provision of Scholarships to the students from less developed areas like FATA, Balochistan, Gilgit - Baltistan etc.
- Active participation in the Oct.2005 Earthquake relief works.
- Active participation in relief work for the IDPs of Swat in 2009.

### **13.4: External relations and communication:**

The most important goal of the UST at present is to continue flexible approach to anticipate and meet the challenges of future technologies and diversity in education. To realize this goal, UST has increased its efforts to develop programs for further international exchange. The UST is endeavoring for initiating, negotiating, and sustaining international dialogue with counterpart education and research institutions with the ultimate objective of entering into mutually beneficial collaboration, resulting into faculty development and training opportunities and collaborative research.

### **13.5: Create a strong University's/Institute's Community:**

UST Bannu always welcomes students from all around the country. This diversity in culture provides our students the flexibility to interact with people coming from different backgrounds and adjust in different environments once they move into their practical lives.

### **13.6: Develop a quality mindset:**

Investing in Quality, based on the ownership of Quality Assurance processes and Quality Enhancement practices for delivering high quality education, University of Science and Technology, Bannu Pakistan envisages becoming a center of excellence for education, research and development.

With Quality as its integer and Excellence in higher education as a qualitative strategic imperative, UST manifested its progressive mission by establishing the Quality Enhancement Cell (QEC), and since then, has taken bold initiatives to attain and manage quality at the institutional level in all its cadres as university management, academic and administration. The QEC, as an essential component of management, is dedicated to the implementation of quality assurance policies and monitoring the academic programs to ensure that the quality standards are well-met. For this to happen, QEC considered the development of a quality mindset in the university at student, faculty, and management levels, so that UST Bannu practices a quality culture that manifests and promotes academic excellence in the context of higher education.

## Summary

### List of Activities and Costing

KRAs	Activities	Amount (In Million)					Total	
		2013	2014	2015	2016	2017	Current	Capital
Academic Programs	Introduction of New programs & Expansion of Existing of Programs	10.00	15.00	15.00	6.00	10.00	20.00	36.00
	Curriculum (Review of existing and new ones)	1.10	1.05	1.10	1.20	1.30	2.00	3.75
	Method of Delivery	-	0.50	0.70	0.80	1.00	3.00	-
	Partnership & Outreach	-	0.20	0.50	0.50	1.00	2.20	-
Students	Targeting Academic Nurseries	0.20	0.30	0.50	1.00	2.00	4.00	-
	International Students	-	0.20	0.30	0.20	0.50	1.25	-
	Support Services/ Recreational Facilities	-	-	30.00	50.00	20.00	-	100.0
Undergraduate Program	Strengthen the Undergraduate Program	10.00	15.00	20.00	25.00	30.00	80.00	20.00
	Attracting Quality Undergraduate Students	0.5	1.0	1.0	0.5	0.5	-	3.5
Postgraduate, Doctoral Program	Expanding and Strengthening the Postgraduate Program	05.00	10.00	10.00	15.00	15.00	17.00	40.00
	Attracting Quality Postgraduate & Doctoral students	1.00	2.00	3.00	4.00	6.00	7.00	10.00
Research & Consultancy	Inculcating the Research and Consultancy Culture (Establishing Incubation Centers and Technology Parks)	20.00	30.00	50.00	60.00	700.00	100.00	860.00
	Management Support for Research and Consultancy	5.00	8.00	10.00	14.00	18.00	-	55.00
International Academic Network	Strategic Linkages with the Universities / Institute of repute around the globe	2.00	4.00	6.00	10.00	12.00	34.00	-
	Academic Program (on the assumption that infrastructure is in place)	2.00	2.00	3.00	3.00	5.00	10.00	-
	Students Exchange Program	-	5.00	8.00	10.00	12.00	35.00	-

