

Internal Review of Institutional Performance and Enhancement (RIPE)
Muhammad Nawaz Sharif University of Engineering & Technology, Multan
Year 2024-25

Muhammad Nawaz Sharif University of Engineering and Technology (MNS-UET), Multan, is a public-sector university established in 2012 by the Government of Punjab to expand access to quality higher education in the southern region of the province. Named after former Prime Minister Muhammad Nawaz Sharif, the university is recognized by the Higher Education Commission (HEC) of Pakistan and is committed to producing skilled professionals, engineers, technologists, and researchers to meet national and global challenges.

MNS-UET offers a diverse range of undergraduate and postgraduate degree programs in the fields of engineering, engineering technology, basic sciences, and management sciences. These programs are designed to meet modern academic and industry standards and are accredited by relevant national bodies such as PEC, NTC, NCEAC, and HEC. The university is currently operating from its temporary campus in Multan, while the permanent campus, spread over 210 acres on Bahawalpur Road, is under development. MNS-UET emphasizes academic excellence, research innovation, and regional development through a forward-looking, inclusive approach to education.

The internal RIPE (Review of Institutional Performance and Enhancement) of the MNS University of Engineering and Technology, Multan was conducted on June 23-24, 2025, based on the information presented in the sixteen (16) standards of Institutional Performance and Enhancement Report (IPER). The RIPE panel was constituted after approval of the Vice Chancellor and comprised of the following members:

1	Prof. Dr. Muhammad Hammad Nadeem Tahir, Director QEC, MNS University of Agriculture, Multan	Convener/External Member
2	Prof. Dr. Asim Umer, Dept. of Chemical Engineering, MNS University of Engineering and Technology, Multan	Member
3	Dr. Ayyaz Ahmad, Dept. of Chemical Engineering, MNS University of Engineering and Technology, Multan	Member
4	Dr. Rooha Masroor, Incharge QEC, MNS University of Engineering and Technology, Multan	Member

During the review, the panel examined the IPER and supporting documents, infrastructure facilities, and institutional resources and held meetings with faculty members and students for recording of points for final compilation of RIPE report as per decided schedule.

The detailed RIPE report is as follows:

Standard 1: Vision, Mission, Goals, and Strategic Planning

Best Practice(s)

Vision and mission of the university and Departments are developed.

Findings & Recommendations

1. Vision and mission statements may be reviewed Involving broader stakeholders and approved from syndicate.
2. A mechanism may be developed to review if the activities of the university are following mission and vision of the university.
3. A strategic plan of the university may be developed for next 15-20 years, as a guideline of the university development in terms of infrastructure, academic programs, faculty and staff hiring, students' enrolment, research areas, and community engagement etc.
4. University should develop a business plan based on mission, vision and strategic plan.
5. The mission and vision statements of departments must be approved by the respective Board of Studies. Some departments have obtained this approval, while others have not.
6. Each department should also develop its strategic plan for next 15 to 20 years.
7. A broader stakeholders group involving faculty, administrative offices, industry and private sector may be engaged in the policy development.

Standard 2: Governance, Leadership, and Organisation

Best Practice(s)

Act of the university approved in 2014 and statutory bodies (Syndicate, Academic council, BASR, F&PC, BOFs, etc.) are constituted.

Findings & Recommendations

1. Frequency of the meetings of statutory bodies should be defined and may be approved from syndicate. A mechanism may be developed to ensure the conduct of meeting of these bodies as per defined frequency.
2. An organogram of the university may be developed and approved from the statutory bodies.
3. Different committees including central purchase Committee, Disciplinary committee, campus construction committee, Anti-Harassment committee, Grievance committee, Accessibility committee are constituted and notified. The TOR's of these committees should be developed and notified for smooth working of these committees with a clarity of mind.
4. A well-structured Grievance Policy may be developed with a detailed procedure of handling complaints.

