NUML Business Plan

2022

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1. Introduction

1.1 Introduction

The National University of Modern Languages is a premier institute of higher learning. It was established in June 1970 as National Institute of Modern Languages, with the primary aim of helping people communicate and understand each other in different languages, and assimilate different cultures at the same time providing language skills to diplomats, defense personnel and individuals from the public and private sector. The institute was upgraded to the status of university and the name was changed to National University of Modern Languages. It is currently the largest and oldest university in Pakistan that specializes in linguistics and foreign languages in addition to other disciplines. With a combined strength of 11000+ students in various related disciplines, the university aims to become THE University that students in the region claim an association with. With the President of Pakistan as Chancellor, the Chief of the Army Staff as Chairman Board of Governors, NUML has gone from strength to strength.

NUML, as it is known to its student body and others, has grown and the growth has been phenomenal considering the adverse circumstances in which it was originally established. From a small building in Rawalpindi, to multiple, purpose built campuses and from a focused languages institute, to a fully equipped university is a long haul, but if the growth in the last few years is an indicator NUML the university can and will achieve its goals of developing into a center of excellence. The current regional campuses are located in rented buildings in Lahore, Karachi, Quetta, Peshawar, Faisalabad, Hyderabad and Multan, thereby ensuring that knowledge can be effectively imparted to students from all corners of Pakistan. With its changed status came the change in the outlook of the institution. From concentrating on increasing the number of languages taught, the university vision has broadened to embrace different disciplines and impart quality education in the form of various degree and non-degree programs.

NUML is an interesting amalgam of different systems and approaches: on the one hand it owes its name and fame to the various languages being taught while on the other; it imparts training and education in areas as diverse as Telecom Engineering, Peace and Conflict Studies and Chinese and Turkish Language Teaching. It is also the premier university in the number of foreign students which number about 400 in September 2013. A number of teaching departments at NUML also have foreign nationals as faculty and Heads of department.

NUML is a quality centric university adding achievements every year to its credit. Following is a comprehensive list of achievements in the last five years.

- Establishment of Confucius Institute, Islamabad is an important achievement as it is one of its kind in the whole region. This will provide state of the art facilities to learners of Chinese language in Pakistan and in the region.
- Establishment of Islamabad King Sejong Institute is another important achievement with the support of Korean government as it envisages at providing state of the art facilities for Korean language learning.
- Establishment of Iranology Center with the support of Government of Iran aims to support understanding and learning of Persian language and culture by declaring NUML as hub of its activities.
- Establishment of Yunas Emre Institute and Turkology Center with the support of Turkish government will provide facilities to Turkish language learners and collaborative projects between Pakistan and Turkey.
- Membership of International Academic Organizations such as Francophone Universities' Association, Rector's Association of Francophone Universities etc. is an important achievement as it acknowledges University's efforts and support for learning of French language.
- Characterized as Institutional Member Asia-Pacific Quality Network (APQN) and this is acknowledgement of University's strong commitment to quality assurance program and procedures.
- Offering MPhil and PhD program in rare languages, like Chinese, Russian, Hindi, French and German. This is a clear sign of growth and expansion in promoting research in oriental and occidental languages.
- Partnership Program with University of North Texas (UNT), USA for creating opportunities for English majors in both universities and collaborative research projects and faculty development.
- Holding of ASI of 100 teachers from all over Pakistan. This aimed at providing platform to teachers from across Pakistan for professional development.
- Arranging after school English Access Micro scholarship Program for students of 8-10 grade. This is an effort to reach out to community and especially to help less-privileged students in getting best language learning opportunities.
- Holding of International Conferences in Management Sciences, Urdu and International Relations as NUML's aim to provide professional networking opportunities and sharing of ideas by best minds in various disciplines
- Creation of space for more than 50 class rooms and other infra-structure including staff hostel, new cafeteria and students hostel.

- Construction of Foreign Faculty Hostel, new floors on Library, Roomi and Ghazali Blocks, New Jinnah Block and offices for faculty members.
- Establishment of Media Lab.
- Increasing the daily transmission time of University FM radio.
- Establishing Departments of Governance and Public Policy Studies, Peace and Conflict Studies and Bangla.
- Developing Engineering, R&D and Language labs as part of growing requirements
- Establishing Askari Bank Branch in University to facilitate university students
- Start of various Non-degree, Undergraduate and Master level Programs in Bangla, Punjabi, Engineering, Education Psychology, Peace and Conflict Studies, Governance and Public Policy that is in line with the mission amd goals of the University
- Extending facilities of language learning to officials of friendly countries in English, Bangla, Punjabi, Pashto and other languages.
- Establishment of International Exams Center for Chinese, German, Korean and Japanese languages.
- Launching of research journals of Management Sciences, Social Sciences,

  English Studies and Islamic Studies. These journals accept research papers biannually. These journals practice strict blind peer review process with a plagiarism check to ensure academic honesty and integrity.

With this promising list of achievements, NUML is striving for excellence in all fields. There are many future plans of the University and some of these in the next five years as follows.

- To assign special/unique status to NUML as a Language University with main focus on language learning with accepting the social sciences and technology as part of integrated multidisciplinary approach in language sciences.
- To establish International Campuses of NUML in China and UAE.
- To continue partnership program in English with UNT and to explore other opportunities with similar prospectus with other international institutions
- Establish Writing Resource Center for Researchers of various disciplines

1.2 Vision

NUML attempts to aim for a truly national and international character, having as it does a presence in all regions of the country. It sees itself as not only the premier languages university but a centre of excellence; imparting training and education in different disciplines. In the five year plan, NUML envisions joining the top 20 universities of the region and the top 10 in the ten years plan. Focus in the years 2005-10 was on languages and the humanities, in the years 2010-15 it is on engineering and social sciences, and in the period 2015-20 it will be on establishing programs in liberal arts.

Being an institution that revels in change, NUML is making a concerted effort to increase enrollment by 25% by the year 2018.

1.3 Mission

The mission of the National University of Modern Languages is to establish, sustain and enhance itself as a quality-centric higher education institution that provides an outstanding academic and research environment and opportunities for educated, productive, and responsible citizens for Pakistan and the global citizenry through academic, intellectual, personal and professional growth.

To advance its vision and mission of creating educated, productive and responsible citizens, the university focuses on 3 goals:

i) high student achievement and success,

ii) institutional excellence, and

iii) responsible public service.

To achieve these interdependent goals, NUML aims to adopt a multi-pronged approach:

i) induct distinguished academics and intellectuals to challenge and mentor students with potential;

ii) encourage talented students devoted to the pursuit and advancement of knowledge;

iii) establish broad-based quality programs;

iv) provide state-of-the-art facilities and new trends in e-learning and information communication technologies;

v) ensure exemplary administration and qualified administrative staff dedicated to the highest professional standards and service, sharing a common vision and an integral commitment to continuous improvement to meaningful education around the Sustainable Development Goals (SDGs) of United Nations at all levels thereby ensuring competitive excellence and international compatibility.

1.4 Goal

The university aims to serve as a platform and connecting link for creating intercultural understanding and promoting dialogue and sharing among nations, cultures and societies by providing comprehensive academic programs in language learning, literature, culture, civilization and history of oriental, occidental & Pakistani Languages.

2. Governance and Ownership

NUML was given the status of university in May 2000 by the Federal Government in recognition of its achievements through promulgation of its charter.

In the charter, the Governing Authority and their role are defined as follows:

2.1 Governing authorities and their role

Following are the authorities of the University:-

A) The Board of Governors

B) The Executive Committee

C) The Academic Council

D) The Faculty Board of Studies

E) Such other authorities as may be constituted by the Board.

2.1.1 The Board of Governors

The NUML Board of Governors is for general supervision and control of the affairs of the University including laying down the policies of the University, which shall consist of:

1. The Chief of the Army as Chairman of the Board ;
2. Inspector General Training and Evaluation Pakistan Army or his nominee
3. Nominee of the Chief Justice of Pakistan
4. Director General, Joint Staff Headquarters
5. The Rector
6. Secretary, Ministry of Defence, Government of Pakistan or his nominee not below the rank of a Joint Secretary
7. Secretary, Ministry of Education, Government of Pakistan or his nominee not below the rank of a Joint Secretary
8. Secretary, Ministry of Finance, Government of Pakistan or his nominee not below the rank of a Joint Secretary

9. Secretary, Ministry of Foreign Affairs, Government of Pakistan or his nominee not below the rank of a Joint Secretary

10. Chairman, Higher Education Commission of Pakistan

11. Director General NUML

12. Senior Dean or Professor of the University

13. One or two members from private sector with established credentials useful for the University to be nominated by the Board ;

14. Registrar NUML as member and Secretary of the Board (not entitled to vote)

15. The Chancellor may, in consultation with the Board, appoint any other person including a linguist or educationist as member of the Board.

Responsibilities / Tasks of the Board

1. No act or proceeding of the Board shall be invalid merely for the reason of the existence of a vacancy in, or defect in the constitution of, the Board.

2. The Board may direct any officer, member of faculty or any other person to be in attendance during all or any part of its meetings.

3. The Board shall exercise and perform the powers and functions hereinafter specified, namely:

a) To hold, control and administer the property, funds and resources of the University and to borrow or raise money for the purposes of the University upon such security as may be required

b) To formulate or approve the principles, policies and plans governing the activities and operations of the University so as to ensure that the academic staff enjoy academic freedom in their research and educational work

c) To prepare or have prepared and revised from time to time rules and regulations for the efficient and effective operation of the University.

d) To review and approve the creation of any standing component of the University, such as faculties, and councils and other administrative bodies necessary to assist or improve the working of the University

e) To approve the plans of work and annual budget of the University submitted by the Director Finance, the budget being based on the budget prepared and submitted by the constituent or affiliated colleges or institutes

f) To require of, and consider reports submitted by the officers of the University relating to the activities of the University and the execution of the plans of work and to direct the Rector to submit reports relating to any matter specified by the Board

g) To create such academic or administrative posts as it may consider necessary for the purposes of the University and to approve appointments to such of these posts as it may specify, including the posts of deans, directors, professors, associate professors; assistant professors, lecturers, instructors and demonstrators;

h) To approve selection and appointment of all administrative and academic staff of the University, recommended by a Selection Board;

i) To fix the scales of pay, allowances and honoraria for all the staff, both academic and administrative, commensurate with their qualification and experience, in order to attract the best talent from within and outside Pakistan for the University;

j) To undertake responsibility for the financial integrity of the University, including responsibility for ensuring effectiveness of its future operations and their continuity and the preservation of the autonomy of the University;

k) To approve all affiliation and other similar arrangements through which colleges, institutions or individuals may become associated with the University within Pakistan and abroad;

l) To appoint from amongst its members such committees or sub-committees as may in the opinion of the Board lead to its more efficient and effective operations; and

m) To take such initiative/s as it may consider necessary or desirable for the efficient and effective management and functioning of the University.

4. The Board shall lay down its own rules of procedures and may amend or modify them from time to time.

5. The Board may delegate all or any of its powers and functions to a committee, sub-Committee or to the Rector.

Meetings of the Board

1. The Board shall meet at least twice a year for regular or scheduled meetings and may meet at any other time at which a special meeting thereof may be called by the Chairman of the Board.

2. Not less than ten clear days' notice of a special meeting shall be given to the members of the Board and the agenda of the meeting shall be restricted to the matter specified in the agenda to be annexed to such notice.

3. The quorum for a meeting of the Board shall not be less than fifty per cent of its members.

2.1.2 The Executive Committee

1. The Executive Committee shall consist of following namely:

   a) The Rector, as the Chairman of the Executive Committee

   b) Director General of the University

   c) Director General Human Resource Development, Pakistan Army

   d) Director Naval Education;

   e) Assistant Chief of Air Staff (Education)

   f) Director of Military Training

   g) Director of Administration

   h) Director of Academics

   i) Director Examination

   j) Director of Finance

   k) A nominee of the Ministry of Education not below the rank of BPS-19 officer

   l) The Registrar, as Secretary of the Committee

   m) Deans and Commandants shall, if required, attend the meeting of the Executive Committee.

2. The Executive Committee shall deliberate on various aspects related to the functioning of the University and recommend specific measures to the Board for approval and shall:

   a) e and institute on all matters relating to the academics, including syllabi and duration of various courses

   b) Recommend disciplines for all academic studies in the colleges and institutes and help in creation of necessary infrastructure for the same

   c) Help induct highly competent linguistic talent into the faculty of each College to enhance the quality of education and research

d) Lay down guidelines for proper and efficient conduct of professional examination at the Colleges or Institutes

e) Recommend such measures which would foster and enhance interaction and collaboration between the University and the existing national and international organizations, institutions, research centers and foreign embassies

f) Recommend apportioning of the national research and development budget for the University

g) Work out and propose affiliation measures with foreign institutions and universities of repute

h) Decide methods and strategies in order to ensure the most effective scientific and technological programs

i) Co-ordinate with relevant Government Ministries, Universities, HEC and embassies

j) Propose statutes to the Board for approval

k) Prepare regulations for approval by the Board

2.1.3 The Academic Council

1. The Academic Council shall consist of the following:

a) Rector, NUML, as the Chairman of the Academic Council;

b) Deans, Commandants or Principals of affiliated institutions and colleges;

c) Representatives from relevant Directorates of the Armed Forces of Pakistan;

d) A nominee of the Higher Education Commission

e) Three senior-most heads of departments of different languages

f) Any other faculty member, on as required basis

g) Director of Academics shall be the Secretary of the Council.

2. The Academic Council shall act as an advisory and implementing body for the decisions of the Executive Committee on all matters relating to the conduct of

examinations, revision and updating of course syllabi, quality of education and duration of all courses including conduct of postgraduate classes in specified disciplines.

3. The Academic Council shall also help the Rector in evaluating, proposing and coordinating research and development projects and respective institutes and colleges.

2.1.4 The Faculty Board of Studies

1. The Faculty Board of Studies of each college and institute shall consist of the following, namely:

a) Rector, Chairman, Principal, Commandant or Director General, who shall be its Chairman

b) Deputy Dean or Deputy Commandant or Deputy Director General

c) Heads of the Departments and Directors of colleges and institutes

d) Selected teaching staff

e) Representatives from relevant Directorates of the Armed Forces of Pakistan

f) A representative of the University

2. The Faculty Board of Studies shall:

a) Implement the decisions of the Board, the Executive Committee and the Academic Council on all matters relating to academic standards, examinations and research.

b) Ensure feedback of the implemented measures on research and academic matters to the Rector.

c) Work out and report to the Rector details of research funding required.

SELECTION BOARD

1. The Selection Board shall be responsible for conducting interviews and organizing tests should the need arise for appointments determined to be in its purview including all academic positions.

