



**Higher Education Commission
Research and Innovation Division
Annual ORIC Self-Assessment Evaluation Report for the
Financial Year 2023-2024**

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Introduction and Background:

Offices of Research and Innovation and Commercialization (ORICs) were introduced within universities by the Higher Education Commission (HEC) to facilitate the conduct of quality research and further avenues for its commercialization jointly with stakeholders in the innovation ecosystem. From amongst national HEIs, HEC has recognized a select number of HEI-ORICs that have demonstrated compliance with the Commission’s [ORIC Policy 2021](#). Recognition of ORICs enables them to accrue certain benefits from the HEC i.e. financial overheads on HEC-sponsored research grants won by the university, capacity building under trainings and seminars, as well as inclusion in research linkage initiatives at national and international fronts.

HEC-recognized ORICs annually undergo an evaluation, which involves the offices undertaking a self-assessment exercise via a prescribed scorecard on the HEC’s [Research for Innovation](#) (RFI) web portal. The self-assessment scorecards submitted by ORICs are reviewed by the HEC for validation purposes. Upon completion of the self-assessment and validation exercises, a report, such as this, is issued by the HEC that conveys ORICs’ performance ranking. The ranking determines the percentage of [financial overheads](#) an ORIC is entitled from HEC-sponsored research grants, based on the following criteria:

Category	Score	University Overhead (Performance) based on Score
W	80 and above	15%
X	60 -79	10%
Y	40 – 59	5%
Underperforming	Below 40	0%

The self-assessment scorecard infers ORICs’ performance during a financial year through Key Progress indicators (KPIs) under 4 distinct domains exhibited in the following table:

Sr. No.	Key Performance Indicator Domains	Score Assigned
A	Human Resource & Operations	10
B	Research Excellence	45
C	Innovation & Commercialization	30
D	Sustainability & Capacity Building	15
Total		100

Assessment during FY 2023-2024:

A total of 89 ORICs were evaluated by the HEC during the subject year. Out of this number, 85 ORIC ORICs made timely submissions of their scorecard, while 4 ORICs were unable to do so, hence, these ORICs are labelled as being ‘Ungraded’.

Annual ORIC Performance Categories:

The following table illustrates the performance categories of ORIC for FY 2023-2024:

Category	No. of ORICs
W	6
X	33
Y	37
Underperforming	9
Ungraded	4

Note*: Due to limited research grant opportunities from HEC in FY 2023-2024, scores for concerned KPIs under ‘Research Excellence’ have been evenly distributed among all ORICs, to ensure fairness and evenness in the rankings.

Subsequent tables convey the score of ORICs within each performance category:

ORIC Securing ‘W’ Category:

‘W’ Category		
S. no.	University Name	Score
1	Air University, Islamabad	83.5
2	National University of Sciences and Technology, Islamabad	89
3	NED University of Engineering and Technology, Karachi	80
4	Sukkur Institute of Business Administration, Sukkur	80
5	The University of Lahore	80.5
6	University of Agriculture, Faisalabad	81.5

ORICs Securing ‘X’ Category:

‘X’ Category		
S. no.	University Name	Score
1	Aga Khan University, Karachi	67.5
2	Bahria University, Islamabad	66.5
3	COMSATS University, Islamabad	66.5
4	DOW University of Health Sciences, Karachi	73.5
5	Forman Christian College, Lahore	66.5
6	Foundation University Islamabad	69
7	Ghulam Ishaq Khan Institute of Engineering Sciences & Technology (GIKI), Swabi	65.5
8	Institute of Business Management, Karachi	61
9	Institute of Space Technology, Islamabad	60
10	IQRA University, Karachi	62.5
11	Khyber Medical University, Peshawar	60
12	Kinnaird College for Women, Lahore	64
13	Lahore University of Management Sciences (LUMS), Lahore	67.5
14	Mehran University of Engineering & Technology (MUET), Jamshoro	65
15	Mirpur University of Science and Technology (MUST), Mirpur	60

16	Muhammad Nawaz Shareef University of Agriculture, Multan	77
17	National Textile University, Faisalabad	69.5
18	National University of Modern Languages, Islamabad	66.5
19	Pakistan Institute of Engineering and Applied Sciences, Islamabad	67.5
20	Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi	69.5
21	Quaid-i-Azam University, Islamabad	67.5
22	Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Karachi	62.5
23	Sindh Agriculture University, Tandojam	60
24	The Islamia University of Bahawalpur	61
25	The Superior University, Lahore	64
26	The University of Faisalabad, Faisalabad	69
27	University of Central Punjab, Lahore	60.5
28	University of Engineering and Technology, Lahore	63.5
29	University of Management & Technology, Lahore	69
30	University of Sargodha, Sargodha	65.5
31	University of Veterinary & Animal Sciences, Lahore	64.5
32	University of Wah, Wah Cantt	60
33	Ziauddin University, Karachi	78