5. Anti-Plagiarism standing committee should be notified following guidelines of Anti-Plagiarism Policy of HEC.
6. Anti-Harassment committee may be revised as per guidelines of HEC.
7. Anti-Plagiarism Policy and Anti-Harassment Policy of the HEC should be adopted after approval from syndicate.
8. The decisions of the meetings of the statutory bodies should be properly notified and disseminated to the relevant offices.
9. There is need to strengthen the mechanism of feedback from stakeholders. The feedback should be analysed and results should be used in Policy and decision-making process.
10. Training may be conducted for the office staff pertaining to maintain the official record.
11. Efforts may be made towards digitization and automation of record maintenance and sharing.
12. Faculties may be defined in the university and Deans/coordinators of faculties may also be appointed to smoothly run the matter related to academic programs.
13. Promote digitization and automation of administrative and academic processes to improve efficiency, transparency, and service delivery.
14. It is suggested to develop a digital examination and results portal aligned with the OBE system to facilitate efficient assessment management and timely result dissemination.
15. It is recommended to establish dedicated offices for Financial Assistance, Procurement Bureau, and Director Academics, and to strengthen their capacity to ensure smooth academic, administrative, and financial operations.
16. Implement 360-degree evaluations for faculty, HoDs, and administrative officers to enhance accountability and performance.

Standard 3: Institutional Resources and Planning

Best Practice (s)

University has a comprehensive campus master plan.

Findings & Recommendations:

1. Infrastructure and human resources needed.
2. It is suggested to establish a centralized printing and photocopying facility for examination-related tasks, including the secure printing of question papers, to ensure efficiency, and standardized procedures.
3. Academic and non-academic resources to provide quality learning opportunities to all students are inadequate.
4. Students currently lack adequate access to readily available technological and virtual resources essential for achieving their learning objectives.
5. University has limited library resources for students as well as faculty members.

Standard 4: Audit and Finance

Best Practice(s)

According to the data provided by the Treasurer's office, the university currently has a budget surplus.

Findings & Recommendations

1. A well-defined university investment policy is needed to ensure sustainability and financial growth.
2. There is no mechanism to take all the statutory positions, including Deans, on board for necessary annual budgeting.
3. Endowment fund has been established and approved by Syndicate in its last meeting, but no meeting was held after that.

Standard 5: Affiliated Colleges / Institutions

Not Applicable as MNS UET has no affiliated colleges.

Standard 6: Internationalization of Higher Education and Global Engagement

Best Practices

University has signed MoUs with various local organizations/institutes.

Findings & Recommendations

1. Develop collaborations/linkages with other organizations to enhance academic, research, and industry partnerships.
2. QEC has no membership with QA networks.
3. International collaboration of university is limited.
4. While MoUs have been signed regarding exchange programs and collaborative research, there's no defined mechanism for students and faculty to access these opportunities.

Standard 7: Faculty Recruitment, Development and Support Services

Best Practice (s)

The policy guidelines for the recruitment of faculty, statutory positions and other positions are developed.

Findings & Recommendations

1. The guidelines for the recruitment should be reviewed time to time and made in line with HEC criteria, and presented in syndicate for approval.



2. There is deficiency of faculty on senior positions (Professors & Associate Professors). The faculty on the senior positions may be recruited at the earliest.
3. An orientation session for the newly recruited faculty was organized in September 2024. The university should develop a well-defined policy to conduct orientation to the new faculty and refresher courses for existing faculty. For this purpose, a periodic module should be developed and approved from statutory bodies.
4. A follow up system should be developed for maintain the performance of faculty after attending the trainings and faculty development program.
5. A policy may be developed on "Faculty Development" for providing equal opportunities to the faculty to attend relevant trainings, workshops, short courses etc. for their professional growth.
6. A system may be developed to receive feedback of the faculty participating in training and development programs for future improvement.
7. There is deficiency of faculty on senior positions (Professors & Associate Professors). The faculty on the senior positions may be recruited at the earliest.
8. It is recommended to formulate a clear policy regarding study leave for faculty members on contract to support their academic growth while ensuring institutional needs are met.
9. It is proposed to provide financial incentives or remuneration to faculty members undertaking additional assignments or administrative responsibilities.