2. The Selection Board shall consist of the following, namely:-

    a) The Rector, who shall be its Chairman;

    b) Two subject experts in the subject concerned, drawn from a list approved by the Board of Governors but not serving in the university or its constituent units. In the case of positions of associate professors and professors the experts must be those to whom the research documents of candidates have been sent for assessment;

    c) The whole-time member of the University Grants Commission or his nominee;

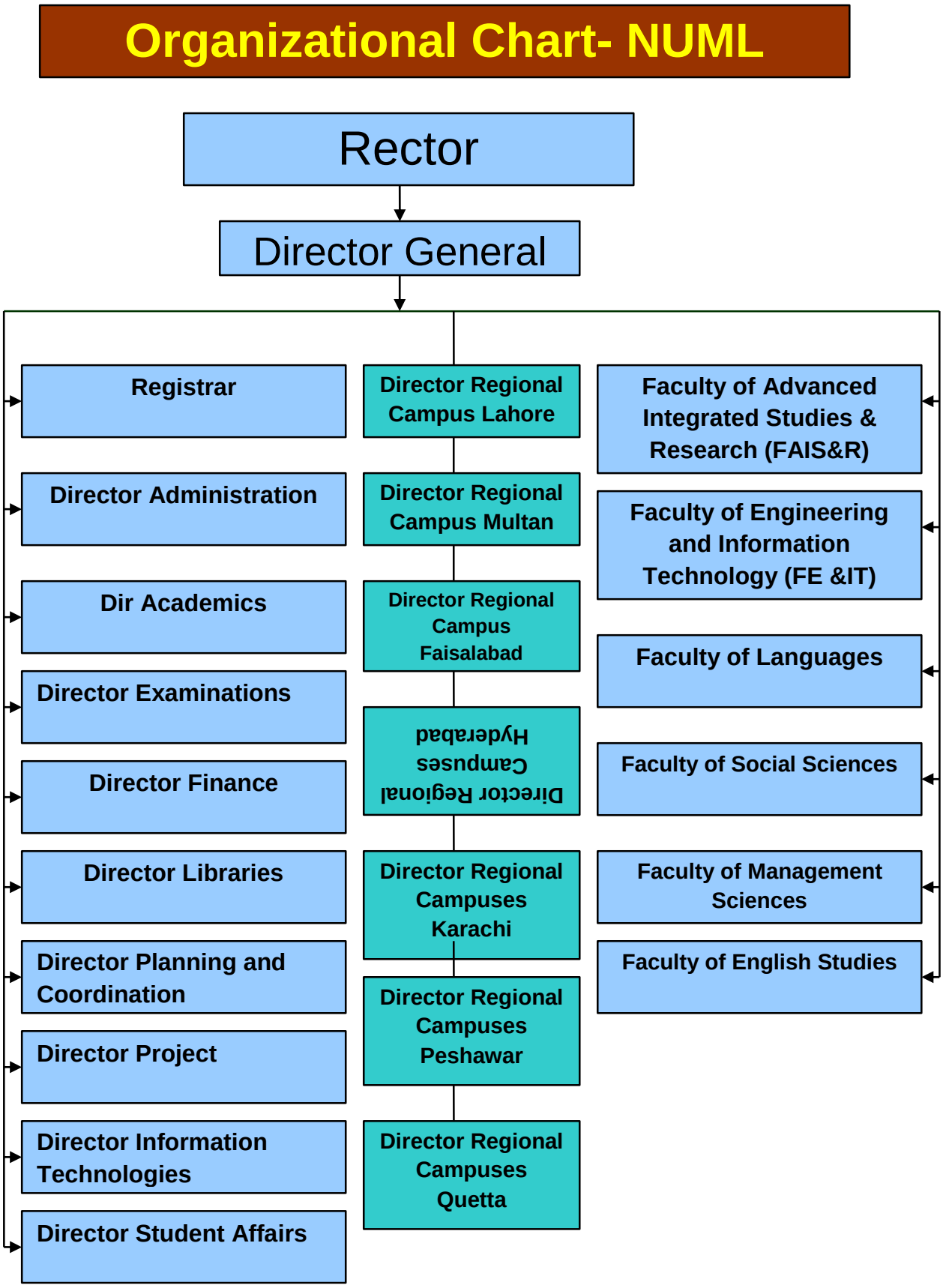
    d) The Director General;

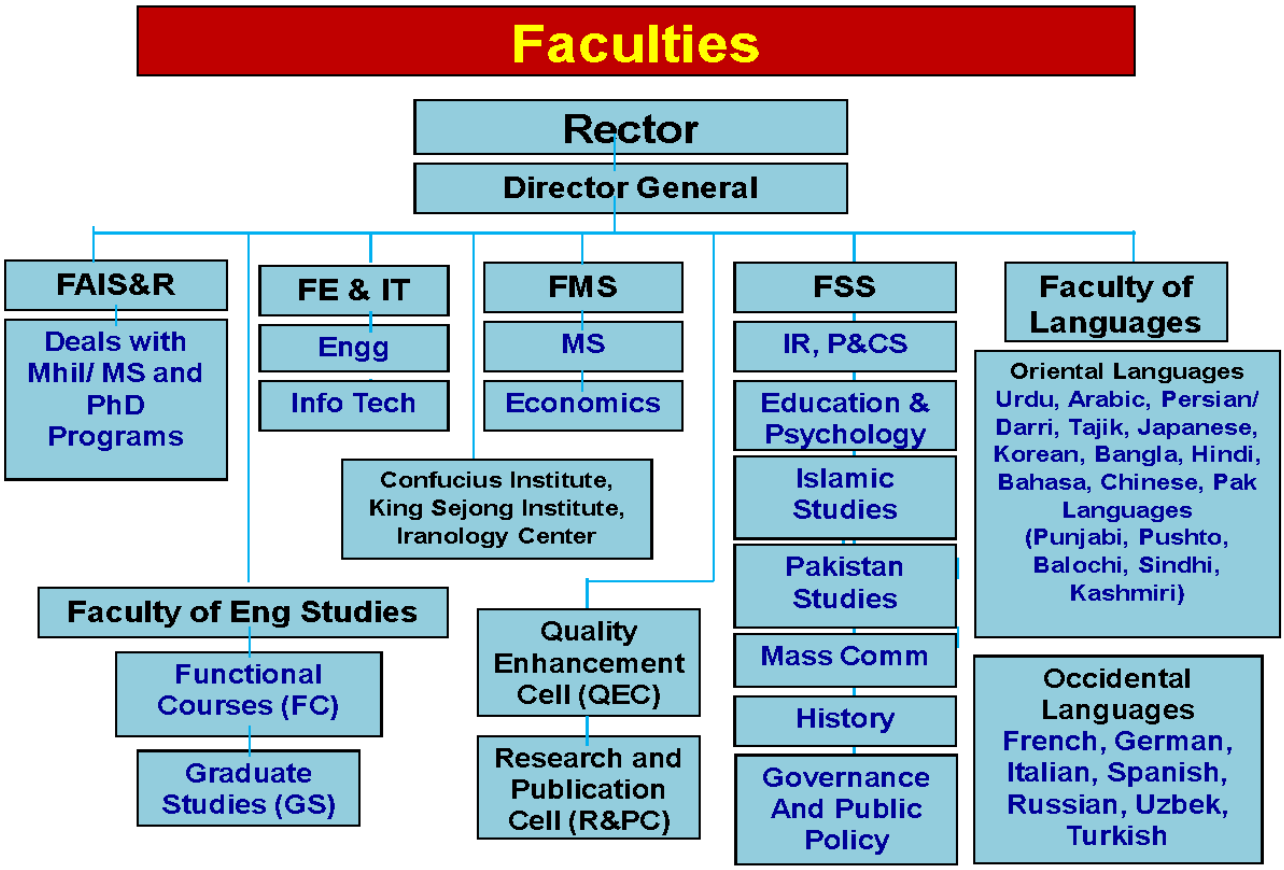
    e) The senior-most teacher in the subject for which the interview is being conducted for appointment. In the case of non-academic positions the senior most officer in the area in which appointment is being made;

    f) A nominee of the Ministry of Education not below the rank of BPS-19 officer; and

    g) The Registrar shall act as Secretary of the Selection Board.

2.2: Management Structure





FMS Faculty of Management Sciences **FSS** Faculty of Social Sciences **MS** Management Sciences

FE &IT Faculty of Engineering and Information Technology **IR, P&CS** International Relations, Peace and Conflict studies

2.3: External Relations and Development

The International Liaison Office is managed by Registrar NUML and key objective is to internationalize the processes, services, research and academic portfolio of NUML in the region and across the globe. It plans and takes steps to ensure mutually beneficial collaborations with similar academic and research institutions so as both institutions share relevant research material, educational practices, cutting edge technologies and knowledge through relevant embassies, agencies and governments. The International Liaison Office provides a framework for international collaborations and monitors the effectiveness of these collaborations quarterly so as to use these as bench mark for future external relations of NUML.

NUML has signed Memoranda of Understanding with a number of universities and organizations for which the details are attached at **Annexure B**.

3. Environmental Scan

The need of the day is quality higher education and in this regard universities need to do far more than the current effort in order to keep pace with current and future requirements. Although enrollment rates are on the rise, much more needs to be done.

Pakistan is ranked as one of the lowest spenders on education in the region (Public expenditure on education lies on the fringes of 2 percent of GDP).Gender disparities persist in education; Pakistan has one of the lowest female enrollment/participation rates in the region. At the current rate of progress, it will be difficult for Pakistan to meet the Millennium Development Goals (MDG) targets on education by 2015.

3.1 Education sector in Pakistan (Higher education perspective)

Pakistan is still far behind in increasing enrolment in education as compared to other South Asian countries .Pakistan allocates lower percentage of GDP for education .Pakistan needs to spend more on education at primary, secondary and tertiary level education .There are still more opportunities in encouraging research activities in academia and linking them with industry and economic framework of the country. Gender is key issue in offering equal opportunities of education and specially higher education to all citizens of Pakistan. Pakistan needs to work hard to achieve targets on education Millennium Development Goals 2015.

It is hoped that the targets of spending 8% of GDP by 2015 in the new education policy will certainly improve the situation. However, the government recently approved the new national education policy, which stipulates that education expenditure will be increased to 7% of GDP by 2015

National University of Modern Languages offers opportunities for interaction, understanding and dialogue among cultures and civilizations through languages and literatures. The oriental and occidental languages taught at NUML provide a link for harmony and understanding amongst various cultures. The University adheres to the national educational goals of creating opportunities for undergraduate and post graduate students in fields including language and literatures, social sciences, business studies, information technology and engineering. The University aims to contribute in developing informed and professionally trained generations in Pakistani society.

3.2 Competitiveness of Universities/Institutes

The most important aspect for public/private universities is to remain competitive. Competitiveness can be achieved through various means. As a languages university NUML manages to dominate the translation and interpretation industry. Although there are a number of organizations in the private sector, NUML continues to hold sway over this area. Various embassies and diplomatic missions and multi-national organizations value the services offered by the university. Students of various languages are continually being absorbed into the diplomatic missions and NGOs, highlighting the link between NUML academia and industry.

Although a number of foreign universities of the UK and Australia have begun offering dual degrees or split degree programs, NUML remains distinct in its entity. Degrees are continually being offered in different disciplines but the NUML program of languages has retained its exclusivity.

3.3 Competitors: Public and Private Universities/Institutes

There are 73 public sector universities and 60 private universities in the country, demonstrating fierce competition in all disciplines, barring languages. NUML has sole dominion in the field of languages and the demand for more languages is ever increasing keeping in mind the shrinking of the globe and the desire for a global community.

3.4 Application of SWOT tool

Annex-A

3.5 Universities/Institutes Assessment tool

In the next five years, it is planned that an Internal Institution Performance Evaluation (IIPE) will be constituted to conduct evaluation of administrative branches and regional campuses regarding their functioning, delivery of services and future development. The report of evaluation board, each year, will help all to make their administration, programs and systems more effective.

It is planned that in the next five years, each year the efficiency, capacity and human resource of administrative branches and regional campuses will be evaluated through a developed mechanism to ensure quality services and staff optimization.

The process of Self Assessment at Program Level is as under:-

- QEC initiates Self Assessment Process in departments and requests departments to nominate faculty members as QA coordinator and program team members.
- QEC conducts workshops on Quality Assurance Processes and Procedures for QA coordinators and program team members.
- Complete guidance is provided at all levels for Self Assessment Report (SAR) writing to Program Team Members through frequent meetings and visits to the department.
- Self Assessment Report is evaluated initially by QEC for clarifications or explanations (if required)
- Assessment Team is formed with the approval of the competent authority comprising one internal member and one external member.
- Assessment Team evaluates Self Assessment Report.
- If the report is unsatisfactory Assessment Team recommends revisions during the first visit.
- Revised Self Assessment Report is evaluated again by the Assessment Team.
- Assessment Team revisits the department after 4-6 months for evaluation.
- Recommendations of Assessment Team are incorporated in the Implementation Plan which is shared with the department.
- The department submits Activity Report based on the Implementation Plan.
- Quality Enhancement Cell writes Executive Summary of the Self Assessment process of the department.
- QEC shares the QA documents with the QAA/HEC as and when required.

4. Academic Programs

Curious thinkers and innovative minds make studying at the National University of Modern Languages to a rich academic experience. Internationally competitive programs allow each student and faculty member to create his or her own intellectual challenge.

The Academics Branch mainly deals with admission of Pakistani Students as well as International Students seeking admissions in various disciplines and research programs of the University. NUML offers admission twice a year that is February- June and September-January each year in addition to five week long summer programs, once a year that is, June-August. The NUML education system is semester oriented. Coordination & holding NUML entrance tests, prospectus, admission schedule, admission, copies of records, files, instructions, circulars, translation of documents & interpreter ship services, introduction of new programs/research programs, affiliation of institutions for award of degree/certificate etc.

1. Languages

National University of Modern Languages offers programs in International as well as regional languages of Pakistan. Students from all over the world come and join these programs:

Sr.	Faculty	Department
1	Faculty of Management Sciences	Department of Management Sciences
		Department of Governance and Public Policy Studies
2	Faculty of Engineering & I.T	Department of Engineering
		Department of Information Technology
3	Faculty of Social Sciences	Department of Economics
		Department of Education
		Department of International Relation
		Department of Pak Studies
		Department of Mass Communication
		Department of Islamic Studies
4		Department of English Graduate Studies

	Faculty of English Language, Literature & Applied Linguistic	Department of English Functional Courses
5	Faculty of Near Eastern Languages & Culture	Department of Arabic
6	Faculty of Quality Enhancement, Research & Publication	Anti Plagiarism Unit
		ORIC
		Research & Publication
		Quality Enhancement Cell
Sr.	**Languages**	**Departments**
1	Occidental Languages	Department of French
		Department of German
		Department of Italian
		Department of Russian
		Department of Spanish
		Department of Uzbek
2	Oriental Languages	Department of Arabic
		Department of Bengali
		Department of Bhasha Indonesia
		Department of Chinese
		Department of Hindi
		Department of Japanese
		Department of Korean
		Department of Pakistani Languages Punjabi, Pushto, Sindhi
		Department of Persian
		Department of Turkish

		Department of Urdu

MAIN CAMPUS

At present, the university is offering following degree programs.