ORICs Securing 'Y' Category:

'Y' Category		
Sr. no.	Institute	Score
1	Abbottabad University of Science & Technology, Abbottabad	41.5
2	Abdul Wali Khan University, Mardan	46.5
3	Allama Iqbal Open University	48
4	Capital University of Science and Technology, Islamabad	51
5	CECOS University of Information Technology and Emerging Sciences, Peshawar	43
6	Fatima Jinnah Women University, Rawalpindi	48.5
7	Government College University, Faisalabad	45
8	Greenwich University, Karachi	40
9	Hamdard University, Karachi	42.5
10	Health Services Academy (HSA) Islamabad	45.5
11	Institute of Business Administration, Karachi	53
12	Institute of Management Science, Peshawar	54
13	International Islamic University, Islamabad	52
14	Isra University, Hyderabad	47.5
15	Jinnah University for Women, Karachi	53.5
16	Karachi Institute of Economics and Technology, Karachi	45
17	Karakoram International University, Gilgit	40
18	KASB Institute of Technology, Karachi	57
19	Lahore College for Women University, Lahore	40
20	Lahore Garrison University, Lahore	56

21	Muhammad Ali Jinnah University, Karachi	57
22	National University of Computer and Emerging Sciences- FAST NUCES	56
23	National University of Medical Sciences, Rawalpindi	53.5
24	National University of Technology (NUTECH), Islamabad	49
25	NUR International University, Lahore	45
26	Pak-Austria Fachhochschule Institute of Applied Sciences and Technology	48
27	Pakistan Institute of Development Economics (PIDE), Islamabad	51
28	Riphah International University, Islamabad	57.5
29	Shaheed Benazir Bhutto Women University, Peshawar	45
30	Shifa Tameer e Millat University, Islamabad	41.5
31	University of Balochistan, Quetta	50
32	University of Engineering & Technology, Peshawar	40
33	University of Gujrat, Gujrat	45
34	University of Haripur, Haripur	51.5
35	University of Karachi, Karachi	49
36	University of Malakand, Malakand	46
37	University of the Punjab, Lahore	54

ORICs Securing 'Underperforming' Category:

'Underperforming' Category		
S. no.	University Name	Score
1	Balochistan University of Information Technology Engineering & Management Sciences (BUIITEMS), Quetta	35
2	Gomal University, D.I. Khan	32.5
3	Islamia College University, Peshawar	36
4	Sarhad University of Science & Information Technology, Peshawar	25
5	Shaheed Benazir Bhutto University, Shaheed Benazirabad	29
6	Shaheed Zulfiqar Ali Bhutto Medical University, (SZABMU), Islamabad	18.5
7	Sindh Madressatul Islam University, Karachi	33
8	University of Peshawar, Peshawar	36
9	University of Swat, Swat	22.5

The following universities were unable to timely submit their scorecards and have resultingly been labelled 'Ungraded'.

S. no.	University Name	Default Category
1	Government College for Women University, Sialkot	Ungraded
2	Kohat University of Science and Technology, Kohat	Ungraded
3	Shah Abdul Latif University, Khairpur	Ungraded
4	University of Education, Lahore	Ungraded

Comparative Analysis of ORICs' Performance:

ORICs Gaining Higher Categories:

Sr. no.	University Name	Category FY 22-23	Category FY 23-24	Remarks
1	Air University, Islamabad	X	W	A well-rounded performance was demonstrated by the office across all sections, signifying a strong comeback from the previous year.
2	CECOS University of Information Technology and Emerging Sciences, Peshawar	Underperforming	Y	From being previously uncategorized, the office's performance in sustainable and capacity-building KPIs has been vital to promotion.
3	Greenwich University, Karachi	Underperforming	Y	A gradual improvement from last year's progress is recorded for the office.
4	IQRA University, Karachi	Underperforming	X	With noticeable improvements in I&C and capacity-building related initiatives, the ORIC showcases a strong improvement from being uncategorized previously.
5	Karakoram International University, Gilgit	Underperforming	Y	Incremental progress in research and capacity building activities has enabled a higher category. However, I&C engagements are very low.
6	Lahore University of Management Sciences (LUMS), Lahore	Underperforming	X	The ORIC's progress is considered commendable across all sections.
7	Mehran University of Engineering & Technology (MUET), Jamshoro	Underperforming	X	Realignment of resources for ensuring sustainability of the office and an advancement in research activities have enabled a breakthrough for the ORIC.
8	National University of Medical Sciences, Rawalpindi	Underperforming	Y	From being unable to report progress last year, the ORIC's progress is considered adequate for the allocated category.
9	NUR International University, Lahore	Underperforming	Y	Ensuring a strategic direction and demonstrating sustainability measures have earned the office a higher category.
10	Pakistan Institute of Engineering and Applied Sciences, Islamabad	Underperforming	X	The ORIC has reported commendable progress across the scorecard's sections this year.
11	Quaid-i-Azam University, Islamabad	Y	X	Performance reported by the ORIC has been noteworthy this year, especially under research and sustainability initiatives.
12	Sindh Agriculture University, Tandojam	Underperforming	X	Research undertakings have recorded an improvement, and the ORIC is expected to build upon commercialization ventures.
13	Sukkur Institute of Business Administration, Sukkur	X	W	Commendable progress has been reported by the ORIC, with exceptional performance under commercialization and capacity building sections.
14	The Superior University, Lahore	Y	X	Sustained improvements in operations have been demonstrated by the university, enabling a higher category.
15	The University of Lahore	X	W	The office has demonstrated a strong output across all sections with significant progress under the I&C component.
16	University of Balochistan, Quetta	Underperforming	Y	A gradual improvement has been recorded by the office, especially in the sustainability and capacity building section.
17	University of Central Punjab, Lahore	Y	X	Satisfactory HR, infrastructure, and capacity building initiatives have uplifted the ORIC to a higher category.
18	University of Sargodha, Sargodha	Underperforming	X	The office has demonstrated a positive turn-around in progress with major growth across all sections.

The performance categories convey that a total of 18 universities achieved a promotion in their categories from last year. Among these universities, Air University, The University of Lahore and Sukkur Institute of Business Administration were amongst the top performers, being 3 of 6 universities securing the highest ‘W’ category. Furthermore, 9 universities were able to secure the X category, while 6 universities were promoted to the ‘Y’ category from previously being underperforming.

ORICs Facing a Decline in Categories:

Sr. no.	University Name	Category FY 22-23	Category FY 23-24	Remarks
1	Balochistan University of Information Technology Engineering & Management Sciences, Quetta	Y	Underperforming	The ORIC faces a demotion owing primarily to low research output and commercialization activities, which declined by 9.6% and 13% respectively from the previous year.
2	Institute of Space Technology, Islamabad	W	X	A noted decrease in research activities and commercialization ventures from the previous years are attributed to a lower category.
3	Islamia College University, Peshawar	Y	Underperforming	Apart from sustainability and capacity building scores, infrastructure, research and I&C sections registered low performance
4	Jinnah University for Women, Karachi	X	Y	The office was noted to fall slightly short in research and commercialization activities, along with having discrepancies that led to a decline in HR and infrastructure scoring.
5	Karachi Institute of Economics and Technology, Karachi	X	Y	A 25.5% decrease in research excellence and 15% decrease in I&C output is noted from the previous year, placing the ORIC in the self-claimed category.
6	Lahore Garrison University, Lahore	X	Y	Major documentational discrepancies and shortcomings are attributed to a decline in category, especially in I&C being 30%.
7	Muhammad Ali Jinnah University, Karachi	X	Y	Low scores in research KPIs as well as limited I&C activities are associated with a lower category for the ORIC for the subject year.
8	Shaheed Benazir Bhutto University, Shaheed Benazirabad	Y	Underperforming	The office has exhibited minimal output under HR, research, and commercialization KPIs, which have led to a decline in category.
9	Sindh Madressatul Islam University, Karachi	Y	Underperforming	Reported progress is considered to be underwhelming across all sections.
10	University of Engineering & Technology, Peshawar	X	Y	An extraordinary decline in research and commercialization activities is exhibited by the office.
11	University of the Punjab, Lahore	X	Y	I&C as well as sustainability and capacity building output have remained on the lower side.

During the subject year, 11 universities saw a decline in their categories, among which 1 university has fallen to the X category, 6 universities have been placed in the Y category, while 4 universities are considered to be underperforming.

ORIC with Sustained Categories:

A total of 49 universities saw no change in their categories. Most notably, 3 out of 6 universities placed in the 'W' category during FY 2023-2024 have sustained their categories from the previous year. These universities include the highest achiever National University of Science and Technology, being accompanied by University of Agriculture Faisalabad and NED University of Engineering and Technology.