Standard 8: Academic Programs and Curricula

Best Practice(s)

1. The university has adopted UEP-2023 and GEP-2023 policies after approval from syndicate.
2. OBE system is followed as per guidelines of PEC, NTC and NCEAC.

Findings & Recommendations

1. The curricula for both undergraduate and postgraduate programs have been developed in accordance with the guidelines of the HEC and the respective accreditation councils. Moreover, a Syndicate notification regarding the adoption of the HEC Undergraduate and Postgraduate Education Policy has already been issued, and all future curriculum development must comply with this policy.
2. The courses are allocated to faculty members based on their qualification and specialization, however, such allocations may be decided in the Departmental meetings and formally notified by the office of the chairpersons/HoDs.
3. Trainings workshops may be organized for the faculty members focused on curriculum development, teaching methodology, and use of modern digital technologies in teaching.

4. The stakeholders (Alumni, representatives from industry, and employees) should be taken on board in the process of curriculum development, review and revision process through inviting them in the meetings of BoS, BoF and Academic council.
5. The latest curricula and registration guidelines for the students should be uploaded on the university website.
6. Workload policy should be developed and notified.

Standard 9: Admission, Progression, Assessment, and Certification

Best Practice(s)

Credit transfer policy, exam mechanisms, and SOPs have all been adopted and approved.

Findings & Recommendations

The University lacks evidence of student feedback on assessed work. While a system exists, the university needs to actively implement it to provide timely feedback on student assessments. Feedback forms should be revised, incorporating student input on assessment-related questions.

Standard 10: Student Support Services

Best Practice(s)

Students can access grievance mechanisms through both the PM Portal and the Complaint Cell on the university website.

Findings & Recommendations

1. University doesn't have a cafeteria or proper seating places.
2. University lacks extracurricular student societies or clubs.

Standard 11: Impactful Teaching and Learning and Community Engagement

Best Practice (s)

1. The university follows the Outcome Based Education (OBE) system for Engineering programs.

Findings & Recommendations

1. The OBE system should be extended to non-engineering programs. The culture of blended/hybrid learning and use of modern digital tools in classroom teaching should be promoted to enhance learning.
2. Financial assistance should be offered to the students on hourly basis in research activities and office tasks. Incentives e.g. merit-based scholarships may also be offered to the students with high CGPA.



3. Learning Management System (LMS) should be developed and a mechanism should be developed to ensure efficient use of LMS by faculty and students for an effective communication and sharing course material with students.
4. Awareness sessions and trainings of faculty and students should be organized on "Use of HEC Digital Library", along with a monitoring and follow up system to ensure maximum use of digital library.
5. There is need to develop well-structured mechanisms to ensure that academic progress of the students is effectively conveyed to them.
6. Offices of "Financial Assistance" and "Bureue" should be developed and strengthened for the facilitation to the students.
7. A suggestion/complaint portal may be developed in the university website to receive feedback and suggestions from community and other stakeholders. A system may be developed to ensure proper action and implementation based on these suggestions/complaints.
8. Latest books relevant to fields of studies in the main library may be procured to strengthen the learning resources for faculty and students.
9. Results of student's feedback on course and teacher evaluation should be communicated to the teachers. A system of counselling of the faculty and follow up of improvement in response to feedback should be ensured.
10. Students should be motivated to become member of societies/clubs. Regular activities of these clubs/societies should be ensured through developing events annual calendar.

Standard 12: Research, innovation, entrepreneurship and industrial linkage

Best Practice (s)

ORIC policy is prepared.