KRAs	Activities	Amount (In Million)					Total	
		2013	2014	2015	2016	2017	Current	Capital
<b>Infrastructure &amp; Facilities</b>	IT Labs	10.00	20.00	10.00	10.00	-	20.00	30.00
	Laboratory and Workshops	2.00	10.00	5.00	10.00	12.00	10.00	20.00
	Academic Facilities (Lecture Rooms/ Theatre / Hall)	-	50.00	200.00	80.00	40.00	-	370.00
	Library	-	100.0	80.00	200.00	20.00	-	350.00
	Family Accommodation & Support services	100.00	120.00	150.00	175.00	50.00	100.00	670.00
	Convocation / Conference Hall	-	100.0	50.00	50.00	-	-	200.00
	Jamegh Masjid	-	50.00	200.00	50.00	20.00	100.00	220.00
	Information & Communication Technology (ICT)	-	10.00	15.00	20.00	10.00	-	100
<b>Networking</b>	Government Agencies	.20	0.50	1.00	1.40	1.50	4.60	-
	Industry	1.00	0.5	0.5	0.5	1.00	3.50	-
	Alumni	-	1.00	1.20	1.30	1.50	5.00	-
	Community	-	2.50	1.00	1.20	1.50	6.20	-
<b>Linkages with National &amp; International Donor</b>	Generating Revenues	0.5	1.00	1.50	2.00	3.00	8.00	-
	Students Scholarships	15.00	10.00	20.00	25.00	30.00	-	100.00
<b>Marketing &amp; Promotion of academic Excellence</b>	Partnership	0.5	1.00	1.00	1.00	1.00	4.50	-
	External Relations and communication	-	1.00	1.50	2.00	3.00	7.50	-
	Create a strong University Community	-	1.00	1.00	1.00	1.00	5.00	-
	Develop a quality Mindset	0.80	1.00	2.00	3.00	4.00	17.00	-

## Recommendations

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It is recommended that University of Science and Technology, Bannu may advance in academic expansion with required infrastructure and other basic academic facilities for research and innovations. The research should be practically productive and market oriented. It must deliver excellently to local, national and international market. We are living in global village and we have to face national and international challenges in such a way that problems of today can be converted into opportunities for progress and development of tomorrow. In the last few years, we have observed many positive changes in the policies of Higher Education Commission in order regenerate the culture of research in public sector universities and to provide highly skilled faculties, laboratories, libraries and internet facilities etc. but still more is to be done to see ourselves technologically and economically advanced country.

Some of our recommendations are:-

### **1. Infrastructure Development:**

University of Science & Technology, Bannu is amongst some newly established Public Sector Universities of the country. It is trying to develop various sectors of this university and bring it to higher ranking amongst others sisters universities. We are striving very hard to develop our infrastructure in an area where schools and other educational institutions are exploded and where children are gun forced to leave their schools. Some of our sections are still running in hired/rented buildings and due to limited accommodation facility we are giving boarding to some of our students in rented buildings. All these cause huge expenditures to the university on one hand and substandard accommodation facilities to some students on the other hand. Being a terrorism turn area UST Bannu needs special treatment and attention. We look forward to the response of government/HEC/other donor agencies for financial support to develop and improve infrastructure emergently and on priority basis. Moreover, there is no sports facilities like play grounds to the students in the university which also need financial assistance for the said proposal.

## **2. Research:**

We need more adequate and comprehensive research facilities in our institutions. In this connection, we have got certain projects from Directorate of Science and Technology plus some others organizations but they are not fulfilling our requisite requirements. The university own resources are meager and all laboratories, libraries etc cannot be equipped with modern and sophisticated research facilities without the financial help of HEC. Therefore, we are eagerly looking towards HEC/government for this purpose.

## **3. Human Resource Development:**

A mere building cannot be called as an institution. Properly skilled and highly educated human resource is the vital component of an institution. The University is extending full cooperation to its faculties for higher qualifications on one hand and attracting highly skilled man power from the local, national and international market on the other hand. In this regard Hard Area Allowance is offered to its employees. Terrorism and backwardness of the area are the two major factors that create hurdles in achieving the task. But these hurdles can be minimized due to enhancement of financial incentives, university own secured residential facilities and educational institutions like university Public School & Collage for the children of the employees and people of the surrounding area to attract the skilled manpower.

## List of Annexures

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<b>Annexes</b>	<b>Title</b>
Annex-I	Cumulative Students Enrollment from 2005 - 2012
Annex-II	Proposed Students Enrollment from 2013 - 2017
Annex-III	Income and Expenditure Statement
Annex-IV	Balance Sheet
Annex-V	Cash flow Statement
Annex-VI	List of MoUs