4-Year Bachelor Programs

- BSML
- BS English
- BBA
- BBS
- BS Accounting & Finance
- BS Computer Sciences
- BS Software Engineering
- BS Mass Communication
- B.Ed

2-Year Master Programs

- MA Arabic
- MA Chinese
- MAEnglish
- MA ELT
- MA French
- MAGerman
- MA Persian
- MA Persian with specialization in Translation

- MA Urdu
- MBA Executive (2 years),MBA (2.5 years)
- MSc Economics
- Master in Computer Sciences
- MA Islamic Studies,
- MA Peace & Conflict Studies
- MSc Psychology
- MSc Pakistan Studies
- MSc International Relations
- MSc Mass Communication
- MA Education
- MA Education Planning and Management (EPM)
- M.Ed
- MSc Governance and Public Policy

MS/Mphil Programs

- Mphil Arabic
- MPhil Linguistics & Literature
- MPhil French
- MPhil Persian
- MPhil Urdu
- MBA (3.5 years)
- MPhil Islamic Studies
- MPhil Education
- MPhil International Relations

PhD Programs

- PhD Arabic
- PhD in English Linguistic & Literature
- PhD Persian
- PhD Urdu
- PhD in Management Sciences,
- PhD Education
- PhD Islamic Studies

Other Courses

- ***Arabic Department***
- Diploma, Certificate, Interpretership, Arabic Certificate – I, Certificate – 2 & Diploma
- Chinese Department
- Diploma, Certificate, Interpreter ship
- ***English Department***
- PGD TEFL, IELTS, Diploma, Advance, Diploma, Certificate, Foundation
- ***French Department***
- Diploma, Certificate, Certificate – I, Certificate – II, French for Specific Purposes (Tourism, Hotel Management, Business, Spoken French and International Relations)
- ***German Department***
- Diploma, Certificate, Certificate – I, Certificate – II
- ***Bangla Department***
  - Certificate, Diploma
- ***Balochi Department***
  - Certificate

- ***Indonesian (Bahasa) Department***
    - Certificate
- ***Hindi Department***

- Certificate, Diploma and Interpretership

- ***Italian Department***

- Certificate & Diploma, Certificate – I

- ***Japanese Department***

- Certificate, Diploma & Interpretership

- ***Korean Department***

- Certificate, Diploma

- ***Persian Department***

- Persian & Afghan Persian Certificate, Diploma & Interpretership

- ***Pashto, Punjabi Department***

- Certificate

- **Russian Department**

- Certificate, Diploma, Interpretership and Uzbek Certificate

- ***Spanish Department***

- Certificate, Diploma & Advanced Diploma

- ***Turkish Department***

- Certificate, Diploma & Interpretership

- ***Urdu Department***

- Certificate, Diploma & Advanced Diploma

- ***Management Sciences Department***

- Business Administration Diploma & Certificate

- ***Social sciences Department***

- Disaster Management, Project Management, Human Resource Management, Business Process Re-Engineering, Corporate Governance, Electronic Governance, Public Administration

Regional Campuses

LAHORE CAMPUS

4-Year Bachelor Programs

- BS English

2-Year Master Programs

- MA English
- MBA Executive (02 years),
- M.Com
- MA ELT,
- MSc Economics
- MSc Mass Communication,
- MA Education,
- MSc Psychology
- MSc International Relations

3.5 Years Programs

- MBA (3.5 years)

Other courses

- Diploma English, Arabic, Certificate English, Arabic, French, IELTS, Computer Course (01 semester)
- Short Language Courses:- Arabic, French, Chinese, German, Spoken English

FAISALABAD CAMPUS

4-Year Bachelor Programs

None

2-Years Masters Programs

- MA English
- MSc Economics,
- M.Com &

3.5 Years Programe

- MBA (3.5 years)

Other Courses

- Diploma English, Certificate English & Chinese

MULTAN CAMPUS

4-Year Bachelor Programs

- BS English

2 –Years Masters Programs

- MA English,
- MSc Economics,
- M.Com
- MBA (02 years Executive)

3.5 Years Programs

- MBA (3.5 years)

Other Courses

Diploma Arabic, Certificate Arabic, Chinese, English & French)

KARACHI CAMPUS

4-Year Bachelor Programs

- BS English
- BSCS

2 –Years Masters Programs

- MA ELT
- MA English
- MSc Economics
- MBA (02 years Executive)
- MA Islamic Studies,
- MA Pakistan Studies,
- M.Ed (Weekend Program),

3.5 Years Programs

- MBA (3.5 years)

Other Courses

- Short Language Courses:- Arabic, Chinese, English, French & German

HYDERABAD CAMPUS

4-Year Bachelor Programs

- BS English

2 –Years Masters Programs

- MA English
- , MA ELT,
- M.Com,
- MSc Economics
- MBA (2.5 years)
- , M.Ed,

3.5 Years Programs

- MBA (3.5 years)

Other Courses

- Advanced Diploma English, IELTS, Certificate English

PESHAWAR CAMPUS

4-Year Bachelor Programs

- BS English

2 –Years Masters Programs

- MA ELT
- , MA English,
- MSc Economics,
- MCS,
- M.Com

- MBA (2.5 years) and MBA Executive (2 years),

3.5 Years Programs

- MBA (3.5 years)

Other Courses

- PGD TEFL, Diploma, Certificate & Foundation English,
- Short Language Courses:- Arabic, French, German, English Conversation

QUETTA CAMPUS

4-Year Bachelor Programs

- BS English

2 –Years Masters Programs

- MA English,
- MA Education
- MBA (2 years Executive)

3.5 years programs

- MBA (3.5 years)

Other Courses

- Diploma English, Certificate Arabic, English & IELTS
- Short Language Courses: Arabic, English, French, Presentation & Interview Skills

Academic Programs Campus Wise

Academic Programs: details with profile of each Department in main campus and each regional campus.

Main Campus (Islamabad)

Department	**Programs**
Arabic	PhD,MPhil,MA,Diploma, Certificate, Interpretership, Arabic Certificate – I, Certificate – 2 & Diploma
Chinese	MA, Diploma, Certificate, Interpretership,
English	PhD in English Linguistic & Literature, MPhil Linguistics & Literature, MA, MA ELT,BSML, BS English, PGD TEFL, IELTS, Diploma, Advance, Diploma, Certificate, Foundation
French	MPhil, MA,Diploma, Certificate, Certificate – I, Certificate – II, French for Specific Purposes (Tourism, Hotel Management, Business, Spoken French and International Relations)
German	MA, Diploma, Certificate, Certificate – I, Certificate - II
Bangla	Certificate, Diploma
Balochi	Certificate
Hindi	Certificate, Diploma and Interpretership
Indonesian (Bahasa)	Certificate
Italian	Certificate & Diploma, Certificate – I
Japanese	Certificate, Diploma & Interpretership
Korean	Certificate & Diploma
Persian	PhD &MPhil, MA, MA Persian with specialization in Translation, Persian & Afghan Persian Certificate, Diploma & Interpretership
Pashto	Certificate
Punjabi	Certificate
Russian	Certificate, Diploma, Interpretership and Uzbek Certificate

Spanish	Certificate, Diploma & Advanced Diploma
Turkish	Certificate, Diploma & Interpretership
Urdu (for foreigners)	PhD, MPhil, MA, Certificate, Diploma & Advanced Diploma
Management Sciences	PhD in Management Sciences, MBA (3.5 years), MBA (2.5 years), MBA Executive (2 years), MSc Economics, BBA, BBS, BS Accounting & Finance, Business Administration Diploma & Certificate
IT	MCS, BSCS, BS Software Engineering
Social Sciences	PhD Education, PhD Islamic Studies, MPhil Islamic Studies, MPhil Education, MPhil International Relations, MA Islamic Studies, MA Peace & Conflict Studies, MSc Psychology, MSc Pakistan Studies, MSc International Relations, MSc. Mass Communication, MA Education, MA Education Planning and Management (EPM), MSc Governance and Public Policy, M.Ed, BS Mass Communication, B.Ed, Diploma Tafseer & Usul-i-Fiqh Special Diploma Courses: Disaster Management, Project Management, Human Resource Management, Business Process Re-Engineering, Corporate Governance, Electronic Governance, Public Administration

Regional Campuses

Campuses	**Programs**
Lahore	MA English, MBA Executive (02 years), M.Com, MBA (3.5 years) MA ELT, MSc Economics, MSc Mass Communication, MA Education, MSc Psychology & MSc International Relations, BS English, Diploma English, Arabic, Certificate English, Arabic, French, IELTS, Computer Course (01 semester) Short Language Courses:- Arabic, French, Chinese, German, Spoken English
Faisalabad	MA English, MSc Economics, M.Com & MBA (3.5 years) Diploma English, Certificate English & Chinese

Multan	MA English, MSc Economics, M.Com & MBA (3.5 years and 02 years Executive), BS English, Diploma Arabic, Certificate Arabic, Chinese, English & French)
Karachi	MA ELT, MA English, MSc Economics, MBA (3.5 years) and (02 years Executive), MA Islamic Studies, MA Pakistan Studies, M.Ed (Weekend Program), BSCS, BS English Short Language Courses:- Arabic, Chinese, English, French & German
Hyderabad	MA English, MA ELT, M.Com, MSc Economics, MBA (3.5 & 2.5 years), M.Ed, BS English, Advanced Diploma English, IELTS, Certificate English
Peshawar	MA ELT, MA English, MSc Economics, MCS, M.Com & MBA (3.5 & 2.5 years) and MBA Executive (2 years), BS English, PGD TEFL, Diploma, Certificate & Foundation English Short Language Courses:- Arabic, French, German, English Conversation
Quetta	MA English, MA Education & MBA (3.5 and 2 years Executive), BS English, Diploma English, Certificate Arabic, English & IELTS Short Language Courses Arabic, English, French, Presentation & Interview Skills

Year wise growth in the number of Departments of the University:-

Year	Growth
2000	NIML was upgraded as NUML Existing Programs English (Graduate Studies and Functional courses), Chinese, German, Arabic, French, Japanese, Hindi, Persian, Russian, Spanish, Turkish, Urdu
2002	IT, Management Sciences, Islamic Studies, Italian, Education
	Lahore & Karachi Campuses established.

2003	Economics, Mass Comm, International Relations, Pakistan Studies, History
2004	Confucius Institute
2006	Engineering, Governance & Public Policy Studies, Korean, Bangla
	Peshawar, Faisalabad & Quetta Campuses established
2007	Pashto, Punjabi, Balochi
	Multan & Hyderabad Campuses established
2008	Bahasa Indonesian

4.1 Introduction of new programs and expansion of existing programs

The Academic Council comprises of Rector, NUML, as Chairman while the members are the Regional Directors of the respective campuses, Deans/heads of the teaching departments, Registrar (Secretary), and five eminent scholars to be nominated by the Board. It acts as an advisory and implementing body for the decisions of the Executive Committee on all matters relating to the conduct of examinations, revision and updating of syllabi, quality of education, duration of all programs including conduct of postgraduate classes in specified disciplines.

The first step in establishing a new academic program is the preparation of a proposal by an appropriate group of faculty or administrators.

The new academic program proposal should clearly identify the need and demand for the program as well as its relation to the strategic plan and mission of the university. Additionally, the proposal will need to address the proposed program in relation to similar programs within and outside NUML if such programs do exist.

Departmental Board of Studies: The proposal concerning the program is presented to the Departmental Board of Studies (DBOS). The purpose of DBOS is to advise the authorities on all academic matters. DBOS reviews the program and gives recommendations to Board of Faculties (FBOS).

Faculty Board of Studies: The purpose of FBOS is to scrutinize the scheme of courses and syllabi proposed by the Departmental Board of Studies (DBOS). The recommendations with the supporting materials are then transmitted to the Academic Council.

Academic Council: The results of the DBOS and FBOS, with supporting documents are then presented with recommendations concerning the undergraduate program to the Academic Council. The Academic Council (AC) will review the Program Planning Summary and recommend or reject or defer the proposed program.

The Executive Committee: Proposals for new academically approved programs or program modifications will be submitted to the Executive Committee for administrative approval. The Executive Committee conducts the final review. The CEC's decision will be communicated and notified.

Level	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
BS Programs	BEEE				
Masters Programs		Public Administration	Disaster Management, Translation Studies		
Mphil Programs					
PhD Programs	Economics, International Relations				
Specialized Courses			Development Economics		
				Macro Economic Policy & Financial Market	

4.2 Curriculum (Review of Existing Curricula)

NUML programs and curricula are established on a needs basis and are developed with a view to imparting quality education resulting in zero tolerance of quality compromise, and development of current, and societal relevant programs. As societal need continues to change rapidly in the twenty-first century, it is important that the curricula continue to evolve, along with the definition of "career readiness," in order to provide graduates with the knowledge and skills they need to be successful.

The NUML "Faculty Board of Studies" assists in introduction of new programs or revision of existing programs. This board is responsible for all revisions and additions at the under graduate

level. All the graduate level revision and addition is carried out under the Board of Advance Studies and Research.

4.3 Method of Delivery

The university is committed to providing its students a quality-centric learning experience, facilitating students by giving access to state-of-the-art technology as and when needed and ensuring availability of new and more effective ways of teaching and learning.

4.4 Recognition and Certification

NUML is an accredited University in the public sector that has the authority to award degrees. The degrees are issued on behalf of the University and signed by the Rector. Various external bodies evaluate NUML and the quality of its programs, based on stringent quality and professional standards. The most important independent entities and regulatory bodies evaluating NUML and its programs are the Higher Education Commission (HEC), the Pakistan Engineering Council (PEC), National Business Accreditation Council, National Computing Accreditation Council (NCEAC) and other regulatory bodies.

The Quality Enhancement Cell established at NUML is among the front runners in the country providing strategic quality enhancement standards.

4.5 Under-Graduate Programs

4.5.1 Strengthening the under graduate programs and attracting quality under Graduate students

It is planned that from 2014, an online admission system will become operational to facilitate applicants to apply online from anywhere in Pakistan and abroad. The admission announcement is made through leading newspapers, websites and in future it is planned that road shows will be conducted in all major cities of Pakistan and partner institutions abroad to disseminate the information for Fall, Spring and Summer sessions.