Findings & Recommendations

1. It is suggested to present ORIC policy before syndicate for approval.
2. There University had developed research incentives for the faculty members in the form of research publication award. However, remuneration rate for supervising MS thesis is very low i.e. Rs.2000/-.
3. Office of Research Innovation and Commercialization (ORIC) exists however, not established following HEC guidelines. Despite of this, it facilitates the faculty members in filing patens and pays the fees. However, ORIC is not proactive in searching resources for funding the research, and does not share the potential funding opportunities with the faculty members, and does not organize awareness and training workshops for the capacity building of the faculty in writing winning research proposals.

4. It is recommended to engage students in research projects and departmental activities on an hourly basis to enhance their practical skills and promote a culture of research and responsibility.
5. University has signed AoC's/MoUs with industry however a system should be developed to monitor progress of committed activities as per agreements.
6. Industry and private sector should be motivated and convinced to fund the research of graduate level students. The industry may be invited and research ideas may be presented before the industry for this purpose.
7. Many practices and procedures followed for MS and PhD programs are not defined in the adopted regulations, and separate SOPs are also not developed for such practices.
8. Business Incubation centre should be established at the university.
9. Trainings of students on entrepreneurship should be regularly conducted, and technical services may be provided to the students through BIC for startups.
10. Business ideas competitions may be organized at the university to motivate and encourage the students to ensure outcome-based research.

Standard 13: Fairness and Integrity

Best Practice (s)

1. The university is in the process of drafting policy guidelines to ensure fairness and integrity in all matters.

Findings & Recommendations

1. It is proposed to consider the provision of disparity allowance to ensure equitable compensation and address financial disparities among employees.
2. It is recommended to provide Turnitin accounts to faculty members to support plagiarism prevention and promote academic integrity in teaching and research activities.
3. Gender Equity and Conflict of Interest policies are currently missing. These policies must be formulated, presented, and approved by the Syndicate.

Standard 14: Public Information and Transparency

Best Practice(s)

The active involvement of stakeholders, including alumni and the Industrial Advisory Board (IAB), in developing in curriculum and policies is appreciated.



Findings & Recommendations

1. To maintain content quality and compliance, it's essential to establish a vetting mechanism or designate a dedicated media coordinator responsible for content approval prior to upload information on website or social media platforms.
2. The university website is missing key information, including Syndicate members, contact details for statutory offices, graduate employment data, and alumni information with engagement opportunities.

Standard 15: Institutional Effectiveness, Quality Assurance and Enhancement

Best Practice (s)

1. SARs have been prepared and their internal audit has been done.
2. All the programs have been accredited by their respective accredited bodies.
3. Stakeholders like IAB are involved in curriculum development.

Findings & Recommendations

1. It is suggested that the QEC may organize awareness sessions and workshops for faculty to enhance their understanding of quality assurance practices and academic standards.
2. It is recommended to strengthen coordination among various administrative and academic offices to enhance efficiency.
3. The frequency of BoS of some departments is very low. Even in some departments, the BoS hasn't been held in last several years.
4. Frequency of Academic Council should be enhanced.
5. There should be a mechanism for faculty counselling if their feedback score is below average for their improvement.

Standard 16: CQI and Cyclical External Quality Assurance

Findings & Recommendations

1. The frequency of IQC meetings should be increased to ensure more effective oversight and continuous quality improvement.
2. The executive summaries for a few academic programs are currently missing.

Panel Members

Prof. Dr. Muhammad Hammad Nadeem Tahir,
Director QEC, MNS University of Agriculture,
Multan

Prof. Dr. Asim Umer, Dept. of Chemical
Engineering, MNS University of Engineering and
Technology, Multan

Dr. Ayyaz Ahmad, Dept. of Chemical Engineering,
MNS University of Engineering and Technology,
Multan

Dr. Rooha Masroor, Incharge QEC, MNS University
of Engineering and Technology, Multan

Signatures