## Cumulative Students Enrollment

### DATA FROM 2005 TO 2012 OF BACHELOR STUDENTS

S#	Discipline	Session 2005-09			Session 2006-10			Session 2007-11			Session 2008-12			Session 2009-13			Session 2010-14			Session 2011-15			Session 2012-16			Total Strength
		M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	
1	BBA	49	2	51	80	3	83	78	2	80	80	7	87	80	0	80	39	2	41	68	0	68	70	0	70	560
2	BBA IT	40	2	42	68	0	68	49	0	49	34	0	34	28	0	28	25	0	25	---	--	0	0	--	0	246
3	BS B&F	---	---	0	49	0	49	32	3	35	27	0	27	18	0	18	21	0	21	---	--	0	0	--	0	150
4	BSCS	25	0	25	28	2	30	28	2	30	16	0	16	31	0	31	31	0	31	40	0	40	38	7	45	248
5	BS SE	---	---	0	43	0	43	31	0	31	33	2	35	38	0	38	30	4	34	23	0	23	36	0	36	240
6	BS Telecom	---	---	0	---	-	0	27	0	27	33	0	33	36	0	36	29	0	29	80	0	80	79	0	79	284
7	BS Bio Tech	---	---	0	34	7	41	36	10	46	36	5	41	29	4	33	20	2	22	31	3	34	28	5	33	250
8	B. Ed	12	2	14	35	10	45	12	13	25	3	1	4	7	8	15	6	7	13	6	5	11	15	5	20	147
9	BS Chemistry	--	--	--	10	0	10	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	10
<b>Total</b>		<b>126</b>	<b>6</b>	<b>132</b>	<b>347</b>	<b>22</b>	<b>369</b>	<b>293</b>	<b>30</b>	<b>323</b>	<b>262</b>	<b>15</b>	<b>277</b>	<b>267</b>	<b>12</b>	<b>279</b>	<b>201</b>	<b>15</b>	<b>216</b>	<b>248</b>	<b>8</b>	<b>256</b>	<b>266</b>	<b>17</b>	<b>283</b>	<b>2135</b>

### DATA FROM 2005 TO 2012 OF MASTER STUDENTS

S#	Discipline	Session 2005 - 07			Session 2006 -08			Session 2007-09			Session 2008-10			Session 2009-11			Session 2010-12			Session 2011-13			Session 2012-14			Total Strength
		M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	
1	MBA	100	8	108	77	10	87	80	6	86	71	1	72	73	0	73	48	5	53	45	0	45	54	6	60	584
2	M.Com	--	--	--	--	--	0	--	--	0	--	--	0	--	--	0	--	--	0	22	0	22	33	-	33	55
3	MCS	25	4	29	36	6	42	47	8	55	29	12	41	21	5	26	22	14	36	42	9	51	70	10	80	360
4	MSc Chemistry	--	--	--	25	7	32	27	5	32	13	5	18	24	13	37	18	8	26	25	9	34	32	5	37	216
5	MSc Physics	--	--	--	26	2	28	32	2	34	31	4	35	30	3	33	30	1	31	31	2	33	33	4	37	231
6	MSc Botany	--	--	--	23	3	26	18	6	24	7	23	30	20	15	35	11	14	25	15	16	31	28	9	37	208
7	MSc Math's	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	15	-	15	25	-	25	40
8	M.Ed.	--	--	--	31	5	36	7	1	8	7	6	13	10	4	14	5	2	7	11	10	21	35	5	40	139
9	MA English	--	--	--	--	--	--	11	4	15	11	6	17	7	5	12	5	7	12	11	4	15	32	8	40	111
<b>Total</b>		<b>125</b>	<b>12</b>	<b>137</b>	<b>218</b>	<b>33</b>	<b>251</b>	<b>222</b>	<b>32</b>	<b>254</b>	<b>169</b>	<b>57</b>	<b>226</b>	<b>185</b>	<b>45</b>	<b>230</b>	<b>139</b>	<b>51</b>	<b>190</b>	<b>217</b>	<b>50</b>	<b>267</b>	<b>342</b>	<b>47</b>	<b>389</b>	<b>1944</b>

**DATA FROM 2005 TO 2012 OF MS/M.Phil. STUDENTS**

S#	Discipline	Session 2005 - 07			Session 2006 -08			Session 2007-09			Session 2008-10			Session 2009-11			Session 2010-12			Session 2011-13			Session 2012-14			Total Strength
		M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	
1	M.Phil. Education	21	3	24	8	2	10	8	2	10	8	1	9	7	0	7	3	1	4	3	1	4	8	2	10	78
2	M.Phil. Chemistry	--	--	--	--	--	--	15	3	18	11	1	12	4	1	5	5	0	5	6	3	9	7	3	10	59
3	M.Phil. Physics	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	8	0	8	9	1	10	18
4	M.Phil. Botany	--	--	--	--	--	--	10	0	10	7	1	8	5	0	5	5	0	5	9	0	9	7	3	10	47
5	M.Phil. Bio-Tech	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	10	0	10	--	--	--	7	3	10	20
6	MSCS	20	7	27	8	2	10	--	--	--	10	0	10	4	0	4	--	--	--	--	--	--	9	1	10	61
7	M.Phil. Islamic Studies	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	7	1	8	9	1	10	8	2	10	28
<b>Total</b>		<b>41</b>	<b>10</b>	<b>51</b>	<b>16</b>	<b>4</b>	<b>20</b>	<b>33</b>	<b>5</b>	<b>38</b>	<b>36</b>	<b>3</b>	<b>39</b>	<b>20</b>	<b>1</b>	<b>21</b>	<b>30</b>	<b>2</b>	<b>32</b>	<b>35</b>	<b>5</b>	<b>40</b>	<b>55</b>	<b>15</b>	<b>70</b>	<b>311</b>