Strategy Formulation: **Academic Program**
Goals:

a) Reinforcement and improvement of academic and Professional programs.
b) Capacity building and promotion of state-of-the-art procedures and methodologies in research; and
c) Capacity building for e-learning facilities

Strategy-1	**Actions**
Growth in existing under graduate Programs	Action 1- Getting feedback from market regarding the need and sustainability of new programs. Action 2- Review of existing curriculum through statutory bodies. Action 3- Periodic review/update of curriculum by involving practitioners/experts and stakeholders from society. Action 4- To ensure approval of programs through relevant accreditation bodies. Action 5- Programs will be in line with the Vision and Mission statement of NUML and will also strengthen the new fields of knowledge. Action 6- To build network with schools and colleges in the region to attract good students in the program. Action 7- To build network with national and international institutions/organizations/universities to attract good students.
Strategy-2	**Actions**
Attracting quality under graduate students	Action1 – To highlight the potential of the university. Action2 – To arrange scholarships, loans or financial assistance and identifying other sources through student affairs section. Action3 –To arrange road shows in all relevant cities, institutions and locations to attract good students. Action4 - Marketing the under-graduate programs to attract quality candidates. Action5 – To use print, electronic and social media for corporate and brand image of NUML

Indicators (KPIs) and Targets:

KRAs	KPIs	Target	Baseline	Five Years Targets				
			2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Expanding existing under graduate Programs	06 new Programs Introduce	40	20	28	30	35	38	40
Attracting quality under graduate students	10,351 Students to be enrolled	29,400	19,049	20,750	22,650	24,700	26,900	29,400

4.6: Post Graduate Program

4.6.1: Strengthening the post graduate program

Faculty members and students contribute and participate in achieving the academic scholarship. This creates opportunities for innovative approaches in academics and research providing leadership facilities at regional, national and also at global level. NUML aims to provide mentorship and professional guidance through its faculty so that post-graduate students are facilitated in aiming for best of the opportunities in growth, recognition and networking in their areas of interest.

4.6.2: Attracting quality post graduate students

All postgraduate candidates must meet the eligibility criteria as mentioned by the Higher Education Commission, Pakistan and NUML.

It is planned that from 2014, an online admission system will become operational to facilitate applicants to apply online from anywhere in Pakistan and abroad. The admission announcement is made through leading newspapers, websites and in future it is planned that road shows will be conducted in all major cities of Pakistan and partner institutions abroad to disseminate the information for Fall, Spring and Summer sessions.

Strategy Formulation: Academic Program **Goals:** a) Reinforcement and improvement of academic and Professional programs. b) Capacity building and promotion of state-of-the-art procedures and methodologies in research; and **c)** Capacity building for e-learning facilities	
Strategy-1	**Actions**
Expanding postgraduate programs	Action 1- Access to most recent developments, new approaches and approaches in fields of learning. Action 2- Provision of favorable environment for access to most recent knowledge database. Action 3- Developing linkages with national and international organizations/institutions/universities to access the most recent advancement in the market and knowledge in relevant programs. Action 4-Conducting visits/information sessions to assess the need of introducing new programs.
Strategy-2	**Actions**
Attracting quality postgraduate students	Action1 – To highlight the potential of the university. Action2 – To arrange scholarships, loans or financial assistance and identifying other sources through student affairs section. Action3 – To arrange road shows in all relevant cities, institutions and locations to attract good students. Action4 - Marketing the post-graduate programs to attract quality candidates. Action5 – To use print, electronic and social media for corporate and brand image of NUML

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

Postgraduate Programs

KRAs	KPIs	Target	Baseline	Five Years Targets				
			2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Expanding postgraduate programs	Programs to be Introduced	46	37	39	41	43	45	46
Attracting quality postgraduate students	2500 students to be enrolled	6,500	2,176	2,500	3,250	4,250	5,500	6,500

4.7: Doctoral Program

4.7.1: Strengthening the Doctoral Program

NUML is offering Doctoral programs in occidental and oriental languages. It has an established research program base in other fields of social sciences, Education, Governance and Management Sciences. NUML's doctoral program has strengthened its image as a quality research university in languages and literatures.

Strategies

Encourage quality graduates to get enrolled in doctoral programs. Encourage faculty members to enroll and complete MS/MPhil & PhD programs at home and abroad.

Programs

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

Post-doctoral fellowship.

4.7.2 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 HEC criteria.

Clearing of GRE (subject) OR University exam (where GRE subject is not available) as per HEC policy.

The regular contributions of NUMLs faculty and students in national and international conferences are a source of inspiration for all those desirous of becoming part of high quality research program offered at NUML. The PhD dissertations are evaluated by the foreign experts and most of them carry appreciation of high quality knowledge generation and research initiatives in different disciplines. This networking of academicians and professionals bring credibility and attracts high quality doctoral students.

5. Students

NUML's standing as a teaching cum research institution is primary to its chances of inducting the best students. Attempts are made to induct students who merit admission, thereby providing excellent academic and professional opportunities. A commitment to excellence in education sets NUML apart from other institutions in the region while providing opportunities for students including efforts to increase diversity.

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) in the country. The basic and most important responsibility of these Boards is to hold timely exams and provide in time declaration of results.

The Summer Programs of NUML provide excellent opportunities for the students of school and colleges to enroll in short term courses i.e. languages proficiencies these short courses in the summer enable these students to learn about the university, its profile ,its aims and objectives and its different programs at bachelor and master level. They disseminate the information about university in their parent institution and localities .This creates a sustainable nursery for university programs as it has been the case in the previous years.

5.2: Academic Discipline

NUML is a world-class institution of higher learning with a total of eight campuses across the country. It aims to benefit the youth of various regions and to give students the opportunity to opt for the location of their preference. NUML offers its students a wide array of study programs at its eight campuses. These campuses cater to the ever-increasing demands of students in the fields of Humanities, Social Sciences, Computer Science, Telecommunication Engineering, Computer Engineering, Management Sciences, and many other disciplines.

Currently, over 11,000 students are enrolled in the one hundred and twenty one Non degree, Bachelors, Masters, MS and PhD programs bracketed under six faculties, having 31 departments and 2 cells.

There are different units working on academic disciplines of students.

Unfair-means Committee: The Examination Branch handles issues related to cheating in exams and use of unfair-means in exams through Unfair-means committee. The Committee handles all such cases in the spirit of NUML's commitment to academic honesty and integrity.

NUML Anti-Plagiarism Unit (APU) is established to address all plagiarism-related issues in academics at NUML. It strives for implementation of Higher Education Commission's (HEC) vision and efforts for ensuring standards and quality in research work, across all universities in Pakistan. Established around this goal, NUML APU aims at educating, training and facilitating Faculty members and students/researchers about measures to combat the menace of plagiarism. Moreover it provides support about using Turnitin, and HEC-recommended online service for plagiarism checking. NUML APU has devised an indigenous Plagiarism Policy for NUML, to ensure smooth functioning and clearer standard operating procedures for plagiarism-related instances.

NUML Anti-Plagiarism Policy

This policy applies to all written works, produced for credit/publication, at and for NUML, at all Graduate and Postgraduate levels, in all the programs. NUML follows HEC's plagiarism policy in letter and spirit. It has a plagiarism committee. Its theses are run on the anti-plagiarism software by QEC before they are sent for evaluation. Its assignments are also run on the software by respective course instructors.

National University of Modern Languages (NUML) is committed to establishing and sustaining a transparent, as well as creative, academic environment, for quality, meaningful and original output to the academia. NUML shares its vision of academic integrity and authenticity with the Higher Education Commission (HEC), which has formulated policy guidelines on Plagiarism. This policy broadly documents possible steps to combat plagiarism in academia, thus reinforcing and promoting the culture of academic integrity and originality. These steps are taken to ensure compliance of research work and publications produced in Pakistan, with international standards and quality. The HEC reinforces and provides the use of Turnitin, for checking plagiarism. The HEC allows candidates to improve their work, in case Turnitin Originality Report shows Similarity Index of more than 19%, where below 19% is permissible.

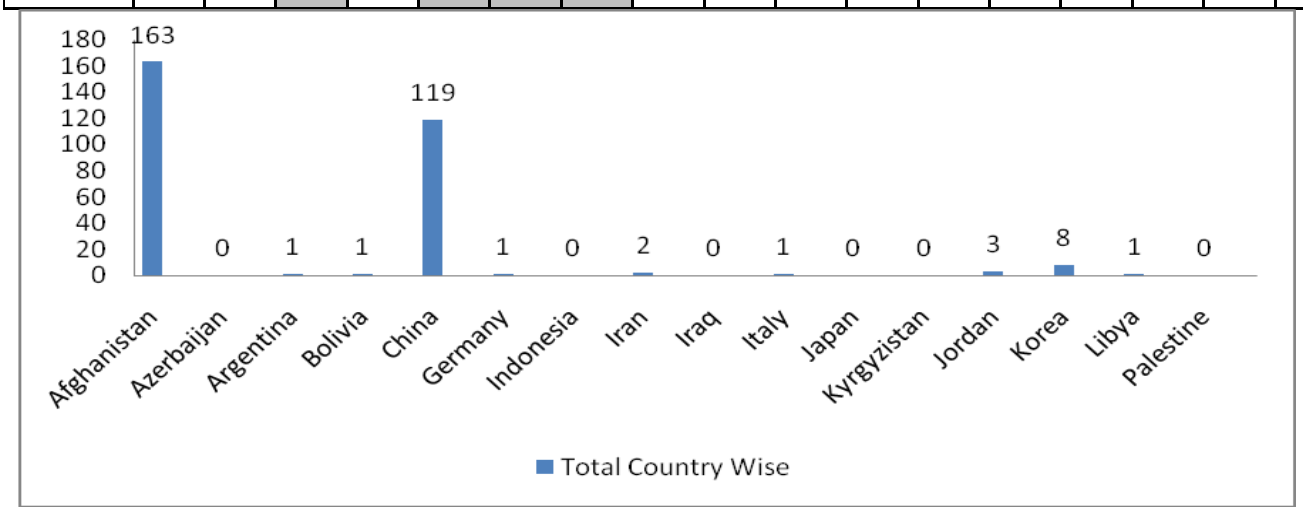
In order to address the issues, as observed in application of HEC's policy and use of Turnitin at NUML, the following policy is a comprehensive set of rules to be implemented by all programs and publications of NUML. These are devised in order to address the issues raised by instructors and students/researchers alike. The effort is targeted at a more effective and carefully managed system of implementing use of Turnitin for ensuring transparency and authenticity.

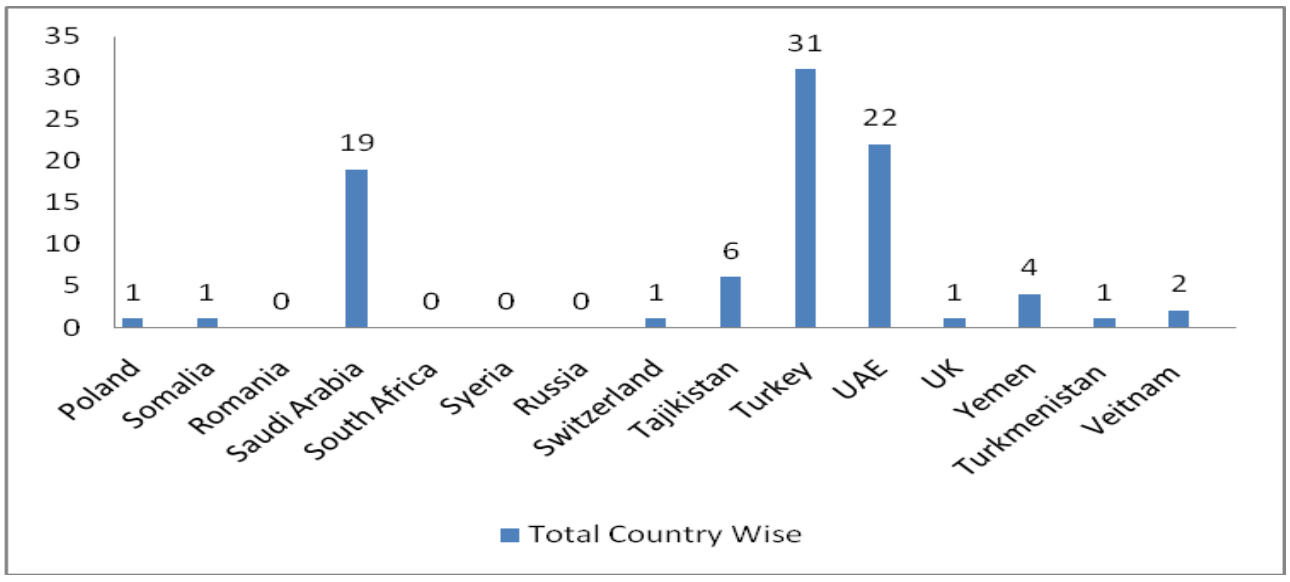
At NUML we would like to consolidate a healthy culture of academic authenticity into education. These guidelines are a road map towards that goal. These are established to bring

more clarity, about HEC Plagiarism policy, to instructors and students/researchers. It also addresses many indigenous plagiarism-related issues at NUML. The implementation of this policy will facilitate the training of individuals into a tradition of effective and standard writing.

5.3: International Students

	Afghanistan	Azerbaijan	Argentina	Bolivia	China	Germany	Indonesia	Iran	Iraq	Italy	Japan	Kyrgyzstan	Jordan	Korea	Libya	Palestine	Total
Total Country Wise	163	0	1	1	119	1	0	2	0	1	0	0	3	8	1	0	389
	Poland	Somalia	Romania	Saudi Arabia	South Africa	Syeria	Russia	Switzerland	Tajikistan	Turkey	UAE	UK	Yemen	Turkmenistan	Veitnam		
	1	1	0	19	0	0	0	1	6	31	22	1	4	1	2		





5.4 Support Survives for students

Auditorium

Directorate of Sports was established in 1980.Sports are great socializing force in the student's community. These bring the students together with emphasis on personal values and personality development. Participation in games and physical fitness is not only an objective but it is also vital for the health of youth. Survival of any nation, to a considerable extent, depends on the physical fitness.. Proficiency in all walks of life is also largely depends on health of the population, especially for youth. Whereas food provides necessary energy for the body, physical activities (Sports & Games) tune up the human organs by utilizing body energy in proper physical activities.