ORICs Evaluated for the First-Time:

The following 11 ORICs underwent their first evaluation after recognition and their categories are presented below:

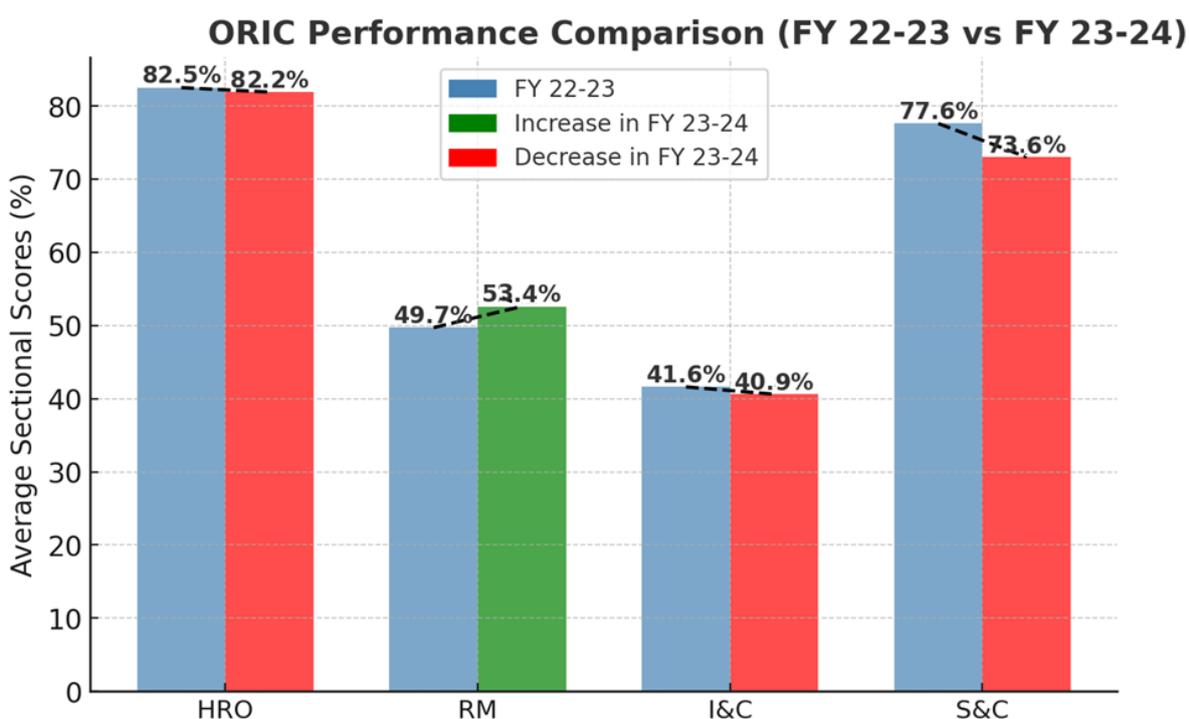
Sr. no	University Name	Category FY 23-24
1	Capital University of Science and Technology, Islamabad	Y
2	Ghulam Ishaq Khan Institute of Engineering Sciences & Technology (GIKI), Swabi	X
3	Hamdard University, Karachi	Y
4	Health Services Academy (HSA) Islamabad	Y
5	National University of Technology (NUTECH), Islamabad	Y
6	Pak-Austria Fachhochschule Institute of Applied Sciences and Technology	Y
7	Shah Abdul Latif University, Khairpur	Ungraded
8	Shaheed Zulfiqar Ali Bhutto Medical University, (SZABMU), Islamabad	Underperforming
9	Shifa Tameer e Millat University, Islamabad	Y
10	The Islamia University of Bahawalpur	X
11	University of Swat, Swat	Underperforming

From among these universities, the highest category achieved has been 'X', in which Ghulam Ishaq Khan Institute of Engineering Sciences & Technology and The Islamia University of Bahawalpur have been placed – both of whom have demonstrated promising performance and are expected to showcase further development and output. Moreover, 6 universities have been placed in the Y category, demonstrating marginal progress in their activities. Shah Abdul Latif University Khairpur failed to make the scorecard submission while Shaheed Zulfiqar Ali Bhutto Medical University Islamabad (SZABMU) and University of Swat reported exceptionally low performance.