**DATA FROM 2010 TO 2012 OF Ph.D. STUDENTS**

S#	Discipline	Session 2005 - 07			Session 2006 -08			Session 2007-09			Session 2008-10			Session 2009-11			Session 2010-12			Session 2011-13			Session 2012-14			Total Strength
		M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	M	F	Total	
1	Ph.D. Chemistry	--	--	--	--	--	--	--	--	---	---	---	---	---	---	1	0	1	3	1	4	2	1	3	8	
2	Ph.D. Botany	--	--	--	--	--	--	--	---	---	---	---	---	---	---	2	0	2	--	--	--	2	1	3	5	
3	Ph.D. Bio Technology	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	1	0	1	3	-	3	4	
4	Ph.D. Computer Science	---	--	---	---	---	---	--	--	--	---	---	---	---	---	--	--	--	1	0	1	3	-	3	4	
<b>Total</b>		<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>6</b>	<b>10</b>	<b>2</b>	<b>12</b>	<b>21</b>	

<b>Grand Total</b>	<b>292</b>	<b>28</b>	<b>320</b>	<b>581</b>	<b>59</b>	<b>640</b>	<b>548</b>	<b>67</b>	<b>615</b>	<b>467</b>	<b>75</b>	<b>542</b>	<b>472</b>	<b>58</b>	<b>530</b>	<b>373</b>	<b>68</b>	<b>441</b>	<b>505</b>	<b>64</b>	<b>569</b>	<b>673</b>	<b>81</b>	<b>754</b>	<b>4411</b>
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**Projected Student Enrollment from 2013 – 2017**

<b>S.#</b>	<b>Name of Discipline</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>A: BACHELOR STUDENTS</b>						
1	BBA	40	40	40	40	40
2	BBA-IT	40	40	40	40	40
3	BS Banking and Finance	40	40	40	40	40
4	BS Computer Science	40	40	40	40	40
5	BS/BE Software Engineering	80	80	80	80	80
6	BS/BE Telecom Engineering	80	80	80	80	80
9	BS/BE Petroleum Engineering	80	80	80	80	80
7	BS Biotechnology	40	40	40	40	40
8	B- Pharmacy	80	80	80	80	80
<b>B: MASTER STUDENTS</b>						
10	MBA	40	40	40	40	40
11	MCS	40	40	40	40	40
12	MSc Physics	40	40	40	40	40
13	MSc Botany	40	40	40	40	40
14	MSc Zoology	40	40	40	40	40
15	MSc Chemistry	40	40	40	40	40
16	MA English	20	20	20	20	20
17	MSc Mathematics	20	20	20	20	20
18	Micro Biology	20	20	20	20	20
19	D- Pharmacy	20	20	20	20	20
20	Journalism and Mass Communication	20	20	20	20	20
21	Pak Studies	20	20	20	20	20
22	Bachelor of Education (B-Ed)	20	20	20	20	20
23	Master of Education (M-Ed)	20	20	20	20	20

<b>C: MS/M.Phil. STUDENTS</b>		<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
24	M.Phil Education	10	10	10	10	10
25	MS Computer Science	10	10	10	10	10
26	M.Phil Chemistry	10	10	10	10	10
27	M.Phil Botany	10	10	10	10	10
28	M.Phil Biotechnology	10	10	10	10	10
29	M.Phil Zoology	10	10	10	10	10
30	M.Phil Mathematics	10	10	10	10	10
31	M.Phil Islamiyat	10	10	10	10	10
32	M.Phil Management Sciences	10	10	10	10	10
33	M.Phil Micro Biology	10	10	10	10	10
34	M.Phil Journalism and Mass Communication	10	10	10	10	10
35	M.Phil Pak Studies	10	10	10	10	10
<b>D: Ph.D. STUDENTS</b>						
36	Ph.D. in Chemistry	5	5	5	5	5
37	Ph.D. in Botany	5	5	5	5	5
38	Ph. D in Biotechnology	5	5	5	5	5
39	Ph. D in Zoology	-	-	-	5	5
40	Ph. D in Computer Science	5	5	5	5	5
41	Ph. D in Mathematics	-	-	5	5	5
42	Ph. D in Education	5	5	5	5	5
	<b>Sub Total =</b>	<b>1065</b>	<b>1065</b>	<b>1070</b>	<b>1075</b>	<b>1075</b>
	<b>Grand Total =</b>	<b>5350</b>				