The Directorate of Sports has been striving for and providing the opportunities to the students to have recreational activities such as games, after hectic studies

Cafeteria

The University always tries to provide an accommodative environment for the students and has provided places for students to relax and eat. There are two cafeterias which are located at the centre of the University where students enjoy meals and discuss academic and social issues with fellow students.

Meals and snacks at the Cafeteria are provided on subsidized rates with high food quality in hygienically good utensils. Special functions can also be arranged at the Cafeteria with more than 200 people. The Cafeteria always has attraction for old students where they memorize their time spent in the University.

Hygiene Check:

Provision of hygienic food at the Campus is always priority of the University. A committee is deputed to look after such affairs and is responsible to check quantity, quality, cleanliness and observation of rates of food to be served in Cafeterias.

Computer Laboratories

System / Network Administration Department was established in the year 2004-2005. Aim of this department is to provide the IT / Network resources to the entire university which includes,

availability and reliability of computer network resources, internet / intranet facility, sharing of data, hardware resources and network/data security etc.

NUML has modern computing facilities with more than 800 workstations loaded with latest operating systems and software packages. All the blocks are interconnected with fiber optic cable and labs are switched with CAT 6 UTP Cable. The university has following labs for IT and Engineering students: -

1. Electronics Lab
2. Communication and DSP Lab
3. Antenna and microwave Lab
4. Microprocessor and digital system Lab
5. Control System Lab
6. Computer Communication and Networking Lab
7. Optical Fiber Lab
8. Research & Development Labs (For Faculty, PhD and M.Phil Students)
9. Dedicated Project Lab for Research students
10. Computer Labs

The University has modern communication devices which include Cisco Router, Cisco Pix Firewall and 3Com Managed switches (Distributed and Edged switches). The internet facility at NUML is one of its prominent features. It has 48Mbps internet connectivity for research purposes for students, researchers and faculty. System / Network Administration Department is providing the following in-house configured network services:

- Internet Connectivity (Round the Clock)
- E-Mail Services
- In-house Domain Hosting
- In-house Web Hosting for project students
- File Transfer Services
- DNS Services

NUML FM Radio 104.6

NUML runs its own educational channel on FM 104.6 under the call signal: NUML CALLING. The channel is intended to create academic, intellectual, artistic, literary and research pursuits by projecting curricular and co-curricular activities of the university in the broader perspective

of Pakistan's world of learning. The purpose is to provide an alternate forum where students and faculty members discuss and elaborate concepts needing clarification, deliberate problem areas and equip themselves with the latest developments and researches in their respective fields. Breathing in fresh air of new information, other then their prescribed courses, the students elevate their competence level and improve their communication skills.

The channel also collaborates with international broadcasting organizations like Deutche Welle for literary and scientific programs. A proactive approach is adopted to involve maximum number of students and faculty members in the program Fare. The program fare consists of talk shows, extension lectures, interviews, literary magazines and news bulletins as well as reports on the proceedings of the events at NUML.

Hostels

Three hostel buildings with dining rooms are available for a limited number of male students coming from abroad and distant areas in Pakistan. The accommodation is allocated on the basis of genuine need. One hostel complex for foreign students has been completed and the second is under construction.

Language Laboratories

Occidental Languages Section

The ground floor hall is named as the Occidental Languages Section which houses books on the following disciplines:

- English Language & Literature
- French Language & Literature
- German Language & Literature
- Russian Language & Literature
- Turkish Language & Literature
- Spanish Language & Literature
- Education
- Economics
- International Relations
- Mass Communication
- General Reference

Oriental Languages Section

The first floor hall is named as the Oriental Languages Section. It houses books and journals on the following disciplines.

- Arabic Language & Literature
- Persian Language & Literature
- Persian Afghan Dari Language & Literature
- Chinese Language & Literature
- Korean Language & Literature
- Japanese Language & Literature
- Urdu Language & Literature
- Hindi Language & Literature
- Tajak Language & Literature
- Uzbek Language & Literature
- Pushto Language & Literature
- Computer Science
- Management Sciences
- Islamic Studies
- General Reference

NUML Libraries

The Central Library was founded with the establishment of National Institute of Modern Languages (NIML) in 1970. The institute was elevated to the status of National University of Modern Languages (NUML) in May 2000. The Library is housed in a two storied building and a basement having total covered area of 30115 sq.ft. The present library holdings is over one lac and fifteen thousand (1, 15,000) comprising books, journals, documents and non-book material on various disciplines. Functioning as language institute and later as a full-fledged University, major part of the library collection consists of the source material initial on languages. However, with the introduction of new disciplines like Education, Mass Communication, International Relations, Economics, Information Technology and Management Sciences, the Library has acquired adequate number of books in these disciplines as well.

Borrowing facilities are available only to regular and bona fide students of the University in accordance with the rules and regulations of the Library. The enrolled membership of the Library includes about eight thousand students and teachers. The open shelf access policy is in practice and the automation of the library is in progress. The online public access catalog (OPAC) of the library holdings is available on four terminals.

Medical / First Aid Facilities

National University of Modern Languages has its own Medical Inspection room and fully equipped Ambulance to handle any emergency and evacuation to nearest hospital. Medical

staff is qualified and well trained to manage emergency cases and capable to provide all necessary medical assistance.

Mosque

The university has a mosque at the main campus which facilitates faculty, staff and students.

Printing & Publication

Book Bank and Material Production:

The university Book Bank provides syllabus books on most economical prices. The reproduction section is equipped with modern high tech photocopying services and allied facilities.

Research and Publication Cell:

The section is engaged in editorial work for the University's publications, in the planning and production of study material and in the designing of testing procedures.

Sports

Directorate of Sports was established in 1980.Sports are great socializing force in the student's community. These bring the students together with emphasis on personal values and personality development. Participation in games and physical fitness is not only an objective but it is also vital for the health of youth. Survival of any nation, to a considerable extent, depends on the physical fitness. Proficiency in all walks of life is also largely depends on health of the population, especially for youth. Whereas food provides necessary energy for the body, physical activities (Sports & Games) tune up the human organs by utilizing body energy in proper physical activities.

The Directorate of Sports has been striving for and providing the opportunities to the students to have recreational activities such as games, after hectic studies.

To promote extracurricular activities and to maintain good health of resident students a gymnasium and fitness center fully furnished with sports equipments is established. Resident students use this facility for healthy and physical development.

The facilities available are as under:

- Badminton (Indoor)
- Basketball
- Cricket
- Chess (Indoor)
- Table Tennis (Indoor)
- Volley ball

Transport

A large fleet of vehicles provides morning/evening commuting facilities to key points in Rawalpindi and Islamabad at nominal charges. The transport fee once deposited is not refundable or transferable.

5.5 Projected statistics for students

		Base Line					
		2011-12		2012-13		2013-14	
		Aug 11	Feb12	Sep 12	Feb 13	Sep 13	Feb 14
Total Students Population		9211	10734	10288	11106	11624	Admissions are under process.
Graduate Students	Faculty of Management Sciences	2727	3080	3516	3789	3848	
	Faculty of Engineering & IT	493	525	525	583	666	
	Faculty of Languages	63	61	61	63	62	
	Faculty of Social Sciences	884	1032	1016	1138	1143	
	Faculty of English	1680	1835	1898	1952	2222	

Special Courses		2317	2885	1915	2103	2035	
Post Graduate Students		370	470	645	805	908	
Doctoral Students		285	373	284	266	351	
International Students		392	473	428	407	389	

		Projection					
		Feb 14	2014-15	2015-16	2016-17	2017-18	2018-19
Total Students Population		11921	24385	24791	25347	25834	26477
Graduate Students	Faculty of Management Sciences	3886	7844	7926	7995	8085	8198
	Faculty of Engineering & IT	675	1374	1395	1421	1463	1487
	Faculty of Languages	66	142	146	154	165	171
	Faculty of Social Sciences	1160	2360	2393	2442	2476	2530
	Faculty of English	2277	4606	4698	4763	4865	5009
Special Courses		2169	4610	4740	5010	5153	5350
Post Graduate Students		924	1880	1907	1945	1980	2023
Doctoral Students		357	725	730	741	755	774

International Students		407	844	856	876	892	935

6. Research and Consultancy

It is the integral part of higher education system. General capacity to carry out projects of research significantly dependent on the continued growth and advancement of the basic and applied research.

6.1: Inculcating the research and consultancy culture

The importance of innovation is to create better products, channels, modern areas and ideas that are in ways that benefits society.

NUML's Research and Publication Cell facilitates monitors & expands NUML'S research initiatives. Its focus is to establish linkages for research collaborations with national and international academia, industry, organizations and publication services.

Research and Publication Cell was established in July 2012. Its basic task is to plan and provide strategic vision for comprehensive research frame work for the university along with designing, implementation, management of research and ensure its integration accordingly. It carries out liaison with research institutes and publication units to promote research activities. Research and Publication Cell collects, analyses and verified data for comprehensive research profile, archives of research output, university publications and provide relevant and reliable information / data to stakeholders about research of the university.

6.2: Revenue generated from research and consultancy

No revenue is generated from research and consultancy.

6.3: Management support for research and consultancy

NUML's Research and Publication Cell envisages quality research output of faculty and students through continued support and facilitation for national and international research collaboration.

NUML provides state of the art facilities such as specialized research labs, well-stocked libraries including digital library, Wi-Fi and video conferencing facility to promote the research culture among the faculty and students.

Research Products till December 2013

- Research Publications 17 in international journals and 150+ in other research journals
- Books Published 30
- Research Workshops/seminars 42

- **Travel Grants**

In total, Rs 3,096,857/- were received from HEC for travel grants till date.

- *Seminar / Workshop / Conference Grants*

Till date, Rs 811,000/- were received from HEC as partial support for organizing conferences.

6.4 Research Strategy

NUML Research and Publication Cell and ORIC (which is to be established in 2014) will work together to achieve the strategic goals of NUML Research Plan and future consultancy in research services. Research and Publication Cell will provide strategic direction to implement NUML's research plan through ORIC in the next five years.

Strategy Formulation: Research and Consultancy

Goals:

a) To make NUML one of the best research universities in the region and world by ensuring highest international standards and practices in research.
b) To develop, enhance and manage strategic and operational support to research programs.
c) To develop linkages with national and international organizations & universities for commercialization of research to achieve educational, social and economic objectives of NUML and national higher educational goals.
d) Promote entrepreneurship and business incubation programs amongst NUML faculty, staff and students so they can bring their ideas to the market.

Strategy-1	**Actions**
Promote a vibrant, innovative, and entrepreneurial environment	Action 1: To provide favorable environment, implement policies and incentives for faculty to come up with research projects that are economic and societal benefits.

for researchers to conduct quality research.	Action 2: Organize on-campus new technology/product/process ideas competitions. To facilitate NUML faculty/students/staff to participate in off-campus ideas related competitions. Action 3: Develop and implement research grant proposal evaluation criteria to give weightage to commercialization potential of an idea. Action 4: Establish a mechanism to ensure quality of research. Action 5: Establish and Formalize ORIC programs and procedures to support NUML research and commercialization efforts. Action 6: Encourage and promote maximum faculty publications in journals carrying impact factor
Strategy-2	**Actions**
Strengthen university-industry linkages.	Action 1: To get prominent and vibrant industry leaders on relevant NUML policy making bodies such as Board of Studies, Academic Council and Board of Studies of Research programs. Action 2: Formulate Corporate Advisory bodies (consortia) in all relevant academic disciplines to advice on research directions and commercial interests of NUML. Action 3: Sign MoUs with relevant bodies to strengthen NUML's commercialization initiatives. Action 4: Ensure professional development of academia and get it linked with industry needs and cutting-edge technology used in industry.

	Action 5: Work with Chambers of Industry & Commerce and other relevant corporate bodies to gather feedback on industry needs for incorporation in education. Action 6: Establish Network and to develop policy frameworks to grant preferential status to incubation programs and technology licensing. Action 7: Develop a comprehensive list of all potential funding agencies.
Strategy-3	**Actions**
Establish and strengthen NUML business incubation centers.	Action 1: To establish and develop infrastructure for NUML Business Incubation Centers. Action 2: Implement incubation framework gradually for financial sustainability.
Strategy-4	**Actions**
Infrastructure for research and consultancy Activities	Action 1: Ensure the availability of excellent physical infrastructure such as library, labs, workshops, computers etc. Action 2: Identify sources of funding from different national and international agencies. Action 3: Give attention to issues related to patenting, licensing, copyright etc. Action 4: Increase number of publication of journals which are HEC approved and recognized globally for quality of research.

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

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Enhancing Research Support System	Grant Research Proposals	25 Projects	Nil	5 Projects	10 Projects	15 Projects	20 Projects	25 Projects
	Research Papers to be Published	50 Papers	15 Papers	20 Papers	25 Papers	30 Papers	40 Papers	50 Papers
	Number of Research Articles to be Presented in Conferences	25 Papers	5 Paper	5 Papers	10 Papers	15 Papers	20 Papers	25 Papers
University Industry Linkages	Number of Research Links to be established	15 Links	2	5 Links	7 Links	9 Links	12 Links	15Links
	Number of industry links to be established	10 Links	Nil	2	4 Links	6 Links	8 Links	10 Links
	Business Plans to be Developed	15 Plans	2	4 Plans	6 Plans	8 Plans	10 Plans	15 Plans
Entrepreneurship Thrive	Incubation Centers to be made fully functional	3	Nil	0	1	2	3	--
	Small Businesses Development/ Entrepreneurship Center	-	Nil	-	1	2	-	-
	Development and Implementation of consolidated policy and incentive frame work for faculty	-	Nil	Policy development	Approval and implementation	-	-	-
	Holding of Entrepreneurship Competitions	Industry Sponsored Business Plan Competition	Nil	Plan Compiled and Initiated	Industry Sponsored Business Plan Competition	--	Country wide Industry Sponsored Business Plan Competition	-

7. International Academic Network

Details of MoUs describing NUML's international academic network is attached as an Annex-B

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

- Number and nature of International Linkages:
  - Total no of International Linkages: 41
  - Nature of Linkages:
    - Exchange of Students and Faculty
    - Holding joint workshops / seminars / lectures
    - Exchange of research materials
    - Establishing Joint Research Programs
    - Creation of language and research facilities
- Number and nature of National Linkages:
  - Total no of International Linkages: 07
  - Nature of Linkages:
    - Affiliation of Institutions.
    - Exchange of Students and Faculty
    - Holding of joint workshops / seminars / lectures
    - Exchange of research materials
    - Establishing Joint Research Programs
    - Creation of language and research facilities
    - Provision of Internships
- Functions and objectives of International Linkages
  - Functions of International Linkages:

- International Collaboration to enhance opportunities for exchange of knowledge in all disciplines especially in languages.
- To promote NUML as Language University at International level.
- Objectives of International Linkages:
- Academic activities in various disciplines and languages.
- Provision of high class opportunities to researchers in various disciplines, languages and cultures of other countries.