Comparison of Scores between FY 22-23 and FY 23-24:

A comparison between overall sectional scores across FY 22-23 and FY 23-24 are illustrated in the following table:

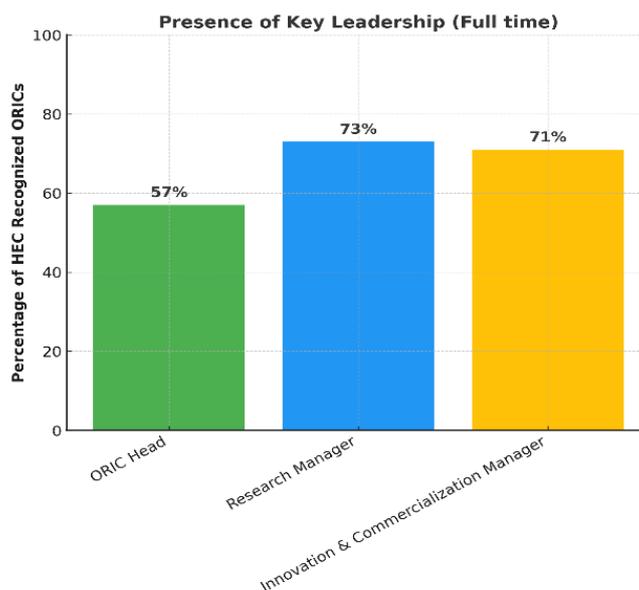
	Average Sectional Scores			
	Section 1: HRO	Section 2: RM	Section 3: I&C	Section 4: S&C
FY 22-23	82.5%	49.7%	41.6%	77.6%
FY 23-24	82.2%	53.4%	40.9%	73.6%



The sectional scores from both financial years do not demonstrate any stark shifts in any one of the scorecard’s domains. However, a marginal improvement of 3.7% is observed only under the research management domain (section 2) of the scorecard, whereas the remaining sections have registered a slight decrease in performance in FY 23-24. Sustainability and Capacity Building (section 4) comparatively shows the highest negative change standing at 4%.

Insights and Analysis

ORIC Leadership Gap The assessment of ORIC staffing reveals a concerning gap in leadership and dedicated research management. Out of the evaluated ORICs, only **51 universities (57%)** have a designated full-time ORIC Head. While **73% of universities have a full-time Research Manager** and **71% have a full-time Innovation & Commercialization Manager**. The lack of structured leadership is impacting the strategic vision and execution of research initiatives.



Action Needed:

- HEC ORIC policy 2021 should be implemented in its true letter and spirit, which mandates the appointment of a full-time ORIC Head along with a Research Manager and Innovation & Commercialization Manager in ORICs.
- Structured career pathways should be established for ORIC professionals to retain talent and ensure continuity in ORIC leadership

Research Proposal Submissions Are High, But Funding Conversion is Low



The research ecosystem reflects steady engagement, with **2,237** research proposals submitted to various funding bodies. However, **only 918 grants were approved**, resulting in a **41% success rate**. This indicates that while universities are active in pursuing funding opportunities, a significant portion

of research proposals are failing to secure funding. Meanwhile, **60% of universities secured five or fewer grants**, highlighting an imbalance in research funding distribution.

◆ **Action Needed:**

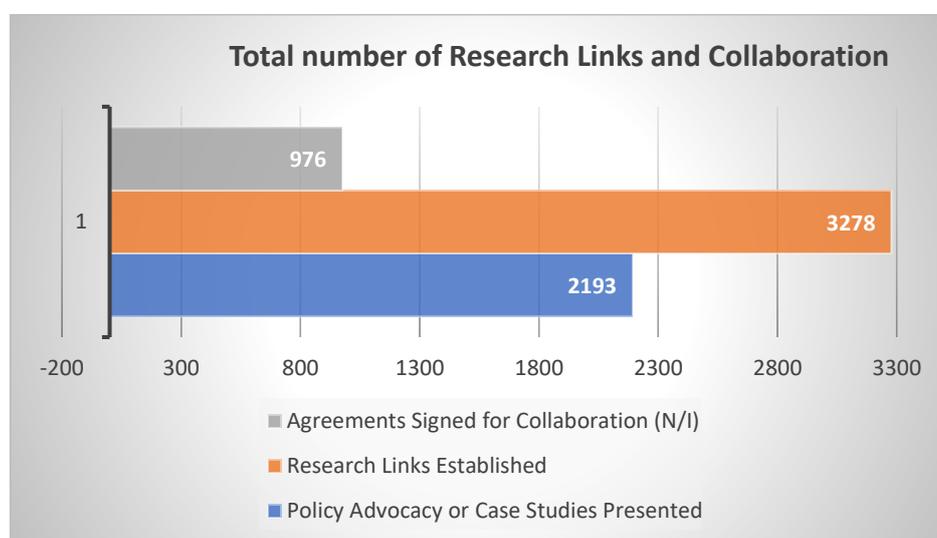
- Universities must enhance their grant proposal writing capabilities through targeted training programs.
- A systematic review should be conducted to identify key reasons for proposal rejections, including funding limitations, lack of alignment with funding criteria, and proposal quality issues.
- Institutions should encourage **collaborative grant writing** by forming partnerships with industry and other universities to improve funding success rates.
- Universities should diversify their sources of research grants by actively engaging with national and international funding agencies.