**ANNEX - III**

**UNIVERSITY OF SCIENCE & TECHNOLOGY, BANNU  
INCOME & EXPENDITURE  
ACCOUNT  
FOR THE YEAR ENDED March 31,  
2013**

**2013  
RUPEES**

**INCOME**

Fee & other receipts	121,213,058
Grant from HEC	90,025,000
Others	59,092,354
<b>Total</b>	<b><u>270,330,412</u></b>

**EXPENDITURE**

Personnel –salaries & other benefits	10,362,3000
Operational	80,155,000
Promotional	50,000,000
Depreciation	31,000,000
<b>Total</b>	<b><u>264,778,000</u></b>
Excess- Income over expenditure	<b><u>5,552,412</u></b>

**UNIVERSITY OF SCIENCE & TECHNOLOGY, BANNU**  
**BALANCE SHEET AS AT MARCH 31,**  
**2013**

**ANNEX - IV**

<b>PROPERTY &amp; ASSETS</b>	<b>2013 RUPEES</b>
FIXED ASSETS - <i>at cost less accumulated depreciation</i>	579,023,548
CAPITAL WORK IN PROGRESS - <i>at cost</i>	250,584,245
LONG TERM INVESTMENTS	-
<b>CURRENT ASSETS</b>	
Advances, deposits & receivables	12,365,487
Short term investments	1,542,785
Cash & bank balances	56,487,124
	70,395,396
	<hr/>
	<b>900,003,189</b>
	<hr/> <hr/>
 <b>FUNDS &amp; LIABILITIES</b>	
GENERAL FUND	849,977,702
 <b>CURRENT LIABILITIES</b>	
Accruals & other payables	50,025,487
	<hr/>
	<b>900,003,189</b>
	<hr/> <hr/>

**UNIVERSITY OF SCIENCE & TECHNOLOGY, BANNU  
CASH FLOW  
STATEMENT  
FOR THE YEAR ENDED MARCH  
31,2013**

**ANNEX - V**

	<b>2013 RUPEES</b>
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>	
Excess of income over expenditure	5,552,412
Adjustment for:	
Depreciation	31,000,000
	<u>36,552,412</u>
(Increase)/decrease in current assets	
Advances, deposits & receivables	28,575,269
Increase/(decrease) in current liabilities	
Accruals & other payables	<u>(18,322,111)</u>
Net cash flow from operating activities	<u>46,805,570</u>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>	
Fixed assets - Addition	(53,752,417)
Capital work in progress	(63,132,992)
Long term investments	-
Short term investments	1,542,785
Net cash used in investing activities	<u>(115,342,624)</u>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>	
Grants received	150,000,000
Bank overdraft	-
Net cash flow from financing activities	<u>150,000,000</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>81,462,946</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>124,581,795</b>
<b>Cash and cash equivalents at the end of the year</b>	<b><u>206,044,741</u></b>

## Acknowledgment

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### Prepared By:

- ❖ Mr. Mohammad Hassan (Director QEC/Focal Person)
- ❖ Dr. Aurangzeb Khan (Director Academics & IECS/Member)
- ❖ Dr. Muhammad Zubair Khan (Director IMS/ Member)
- ❖ Mr. Muhammad Nawaz Khan (Dy. Director P&D/Member)
- ❖ Mr. Hazrat Amin (Assistant Treasurer/Member)
- ❖ Mr. Sardaraz Khan (Assistant Registrar/Member)
- ❖ Mr. Rahmat Ullah Khan (Office Assistant P&D/Member)

### Coordinated By:

- ❖ Dr. Afzal Shah (Chairman Department of Chemistry)
- ❖ Mr. Inam Ullah Khan (Dy. Registrar Establishment)
- ❖ Mr. Aziz Ullah Khan (Chairman Department of English)
- ❖ Mr. Muhammad Imran Khan (Data Analyst QEC)
- ❖ Mr. Aftab Jahan Shah (S/C Establishment)

### Compiled By:

- ❖ Mr. Rahmat Ullah Khan (Office Assistant P&D)

### Recommended By:

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**Registrar**

### Countersigned By:

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**Vice Chancellor**