▪ Status of International Linkages and action taken to date

- Forty one International Linkages are active and actions are taken on need basis as per MoUs.

▪ Projected International Linkages in next five years

- To increase the International Linkages on more workable and mutual exchange / reciprocal basis.
- Existing Linkages will be reviewed on new terms and conditions and efforts will be made to sign around 30 more MoUs.

7.2: Academic Program

There are no international academic program linkages and no credit transfer policy.

In all new International Linkages the clauses for split program and credit transform policy will be included to benefit own students and international students.

7.3: Students Exchange Program

1. Details of International student exchange program.

    - Faculty member of Education Department (Ms. Khushbakht Hina) has gone to China for one year degree course in Education Leadership.
    - Faculty member from Chinese Department (Mr. Muneeb) has gone to China for his higher studies in Chinese Language.
    - Faculty member from Management Sciences (Mr. Hanif Shehzad) has gone to China for higher studies in Management Sciences.
    - Faculty member from French Department (Mr. Amir Zaheer) has gone to France for higher studies in French.
    - Faculty member of French (Ms. Samina Aslam) has gone to France on teaching assignment coupled with MPhil studies.
    - Faculty member of Urdu (Ms. Sobia Saleem) has gone to Poland on teaching assignment.
    - Confucius Institute sends faculty and students to China in every summer as part of visits.
    - Fund for up to 5 years for a maximum of 2 Teaching Chair positions or equivalent student scholarship in China.
    - Setting up of Major in Chinese Language with assistance of Hanban , China.
    - Offer of scholarships for non-native students to study in China for 1-2 years under Chinese Foreign Joint Program (CFJP)
    - Award of scholarships for Masters of Teaching Chinese to Speakers of Other Languages (MTCSOL) to employed graduates.
    - Provision of books and other related study material to students by Chinese government.

- Assist graduates in Chinese Language Teaching (CLT).
- Ms Afsheen Abrar went to China to attend one month's workshop.
- Ms Shela and Mr Faid Gul went to Lille University France for Higher Studies.

The plan to strengthen student exchange program in the next five years:

Areas	**Key Performance Indicators**	**Current Targets**	**Five Year Target**				
			2014	2015	2016	2017	2018
International collaborations	-Visits of English faculty, to UNT for 40 days for research -Visit of Education faculty to China for one year degree course. -Visit of Chinese, French and Management Sciences faculty to China, France and other countries for Higher Studies.	-09 English Faculty research training at UNT -See para 7 for similar details	-14 English Faculty training at UNT and 12 Graduate Students training at UNT	-12 English Faculty training at UNT and 06 Graduate Students training at UNT -In China	10 faculty members & students training in various disciplines	12 faculty members & students training in various disciplines	14 faculty members & students training in various disciplines

	- Establishing International Campuses		- In China		-In UAE	-In UAE	-In UAE and other Countries
Foreign faculty and expert exchange program	- Training Sessions and workshops of English faculty.	Two training sessions and five workshops	Three training sessions and five workshops	Three training sessions and five workshops	Four workshops in various disciplines & languages	Five Workshops in various disciplines & languages	Six Workshops in various disciplines & languages

8. Infrastructure and facilities

8.1: Planning for infrastructure and facilities

NUML with its eight campuses, six faculties, 121 programs, 31 departments and two cells has carved an enviable niche among the higher educational institutions of Pakistan.

Strategies for infrastructure and facilities

The main goal of the university is to rationalize and increase the academic and administrative space and other resource needs systematically. This is done through improved technical facilities such as laboratories and workshops which are equipped with state-of-the-art equipment and are staffed with qualified personnel. Libraries are constantly improved and upgraded with books and journals. The progress made by the literature and electronic archiving are mandatory for the e-library.

The table below briefly tabulates the infrastructural strengths of the eight campuses of NUML:

Infrastructure and Facilities	Islamabad	Lahore	Faisalabad	Multan	Peshawar	Hyderabad	Karachi	Quetta
Academic Facilities (Lecture Rooms/Theatre/Hall)	16	12	8	7	5	2	2	1
Laboratory and Workshops	13	5	4	3	2	2	2	2
Library	128500 books	8500 books	6900 books	6500 books	4800 books	2900 books	3500 books	2700 Books

Recreational Facility	Video Conferencing comprising of 100 seats, Wi-Fi Facility, Common Room for Girls, Cafeteria, Masjid, Library, Sports and Extra-curricular centers	Wi-Fi Facility, Common Room for Girls, Cafeteria, Masjid, Library, Sports and Extra-curricular centers	Wi-Fi Facility, Common Room for Girls, Cafeteria, Masjid, Library, Sports and Extra-curricular centers	Wi-Fi Facility, Common Room for Girls, Cafeteria, Masjid, Library, Sports and Extra-curricular centers	Common Room for Girls, Cafeteria, Masjid, Library, Sports and Extra-curricular centers	Common Room for Girls, Cafeteria, Masjid, Library, Sports and Extra-curricular centers	Common Room for Girls, Cafeteria, Masjid, Library, Sports and Extra-curricular centers	Common Room for Girls, Cafeteria, Masjid, Library, Sports and Extra-curricular centers

Strategy Formulation: Infrastructure and Facilities

Goals:

a) To increase the academic space and other resources

b) To implement the university's master plan

Strategy: 1	Actions
Facilities used by	Action 1- Libraries must be updated and improved

faculty and the students need to be constantly updated	Action 2 - Technical facilities such as labs and workshops must be well equipped and manned by trained personnel
Strategy:2	Actions
To improve institutional effectiveness	Maintain the link between university operating budget and strategic plans.

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

Infrastructure and Facilities

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Purpose Build Campuses	Permanent buildings of campuses to be constructed	5		1	2	2	1	1
To increase academic facilities (Lecture Rooms/	15 academics facilities to	30	16	18	20	22	26	30

Theatre/Hall)	be increased							

8.2: Information and Communication Technology (ICT)

NUML recognizes the role of the e-learning environment that supports the learning process through the integration of ICT in the curriculum and improvement of ICT skills among staff and faculty members. Several steps in this direction have been taken already such as online admissions, issuance of examination results on the university website etc.

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.	
Strategy	Actions
Introducing E-Administration across the university to provide the means to manage information and the capability to use the information.	Action 1- Automate various administrative processes using IT tools to increase efficiency and effectiveness. Action 2- Activities such as registration for courses, issuance of examination results should not be produced any physical queues at any department and it will be done on-line. Action 3- Keeping up to date with the advancement electronic literature and archiving in E-Library.

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

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Introducing E-Administration across the university to provide the means to manage information and the capability to use the information	10% of professional systems to be installed	40%	15%	25%	30%	35%	35%	40%
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 13000 persons (Staff and Students) increased access to online journals	10,000	1,000	3,000	6,000	8,000	9,000	10,000

Strategic plan for IT i.e. NUML ICT 2013-18 is attached as an annexure-D

9. Human Resources

The University is committed to retaining highly qualified and committed staff through continuously improving service terms to stop the brain drain. The university also provides avenues for staff training and further development with adequate budget and close monitoring to ensure its effectiveness, provision of an open environment between the top management and all levels of the staff to ensure promotion of a clan culture.

Moreover the university continuously develops and maintains job descriptions to cover new and existing requirements, developing need-based trainings from both administration and staff levels.

9.1: General human resource policies Annex-C

9.2: Recruitment and retention policies Annex-C

Annex-C

9.3: Growth and development (HRD)

In house training programs details for the last five years and next five years.

- Faculty and staff development.

  -In house training sessions (02) conducted by UNT faculty for the English Faculty of NUML

  -In house training workshops (five) conducted by UNT faculty for NUML

  English Faculty

  - Workshop (01) for Computer Training of staff
  - Workshops (02) conducted by Education Department for NUML faculty
  - Workshops (02) conducted by Department of English (GS) and (FC) for NUML faculty.

- Workshops and seminars conducted by Faculty of Management Sciences, IT& Engineering, FAIS&R and Social Sciences.
- More details to be provided by faculties / departments.

▪ Faculty and staff development. In house training programs details for the next five years.

- In house training sessions (06) by UNT faculty for the English Faculty of NUML
- In house training workshops (08) by UNT faculty for NUML Faculty
- Workshops for Computer training and paperless correspondence for Staff.
- Training sessions for paperless correspondence for Administration and Faculty.
- Workshops by various Language Departments.
- Workshops by various Faculties of Social Sciences, Management Sciences and IT/Engineering.
- Induct teachers from China on short term basis for teaching assignment at NUML.

9.4: Projection of staff

9.4.1: Projected number of academic staff

	Base Line			Projection				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Students population	7998	9005	7958	8569	8780	8998	9268	9731

Academic staff population (officers+staff supporting faculty)	490	505	524	*550	*577	*606	*636	*667

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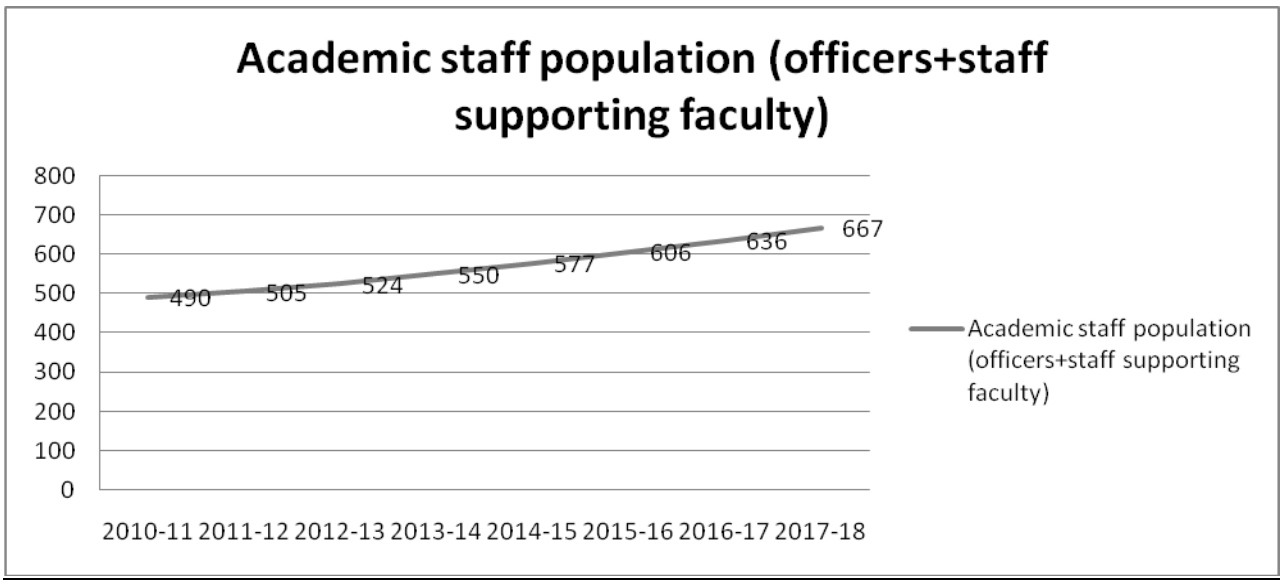

Regional Campuses

Academic Staff Population	Base Line			Projection				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Lahore	50	68	92	110	130	150	170	190
Karachi	31	26	31	32	33	34	36	38
Hyderabad	12	22	41	46	48	50	52	54
Faisalabad	33	36	39	42	45	49	53	60
Peshawar	41	51	47	56	66	76	86	86
Quetta	26	26	28	40	40	41	41	41

Multan	37	36	37	41	45	49	53	57

9.4.2: Projected number of PhD holders

MAIN CAMPUS

	Base Line			Projected				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Research Students population	108	85	26	32	33	34	35	37
Academic staff population (PhD degree faculty)	54	56	59	62	*68	*75	*83	*91

RegionalCampuse-Peshawar

Research students population	Base Line			Projected				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	-	91	98	120	140	160	182	200
Academics staff	2	2	3	3	4	5	6	7

population (PhD degree faculty)								

Regional Campuse-Multan

Research students population	Base Line			Projected				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	-	-	-	-	-	-	-	-
Academics staff population (PhD degree faculty)	1	4	7	7	10	12	14	16

RegionalCampus-Lahore

Research students population	Base Line			Projected				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	8	12	13	17	20	25	32	40
Academics staff	2	2	2	3	4	6	7	9

population (PhD degree faculty)								

Regional Campus-Faisalabad

Research students population	Base Line			Projected				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	-	4	5	7	9	11	13	15
Academics staff population (PhD degree faculty)	4	5	4	4	4	4	5	5

Regional Campus-Karachi

Research students population	Base Line			Projected				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	-	-	-	-	-	-	-	-
Academics staff population (PhD degree faculty)	-	-	-	-	-	-	-	-

Regional Campus Quetta

	Base Line	Projected

Research students population	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	-	-	-	10	20	20	20	20
Academics staff population (PhD degree faculty)	-	-	-	4	6	6	6	6

Regional Campus Hyderabad

Research students population	Base Line			Projected				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	-	-	-	-	9	11	13	15
Academics staff population (PhD degree faculty)	-	-	-	-	4	6	7	8

9.6.3: Projected number of administrative staff

Main Campus

	Base Line			Projected				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19

Admn Staff	420	463	467	483	*488	493	498	503

Regional Campus

Admn Staff	Base Line			Projected				
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Peshawar	17	17	19	25	29	33	37	42
Multan	11	12	14	19	21	23	25	30
Lahore	20	26	30	35	40	45	50	55
Karachi	15	20	19	20	21	21	22	23
Faisalabad	12	14	14	15	16	18	19	20
Quetta	9	10	11	16	16	16	16	16
Hyderabad	8	12	12	24	28	45	65	78

6. Number of Employees. Number of Employees of Main and Regional Campus is as under:-

Campus	Faculty	Staff	Total
Main Campus	524	483	1007
Peshawar	47	19	69
Multan	37	10	47
Lahore	75	31	106

Karachi	28	16	44
Faisalabad	37	10	47
Quetta	13	9	22
Hyderabad	24	12	36

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

Human resources

KRAs	KPIs	Targets	Baseline	Five Years Targets				
			2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Developing a comprehensive plan on human resources training at every level with the understanding of the Vision and Mission and entrepreneurial	35% faculty and staff trained	60%	10%	20%	30%	35%	40%	50%

thrive of the institute								

10. Finance

10.1: Background

NUML Since its inception as a University status in 2000 is now has eight campuses all over Pakistan. Financial Background of NUML is given below

10.2: Sources of income

(Rs. in million)

Sr. No.	Source of Income	2012-13	2013 - 14	2014 - 15	2015-16	2016 – 17	2017 – 18	2018 – 19
10.2.1	**Student Fee** (including Tuition Fee, Registration Fee, Admission Fee, Examination Fee, Alumni Degree Issuance Fee etc)	458.800	474.341	482.015	496.476	506.405	521.597	574.167
10.2.2	**Income from Investments** (Investment in the shape of TDRs, Govt. Securities, Bonds etc.) Guidelines on investment of working balance issued by the Finance Division, GOP should be followed.	Nil	Nil	Nil	Nil	Nil	Nil	Nil
10.2.3	**Miscellaneous Income** (Old Newspapers, Wastage, any other kind of income)	Nil	Nil	Nil	Nil	Nil	Nil	Nil
10.2.4	**Income from Strategic business units** (Income from Multipurpose Halls, cafeterias, Canteens, Photo Stat Shops, Transport, Hostels, Publications, Brochures, Prospectus etc.)	Nil	Nil	Nil	Nil	Nil	Nil	Nil
10.2.5	**Income from subsidiary companies/ units if any** (Income from subsidiary companies and affiliated colleges)	Nil	Nil	Nil	Nil	Nil	Nil	Nil
10.2.6	**Income from Consultancies** (Consultancy Translation Services)	0.597	0.627	0.658	0.692	0.726	0.762	0.800

10.2.7	**Income from research by increasing scale of research and progrmme-based funding** (Income from research initiatives in local and international market)	Nil	Nil	Nil	Nil	Nil	Nil	Nil
10.2.8	**Donation from Government** (Donation from any organization, authority, association or individuals)	Nil	Nil	Nil	Nil	Nil	Nil	Nil
10.2.9	**Tapping other sources** (any other source of income)	Nil	Nil	Nil	Nil	Nil	Nil	Nil

10.3: FINANCIAL SUSTAINABILITY:

Single entry system is followed for book keeping in the university. And all the records are maintained by on cash basis.