☑ **Active Engagement, but Uneven Participation**

A total of **2,193 policy advocacy initiatives or case studies** were presented to government departments across **85 universities**. While the **average per university is 25.8**, It is noted that a few institutions are driving the bulk of contributions. This is evident by the fact that **20 universities** have reported zero initiatives for this KPI, reflecting an uneven participation.

◆ **Action Needed**

- **Strengthen Institutional Support:** ORICs should proactively identify challenges hindering policy advocacy efforts and develop internal strategies to enhance engagement
- **Capacity Building:** Organize targeted training sessions for faculty and researchers to improve policy brief writing and case study development.
- **Collaboration & Knowledge Sharing:** Establish structured partnerships between high-performing and underperforming ORICs to share best practices and enhance participation. This can be done through formation of regional ORIC forums to promote collaborations and encourage peer learning.
- **Performance Monitoring:** Implement periodic reviews and set clear targets for policy advocacy contributions, ensuring sustained efforts within the university



Strong Research Linkages, but Disparities Exist

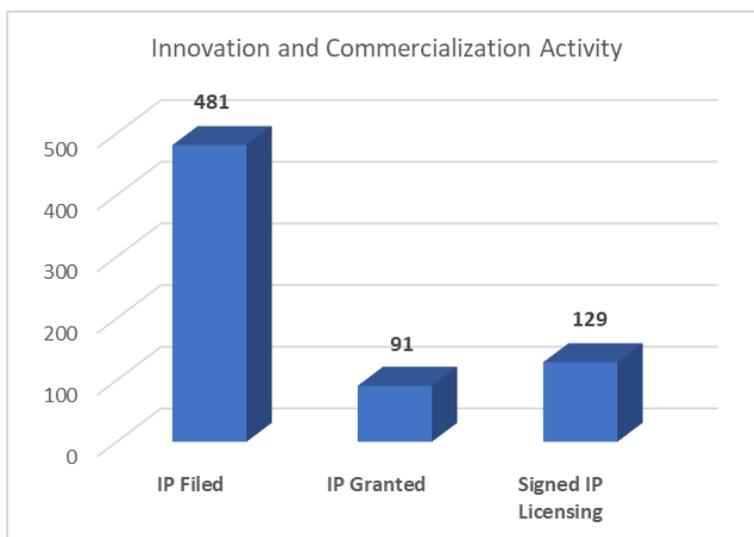
A total of **3,278** research links have been established across 85 universities, demonstrating active collaboration efforts. While the average per university is 38.56, some universities are far more engaged than others.

◆ **Action Needed**

- **Strategic Partnership Development:** ORICs should actively identify and pursue collaborations with industry, government agencies, and international institutions to expand research linkages.
- **Structured Networking Opportunities:** Organize research networking events, MoU signings, and industry-academia meetups to facilitate sustained engagement.

Low IP Commercialization Despite Substantial IP Filing

Currently, 80 ORICs were observed to have approved IPR policies within their institutes. Overall, the ORICs filed 481 Intellectual Property (IP) protection applications at the national and international level during the year. Furthermore, 91 IPs were granted protection by national and international IP offices. Concerning commercialization aspects, a total of 129 licensing agreements were signed at both the national and international fronts.



◆ **Action Needed (For Universities with ORICs):**

- **Strengthen IP Filing & Protection Strategies:** For effective implementation of their policies, ORICs should support faculty with structured patent filing workshops and legal guidance to improve both national and international patent success rates.
- **Enhance Commercialization Pathways:** Strengthen the I&C wing of ORIC to facilitate industry connections and actively market patents for licensing opportunities.
- **Seeking IP Support:** ORICs must encourage researchers to explore global patenting opportunities by providing financial and legal assistance. ORICs are recommended to scout opportunities that can assist with IP filing i.e. patent drafting, patent prosecution, financial support etc.

- **Pursuing IP Licensing:** Strong emphasis is placed on pursuing licensing agreements with the industrial sector, as such agreements prove pivotal to bridging the gap between academic and industrial research.

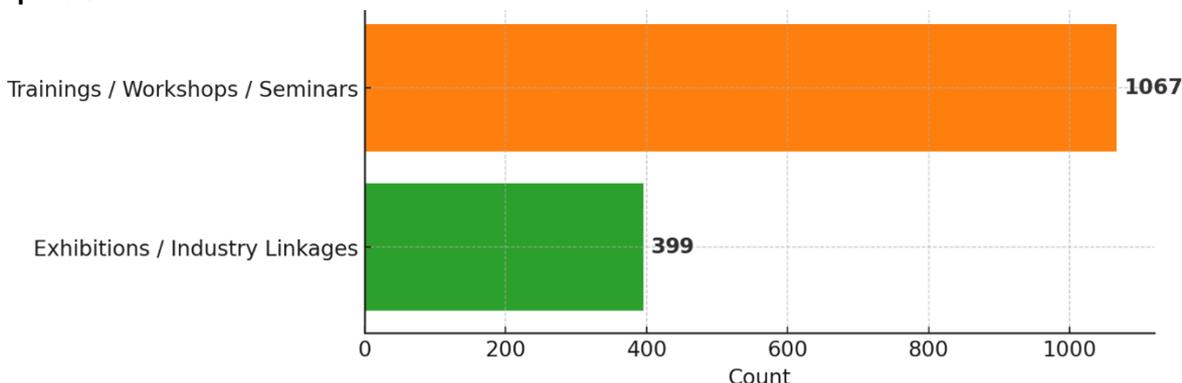
Prefeasibility Progress is Strong, but Needs Market Alignment

A total of **935 prototypes** have progressed into prefeasibility across **85 universities**, reflecting active innovation efforts. The trend indicates a relatively balanced engagement across institutions. However, the next critical step—converting these prototypes into viable market-ready solutions—remains a challenge.

Action Needed (For Universities with ORICs):

- **Enhance Market Readiness Support:** ORICs should establish structured mentorship programs, linking researchers with industry experts to refine prototypes for commercialization.
- **Strengthen Prefeasibility Assessments:** Implement standardized prefeasibility evaluation criteria to ensure prototypes align with market demands and scalability potential.
- **Facilitate Industry Collaborations:** ORICs must proactively connect researchers with investors and industry partners to secure funding and support for product development.
- **Monitor Commercialization Outcomes:** Establish tracking mechanisms to assess the success rate of prefeasibility-stage prototypes progressing to commercialization, ensuring continuous improvement.

Sustainability & Capacity-Building Initiatives Show Strong Participation but Require Strategic Expansion



Among 85 ORICs, universities collectively organized **976 trainings, workshops, and conferences**, reflecting a dedicated effort in research capacity building. However, the distribution is uneven, with an average of **~11 events per university**. Similarly, **399 exhibitions, showcasing events, and industry linkage fairs** were held, with an average of **~4.6 per university**.

◆ **Action Needed for Universities under ORIC:**

- **Organization of Conferences and Seminars:** Offices are encouraged to organize seminars and workshops on best practices in research. Moreover, arrangement of conferences for dissemination of research outcome within the national and international ecosystems is encouraged.
- **Enhance Industry Engagement:** Institutions should increase exhibitions and showcasing events to foster stronger connections between academia and industry, with a focus on IP licensing and commercialization.

University-wise Detailed Scores:

The validated scores of 85 universities are illustrated in the tables below:

1	Abbottabad University of Science & Technology, Abbottabad	Category	Y
		Score Obtained	41.5
A.	Human Resource and Operations	8	80.0%
B.	Research Excellence	14.5	32.2%
C.	Innovation and Commercialization	10	33.3%
D.	Sustainability and Capacity Building	9	60.0%

2	Abdul Wali Khan University, Mardan	Category	Y
		Score Obtained	46.5
A.	Human Resource and Operations	9.5	95.0%
B.	Research Excellence	19	42.2%
C.	Innovation and Commercialization	8.5	28.3%
D.	Sustainability and Capacity Building	9.5	63.3%

3	Aga Khan University, Karachi	Category	X
		Score Obtained	67.5
A.	Human Resource and Operations	8	80.0%
B.	Research Excellence	35.5	78.9%
C.	Innovation and Commercialization	14	46.7%
D.	Sustainability and Capacity Building	10	66.7%

4	Air University, Islamabad	Category	W
		Score Obtained	83.5
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	39	86.7%
C.	Innovation and Commercialization	19.5	65.0%
D.	Sustainability and Capacity Building	15	100.0%

5	Allama Iqbal Open University	Category	Y
		Score Obtained	48
A.	Human Resource and Operations	8.5	85.0%
B.	Research Excellence	17.5	38.9%
C.	Innovation and Commercialization	12	40.0%