TRIAL BALANCE:

N/A

10.3.1: INCOME AND EXPENDITURE STATEMENT:

(Rs. in million)

Head of Account	2012-13	2013 - 14	2014 - 15	2015-16	2016 – 17	2017 – 18	2018 – 19
INCOME							
Grant in Aid	554.510	580.331	809.500	890.450	979.495	1077.445	1111.980
Income from fee	303.456	305.074	310.500	326.025	342.326	359.443	377.415
Interest Income	-	-	-	-	-	-	-
Miscellaneous Income	155.339	217.304	165.400	181.940	200.134	220.147	242.162
Total Income	**1013.305**	**1102.709**	**1235.400**	**1343.415**	**1461.455**	**1590.484**	**1731.561**
EXPENDITURE							
Establishment	502.040	581.959	602.185	670.622	717.652	768.864	823.643
Purchase of Durable Goods	11.598	20.500	23.900	28.680	34.416	41.299	49.559
Repair & Maintenance	15.482	24.300	33.000	36.300	39.930	43.923	48.315
Transportation	30.056	38.900	43.100	47.410	52.151	57.366	63.103
Communication	8.217	10.300	11.600	12.760	14.036	15.440	16.984
Utilities	19.104	23.000	27.100	29.810	32.791	36.070	39.677
Rent & Royalties	35.869	41.500	47.000	51.700	56.870	62.557	68.813

Newspapers and Periodicals	1.100	2.000	3.000	3.300	3.630	3.993	4.392
Pension	16.332	20.000	25.000	27.500	30.250	33.275	36.603
Gratuity	0.055	0.600	0.700	0.770	0.847	0.931	1.025
Printing	13.924	15.000	16.000	17.600	19.360	21.296	23.426
Entertainment	3.917	4.500	5.000	5.500	6.050	6.655	7.321
Ground Rent	-	-	-	-	-	-	-
Uniform and Liveries	0.051	1.000	1.200	1.320	1.452	1.597	1.757
Other Expenditure	355.560	319.150	396.615	410.927	452.020	497.222	546.944
Total Expenditure	**1013.305**	**1102.709**	**1235.400**	**1343.415**	**1461.455**	**1590.484**	**1731.561**

10.3.2 BALANCE SHEET:

N/A

10.3.3 CASH FLOW STATEMENT:

(Rs. in million)

Head of Account	2012-13	2013 - 14	2014 - 15	2015-16	2016 – 17	2017 – 18	2018 – 19
INCOME							
Grant in Aid	554.510	580.331	809.500	890.450	979.495	1077.445	1111.980
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Other Expenditure	355.560	319.150	396.615	410.927	452.020	497.222	546.944
Total Expenditure	**1013.305**	**1102.709**	**1235.400**	**1343.415**	**1461.455**	**1590.484**	**1731.561**

10.3.4 MAINTAINING FINANCIAL BED:

N/A

10.3.5 LONG TERM INVESTMENT:

G.P Fund investment and Pension Fund investment.

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

Finance

			Baseline	**Five Years Targets**				
KRAs	**KPIs**	**Targets**	**2013-14**	**2014-15**	**2015-16**	**2016-17**	**2017-18**	**2018-19**
Increasing overall income by expanding student population of the students	14,555 Students to be enrolled	18,200	15,048	15,300	15,750	16,070	16,550	18,200
Cost savings by faculty optimization	Students Teacher Ratio	21:1	20:1	19:1	20:1	22:1	20:1	21:1
Break-even resources to expenditure	%age of income from own resources to expenditures	49%	46%	48%	48%	48%	49%	49%
Appropriate allocation of sources	i) %age of expenditures on pay & allowances of faculty to the total expenditure	48%	48%	46%	47%	46%	47%	48%

	s. ii) %age of pay & allowances of non-faculty to total expenditures. iii) %age of other charges (overhead) to total expenditures.	22% 30%	18% 34%	21% 33%	22% 31%	21% 33%	20% 33%	22% 30%

10.3.6 Adopting and maintaining Entrepreneurizing culture

NUML has established 7 regional campuses in all major cities of four provinces and it aims ti encourage its students and faculty members to use their talent, research projects and scholarship into mainstream of society for benefit of both society and academia. It is hoped that NUML will be successful in creating and establishing Entrepreneurizing culture.

Strategy Formulation: Finance

Goals:

a) To prepare budgets accurately and in a timely manner in alignment with the university's strategic plan and monitor the budgets to ensure that the plan is carried out.
b) To provide accurate and timely financial information.
c) To promote and improve financial resource generation and management systems;
d) To increase and 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 cost savings method.	Action1 - To get higher number of good students in all programs and competitive tuition fee will be fixed to generate finances for the University. Action2 - The hiring of faculty and non-faculty will be as per need analysis and to ensure maximum efficiency and financial sustainability.

	Action3 - The surplus funds will be invested to earn the profit on annual basis. There will be focus on income from subsidiary companies/units and regional campuses of the University. Action4 - The income of the University will be increased through all relevant sources including professional consultancy, research projects and copyrights etc. Action5 - Cost savings in different cost heads like Utilities, Transport, Repair & Maintenance, Stationery, Traveling etc. will be made and ensured.
Strategy- 2	**Actions**
To increase income through Endowment Fund.	Action1 - The Endowment Fund will be established and will be equipped with the staff who have good market relations to raise funds at national and international level towards endowment fund. Action2 –The staff in the Endowment Fund Office will approach the potential business organizations/entities through correspondence, telephones as well as continuous visits. Action3 - The endowment fund will be invested in good profitable schemes. Action4 –The staff in Student Affairs department will contact the alumnae of the university for personal donations as well as from their organizations.
Strategy-3	**Actions**
Grant from International Donors and Agencies	Action1 – The International Liaison Office will contact International donors and agencies/countries for donations in terms of money and supply of lab equipment, books, and study material, other study resources and construction of faculty blocks in the name of donors, if allowed etc. Action2 - The international financial institutions will also be approached for release of grant through Government of Pakistan to the University.

11. Networking

11.1: Government Agencies

National University of Modern languages is a premier institute of higher education with its main campus in Islamabad and fully operational regional campuses in major cities of four provinces in Pakistan including Karachi, Lahore, Peshawar, Quetta, Hyderabad, Multan and Faisalabad. NUML is committed to providing best of the teaching and learning opportunities for academia and researchers and thus is closely linked with all stakeholders in government and private sector and communities in this society. Its main networks are as follows.

11.1.1 Higher Education department of the respective Province

National University of Modern Languages is a federally charted university with its main campus in Islamabad. NUML works closely HEC Pakistan for matters related to higher education.

11.1.2: Higher Education Commission (HEC) and NUML

The main purpose of Higher Education commission is to facilitate universities in Pakistan to become centers of excellence in Education, research and development. NUMLs policy on higher education is linked with HECs Education policy, quality assurance, degree recognition and plans of improving the existing facilities for higher education.

NUML and HEC work together in the following areas

- Faculty Development Program
- Curriculum Revision
- Higher Education Infrastructure Development
- Indigenous Scholarships
- Foreign Scholarships
- Conference Travel Grants
- Increase Industry and University Research Collaboration
- Entrepreneurial and business incubation center.

11.1.3 Networking with other agencies

There is a plan to separate management of non-core activities from the University through smart partnerships with subsidiaries or outside parties in the next five years:

- Have agreements with various Chambers of Commerce for various academic related activities, including placement of graduates, their internships and scholarships
- Liaison with industries and institutions to commercialize the research projects of university.
- Have MoUs with International Institutions and organizations to get the projects for research and marketing.

11.1.4 Local authorities

All Government and Non-Government organizations including Higher Education Departments of Provinces (Regional Campuses),Higher Education Commission, Finance Division, Government of Pakistan, Ministry of Science and Technology, Planning Commission, Economic Affairs Division ,Local Authorities like CDA, RDA etc. ,Industry and Community will be approached to have their personnel trained in various languages prior to their assignments at national or international level.

11.2: Industry

National University of Modern Languages offers scholarship and research opportunities in more than 27 oriental and occidental languages .It also recognizes the increasing demand of technological driven interdisciplinary approaches in research. NUML offers research programs in other disciplines of social sciences including media studies, International relations, management sciences and economics. NUML is also offering programs in IT and engineering.

University play key role in economic growth of country by providing skilled personnel in relevant fields especially in Science, engineering and specialized fields in social sciences. NUML envisages a unique role in higher education, research and its linkages with cutting edge technological initiatives in industry in areas related to language sciences, language

processing, management solutions, digital learning ,information technology and engineering specially electrical engineering. To provide facilities of translation and interpreters to Industry, various Ministries, government and non-government setups. It is hoped that this networking with the industry will accelerate with the inception of ORIC (already mentioned in chapter 6)

11.3: Alumni

Our Alumni are a source of continued support for the University. The Alumni networks that serve the leading organizations throughout the country facilitate existing students in internships and job placements through the office of Students Affairs. Alumni networks meetings are conducted annually by Department of Management Sciences and IT to strengthen relationship with our most valuable stake holders.

It is planned that alumni network will be streamlined and strengthened in future for networking and linkages.

The aim behind the establishing alumni database in Students Affairs department is :

a. For Existing Students

i. To inculcate in them spirit-de-core by making them work in close harmony and in collaboration with each other.

ii. To make them realize the importance of socialization.

iii. To bridge the gap between students of different courses and increase their interaction with the faculty.

iv. To improve in them the confidence and give them an exposure as to the arrangement and organizing an event that is very much related to the practical application of their subjects.

b. For Alumni

i. To provide them a forum where they remain attached with the institution.

ii. To provide them a feeling of being owned by the institute they passed out from.

iii. To strengthen their ties with the institution and with each other.

iv. To develop an integration with the existing students and among themselves.

v. To attract individuals of high stature and future sponsors for supporting and guiding.

vi. To collect the information about Alumni's, to know their potential and the way they can be helpful for institute and the club.

vii. `To take the pulse of the market about NUML graduates as to what difficulties they face while starting their career.

11.4 Community

National university of modern languages is committed towards its responsibilities as a seat of high learning, knowledge generation and moral values for community and especially less privileged section of the community. NUML fee structure accommodates bright young students who cannot afford costly higher education and provide mechanism through scholarships, bailtulmal and other financial support programs. The university understands its civic role and provides opportunities to its staff, faculty members and students to contribute in activities which support less privileged sections of society through humanitarian and monetary support. The university plans to start a community development unit in 2014 under student affair department to streamline universities contributions in following areas.

1. Disaster Management Programs
2. Poverty Elevation through teaching learninbg
3. Capacity building through skills
4. Civic awareness initiatives
5. Professional Development initiatives

In year 2015-2017 it is hoped that the university will cater to some of the key community initiative as earlier explained at its main campuses and regional campuses in four provinces of Pakistan.

12. Linkages with National and International Donors

- Number and nature of International Linkages:
    - Total no of International Linkages: 41
    - Nature of Linkages:
        - Exchange of Students and Faculty
        - Holding joint workshops / seminars / lectures
        - Exchange of research materials
        - Establishing Joint Research Programs
        - Creation of language and research facilities
- Number and nature of National Linkages:
    - Total no of International Linkages: 07
    - Nature of Linkages:
    - Affiliation of Institutions.
    - Exchange of Students and Faculty
    - Holding of joint workshops / seminars / lectures
    - Exchange of research materials
    - Establishing Joint Research Programs
    - Creation of language and research facilities
    - Provision of Internships
- Functions and objectives of International Linkages
    - Functions of International Linkages:

- International Collaboration to enhance opportunities for exchange of knowledge in all disciplines especially in languages.

- To promote NUML as Language University at International level.

- Objectives of International Linkages:
    - Academic activities in various disciplines and languages.
    - Provision of high class opportunities to researchers in various disciplines, languages and cultures of other countries.

▪ Status of International Linkages and action taken to date
    - Forty one International Linkages are active and actions are taken on need basis as per MoUs.

▪ Projected International Linkages in next five years
    - To increase the International Linkages on more workable and mutual exchange / reciprocal basis.
    - Existing Linkages will be reviewed on new terms and conditions and efforts will be made to sign around 30 more MoUs.

Detail of National and International donors in the last five years and projected donors in the next five years.

▪ National Donors in last five years:
    - None

▪ International Donors in last five years:
    - UNT –NUML Partnership Program for training of English Faculty and Graduate Students at UNT and at NUML
    - Offering scholarship for PhD (French) in France.
    - Offering 1-2 French scholarships for faculty training in France during summers.
    - Offering summer teacher training scholarships to faculty of Chinese Department and Confucius Institute.

- Offering Scholarships to students and faculty of Persian for graduate and post-graduate studies in Iran.
- English Access Micro scholarship Program for economically underprivileged students of various schools
- Access Summer Institute for training of 100 teachers from Pakistan
- Establishing Writing Resource Center
- Provision of Data Bases for Library
- Establishing Media Lab
- Establishing Chinese Language Lab
- Establishing Confucius Institute, Islamabad King Sejong Institute, Iranolgy Center, Yunus Emre Institute and Tukology Center.

▪ National and International donors in next five years

- UNT –NUML Partnership Program for training of English Faculty and Graduate Students at UNT and at NUML
- English Access Micro scholarship Program for economically Underprivileged students of various schools.
- Establishment of Writing Resource Center.
- Establishment of the Non-Profit Entity “Russkiy Mir Foundation, Russia”
- Establishment of Institutes of various languages with the help of International Agencies.
- Establishment of Language Labs in various languages.
- Acquiring land for Main and Regional Campuses.
- Training of local language faculty.

MoUs expected in the next five years:

- MoUs with Central Asian Countries universities, Chinese universities and Middle East universities for exchange of students and faculty on more practical and workable terms on reciprocal basis.
- MoUs with American and European universities on pattern of UNT-NUML partnership program.
- To have MoUs for English Access Program for Regional Campuses.

12.1: Generating revenue

Revenue generating opportunities are available through linkages with national and international organizations and donors:

- Providing affiliation to national and international organizations.
- Providing translation facilities.
- Translating various books in different languages.
- Establishing international campuses.
- Providing teachers to institutions and organizations
- Commercializing research projects of IT, Engineering and Management Sciences.
- Opening NUML schools of Secondary and Higher Secondary levels through Regional Campuses.

12.2: Students Scholarships

Opportunities are available for student scholarships through linkages with national and international organizations and donors:

- Through UNT-NUML partnership program English Faculty and Graduate students have opportunities to go to UNT for their research.

- UNT faculty visits NUML every summer to conduct training sessions and workshops for English faculty of NUML.
- Funds for up to 5 years for a maximum of 2 Teaching Chair positions or equivalent student scholarship.
- Scholarships for non-native students to study in China for 1-2 years under Chinese Foreign Joint Program (CFJP)
- Scholarships for Masters of Teaching Chinese to Speakers of Other Languages (MTCSOL) to graduates who find a job.
- Provision of books and other related study material.
- Assist graduates in Chinese Language Teaching (CLT).
- Scottish scholarships through British Council in various departments.

13. Marketing and Promotion (Branding) of Academic Excellence

13.1: Partnership

A lot of opportunities exist for partnerships in marketing and promotion of academic excellence through linkages with national and international organizations and donors in the next five years. It is planned that:

- Exams Centers of Internationally recognized Exams will be established in various oriental and occidental languages will be administered and organized at NUML main campus and its regional campuses.
- Chinese Language learning and teaching will be supported through human resource (trained teachers and examiners) around the globe and especially at the regional and national level by developing linkages and providing services to national institutions for Chinese language teaching.
- Scale of preparation, training and professional development of language teachers through training opportunities and mentorship for local language teachers.
- Number of locally trained language teachers be enhanced gradually to meet the requirements of the learners.
- Provision of language qualified personnel for various assignments including interpretership and translation services.
- Selling / marketing research products related to literature and language sciences nationally and internationally.
- International Campuses of NUML in China, UAE and other countries be established for developing linkages through language and literatures.

National University of Modern Languages has signed important Memoranda of Understanding (MoUs) with national and some of the world's renowned educational institutions. The purpose of these MOUs is to support faculty development program and providing research and networking opportunities to students of NUML in various disciplines of languages, literature, social sciences and management sciences.

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

International MoUs (for detail see Annex B)

- Agreement on Cooperation Between The Non-Profit Entity "Russkiy Mir Foundation, Russia and NUML",2009
- MoU between NUML and Business Administration Institute (IAE) National Network, France
- MoU Between University of Huddersfield and NUML
- MoU Between NUML and University for Foreigners Perugia, Italy
- MoU between NUML and Alliance Française d' Islamabad (AFI) Regarding the Establishment of a Branch of AFI in the Premises of NUML's Campus Peshawar
- Agreement Between Deutsche Welle (DW), Germany and NUML
- Agreement For Special Language Teaching Program Between the Government of UAE Through its Embassy in Islamabad and NUML
- MoU Between the Government of Spain Through its Embassy in Islamabad and representation of Spanish Agency for International Cooperation (AECI) and NUML for Introduction of Spanish Language Teaching.
- General Agreement on Academic Cooperation and Exchanges Between NUML and Huazhong Normal University, Wuhan, China
- MoU for Mutual Cooperation Between NUML and The Ningxia University, China
- Agreement of Partnership Between the Nakhehivan State University (NSU) of the Republic of Azerbaijan and NUML
- Agreement Between The International Institute of Oriental Languages and Civilizations (INALCO), France and NUML
- Implementation Agreement on the Establishment of Confucius Institute in Islamabad Between Beijing Language and Culture University and NUML
- Agreement Between NUML and the National Office for Teaching Chinese as a Foreign Language, China Concerning Establishment of Confucius Institute in Islamabad
- MoU Between NUML and Keimyung University, Daegu, Korea
- Tri-Partite Memorandum of Understanding (MoU) For Participation In The "Campus Outreach Program" Under South Asian Federation of Stock Exchange (SAFE's) "Financial Literacy Initiative" In Pakistan.
- MoU Establishing Iranology Centre In NUML, Islamabad
- Inter-University Memorandum of Understanding Between NUML and Lillie1 University – Science and Technologies (France)

- Memorandum of Understanding between Human Resource Development Service of Korea and NUML, Islamabad.
- MoU between NUML and University of Bradford, United Kingdom.
- Protocol on International Educational Cooperation between Fatih University (Istanbul, Turkey) and NUML, Islamabad.
- Agreement between Universite De Franche-Comte (Besancon-France) and NUML.
- MoU on Cultural and Scientific Collaboration between NUML and University of Franche – Comte (France).
- International Co-Operation Agreement between NUML and L'Univesite De Rouen, France.
- MoU between Azerbaijan State Economic University and NUML.
- Ablai Khan University of International Relations and World Languages, Almaty, Kazakhstan.
- Endorsement of the Accord of Cooperation between INALCO &NUML
- Memorandum of Understanding – Cooperation Between Eurasian National University (ENU), Republic of Kazakhstan and National University of Modern Languages (NUML), Islamic Republic of Pakistan.
- Memorandum of Understanding between National University of Modern Languages (NUML) and Romanian Institute of European – Asian Studies, Bucharest, Romania.
- Memorandum of Understanding between National University of Modern Languages (NUML) and Suleyman University, Istanbul, Turkey
- Cooperation Protocol between The Yunus Emre Institute and NUML
- MOU Between NUML and Xinjiang Folk Art School, Urumqi, Xinjiang, China (UAC).
- Cultural Agreement of Mutual Cooperation between NINXA Institute for Islamic Studies, China , Faculty of Eastern Languages and Culture and NUML
- The agreement of Cooperative Education(2+2) project between Tongxin Arabic School in Ningxia, China and NUML
- Agreement of Cooperation between Cumming Islamic Institute and NUML
- Agreement of Cooperation between Higher Institute for Arabic Language Kaiunan, China and NUML
- The Agreement on Cooperative Academic Exchange between Ningxia Academy of Social Sciences of China and NUML
- Letter of Intent between Ningxia Institute of Science and Technology (Chinese University) of China and NUML

- MoU between Khazar University, Baku, Azerbaijan and NUML

Details of University Partnership with organization/Institutions and outreach activities for the next five years:

- MoUs with American, Chinese and European universities on pattern of UNT NUML partnership program.
- MoUs for English Access Program for Regional Campuses
- MoUs for English Access Program for Main Campus

13.2: Outreach

NUML has always been a front runner in reaching out to less privileged and under-developed segments of society and responding to natural calamities and commitment with full strength. As part of NUML's mission statement, NUML knows its responsibility towards the society in helping and serving communities through education and services beyond educational services that include financial support to flood victims, earthquake rehabilitation, poverty alleviation through involving less privileged in entrepreneurship activities and financial support to the under-privileged.

These activities include:

- Rehabilitation work for October 2005 earthquake
- Sending Relief Goods for Swat IDPs in 2009
- Sending Food and medicine in Hospitals and prisons
- Blood donations Days
- Helping Flood Affectees of 2010
- Helping needy patients in hospitals
- Telenor Pakistan Youth Summit Program.
- Helping less privileged students through student support program.
- Contributions in Pakistan BaitulMal support for Students

There is a comprehensive plan to outreach communities locally and internationally in the next five years:

- Increase affiliations with institutions for reaching out to community for humanitarian support and free books.
- Have more programs on the pattern of English Access Micro scholarship Programs for local less-privileged students.
- Provide facilities of qualified language teachers to institutions at national and international level to support language training of less-privileged communities
- Provide internship facilities in languages on merit to professionals in organizations providing humanitarian support in calamity hit areas.
- Provide translation facilities of books and other literary works in different languages.
- Provide interpretation facilities to local and international business community.

English Access Program is organized for improvement of English language competency skills of the under privileged children of Pakistan by NUML in collaboration with US state department. This also provides an opportunity to reach out to community and to promote higher education.

13.3: University/institute as a center of excellence for the community of the world

NUML realizes its active role in the community at national and international level for providing services through education and professional development of language teachers and other professional in the field of social sciences.

NUML is socially responsible institution of higher education providing best opportunities to all without any discrimination of class, color, creed, gender, race or economic background. It aims to provide support to less-privileged sections of society so that they also get best opportunities of education at par with the rich segments of the society. NUML shares with it students the ethical responsibilities ranging from providing scholarships to needy students, teaching students about ethics, promoting social / cultural and ethical awareness and sharing with regional community and groups, and helping them during critical situations.

A few examples include:

- Active participation in the Oct.2005 Earthquake relief works.
- Active participation in Flood relief works
- Active participation in relief work for the IDPs of Swat in 2009.
- NUML offers interpretership and translation services in many languages to a number of Governments, Public and Private sector organizations in respect of their development initiatives, capacity building, training & development, etc.

There is a strategic plan to make NUML (Main Campus and Regional Campuses) into Centers of Excellence in Pakistan and the world in the next five years

- Be a degree awarding university in all languages at all levels including MPhil / PhD.
- Be qualified to offer education majors in all languages
- Have solid foundation in various disciplines and languages
- Have rich base in teacher education.
- Have standardized curriculum acceptable at international level.
- Have adequate number of teachers and teaching assistants.
- Have enough teaching space and facilities.
- Have internship and translation facility.

13.4: External relations and communication

NUML is fully committed to plan and rationalize its activities to achieve its goals and objectives in higher education and research by keeping in mind the upcoming challenges of integrated and diversified interdisciplinary approaches in higher education and research. The Registrar's office manages the International Liaison Office for exploring opportunities and identification of areas of expansion in international linkages with various organizations and institutions. The aim is to negotiate and ensure sustainable professional discourse with international counterparts for mutually beneficial collaborations for faculty and student exchange and higher education programs and research projects.

The Registrar office is responsible for MoUs with reputed universities located in all regions of the world and actively implementing these MoUs to ensure that student/faculty exchanges, joint research, exchange of information, arrangement of conferences, etc. do take place effectively.

There are various opportunities available for NUML's external relations and communications through national and international linkages for mutually beneficial programs.

- To train faculty and students in USA and Chinese Universities.
- To increase the pool of foreign trained faculty in NUML.
- To improve the quality of teaching in foreign languages through periodic faculty exchange.
- To provide training at international level to own faculty in different languages.

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

NUML hosts students from various international and ethnic backgrounds and always welcomes students from all around the globe. NUML provides excellent opportunity for students from different backgrounds to develop understanding, tolerance, harmony and acceptance of multiple viewpoints in multiple languages, cultures and civilizations. .

A. In the next five years, Registrar's Office will act as International Liaison office for providing facilities to foreigners coming to NUML for education and language learning.

B. There is a plan to create a strong University community in Pakistan and Internationally:

- All US-partnership programs have been integrated as a group thus introducing NUML at international forum.
- UNT-NUML partnership program has created a pro-NUML community in USA.
- University MPhil and PhD program in various disciplines and languages is creating University community.

- Foreigners attending MPhil and PhD programs in NUML are creating a strong university community in Pakistan and at International level.
- Increasing admissions of foreigners at all levels.
- Providing faculty to International universities.
- Close liaison with embassies and foreign missions for translating their literature in various languages.

13.6: Develop a quality mindset

NUML's shared intentionality with the Higher Education Commission of Pakistan (HEC) and global demands on quality-centric higher education helped to ensure quality as its progressive mission. With our quality assurance framework that is in line with the framework of Quality Assurance Agency of the HEC, NUML is working hard to maintain the criteria of quality in all aspects of the university that affect the quality of learning and research such as, assessment and accreditation of academic programs and administrative policies and processes, quality scholarly output and its dissemination that reflect the university's mission to be recognized as an eminent center of learning that works with excellence, and also gives simultaneous assurance of international competitiveness and compatibility amongst the eminent centers of learning and research in Pakistan.

With Quality as its integer and Excellence in higher education as a qualitative strategic imperative, NUML manifested its progressive mission by establishing the Quality Enhancement Cell (QEC) in 2007. The QEC, as an essential component of NUML management, is dedicated to the implementation of quality assurance policies and monitoring the academic programs to ensure the implementation of quality standards.

Strategy Formulation: : Marketing and promotion **Goals:** **a) To improve enhance academic reputation; promote the strength and accomplishments of the university.** **b) To raise the perception of quality associated with the university's brand.**	
Strategy	**Actions**

Develop an enhancement-led approach to quality in higher education program of NUML	Action1 - Establish Quality Enhancement framework (QE framework) in managing the quality of learning experience and innovative teaching Action2 - Establish enhancement-led, a regular Internal Institutional Performance Evaluation (IIPE) to review the improvement in quality of services in administration and academics. Action 3 - Work for a greater active role of Quality Enhancement Cell in all relevant matters of university for greater improvement A comprehensive quality assurance evaluation of all academic programs over a two-year cycle.

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

Quality Assurance (Bench Marking)

KRAs	**KPIs**	**Targets**	**Baseline**	**Five Years Targets**				
			2014	**2015**	**2016**	**2017**	**2018**	**2019**
Quality Enhancement framework	Implementing QEC regime in all relevant aspects of university (students, faculty, university management)	QE in practice	nil	Start QE framework	QE framework In place	Active QE	Active QE	QE in practice
Establishing a regular Internal Institutional Performance Evaluation (IIPE)	4 performance evaluation studies to be conducted	4	nil	Start IIPE framwork	1	2	3	4
QEC led higher education program	QEC's 100% active involvement in all relevant aspects of university	full	10%	20%	40%	60%	80%	100%