D.	Sustainability and Capacity Building	10	66.7%
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6	Bahria University, Islamabad	Category	X
		Score Obtained	66.5
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	30.5	67.8%
C.	Innovation and Commercialization	14	46.7%
D.	Sustainability and Capacity Building	12	80.0%

7	Balochistan University of Information Technology Engineering & Management Sciences (BUIEMS), Quetta	Category	Underperforming
		Score Obtained	35
A.	Human Resource and Operations	7.5	75.0%
B.	Research Excellence	15.5	34.4%
C.	Innovation and Commercialization	4.5	15.0%
D.	Sustainability and Capacity Building	7.5	50.0%

8	Capital University of Science and Technology, Islamabad	Category	Y
		Score Obtained	51
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	24.5	54.4%
C.	Innovation and Commercialization	6.5	21.7%
D.	Sustainability and Capacity Building	10	66.7%

9	CECOS University of Information Technology and Emerging Sciences, Peshawar	Category	Y
		Score Obtained	43
A.	Human Resource and Operations	9	90.0%
B.	Research Excellence	16	35.6%
C.	Innovation and Commercialization	10	33.3%
D.	Sustainability and Capacity Building	8	53.3%

10	COMSATS University, Islamabad	Category	X
		Score Obtained	66.5
A.	Human Resource and Operations	8	80.0%
B.	Research Excellence	31	68.9%
C.	Innovation and Commercialization	15	50.0%

D.	Sustainability and Capacity Building	12.5	83.3%
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11	DOW University of Health Sciences, Karachi	Category	X
		Score Obtained	73.5
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	36	80.0%
C.	Innovation and Commercialization	14	46.7%
D.	Sustainability and Capacity Building	13.5	90.0%

12	Fatima Jinnah Women University, Rawalpindi	Category	Y
		Score Obtained	48.5
A.	Human Resource and Operations	7.5	75.0%
B.	Research Excellence	18	40.0%
C.	Innovation and Commercialization	12.5	41.7%
D.	Sustainability and Capacity Building	10.5	70.0%

13	Forman Christian College, Lahore	Category	X
		Score Obtained	66.5
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	28	62.2%
C.	Innovation and Commercialization	14	46.7%
D.	Sustainability and Capacity Building	14.5	96.7%

14	Foundation University Islamabad	Category	X
		Score Obtained	69
A.	Human Resource and Operations	9.5	95.0%
B.	Research Excellence	30.5	67.8%
C.	Innovation and Commercialization	14.5	48.3%
D.	Sustainability and Capacity Building	14.5	96.7%

15	Ghulam Ishaq Khan Institute of Engineering Sciences & Technology (GIKI), Swabi	Category	X
		Score Obtained	65.5
A.	Human Resource and Operations	8.5	85.0%
B.	Research Excellence	29.5	65.6%
C.	Innovation and Commercialization	16.5	55.0%
D.	Sustainability and Capacity Building	11	73.3%

16	Gomal University, D.I. Khan	Category	Underperforming
		Score Obtained	32.5
A.	Human Resource and Operations	5	50.0%
B.	Research Excellence	13.5	30.0%
C.	Innovation and Commercialization	7	23.3%
D.	Sustainability and Capacity Building	7	46.7%

17	Government College University, Faisalabad	Category	Y
		Score Obtained	45
A.	Human Resource and Operations	6	60.0%
B.	Research Excellence	19	42.2%
C.	Innovation and Commercialization	10	33.3%
D.	Sustainability and Capacity Building	10	66.7%

18	Greenwich University, Karachi	Category	Y
		Score Obtained	40
A.	Human Resource and Operations	7	70.0%
B.	Research Excellence	15	33.3%
C.	Innovation and Commercialization	9	30.0%
D.	Sustainability and Capacity Building	9	60.0%

19	Hamdard University, Karachi	Category	Y
		Score Obtained	42.5
A.	Human Resource and Operations	9.5	95.0%
B.	Research Excellence	13.5	30.0%
C.	Innovation and Commercialization	9.5	31.7%
D.	Sustainability and Capacity Building	10	66.7%

20	Health Services Academy (HSA) Islamabad	Category	Y
		Score Obtained	45.5
A.	Human Resource and Operations	4.5	45.0%
B.	Research Excellence	23.5	52.2%
C.	Innovation and Commercialization	5.5	18.3%
D.	Sustainability and Capacity Building	12	80.0%

21	Institute of Business Administration, Karachi	Category	Y
		Score Obtained	53
A.	Human Resource and Operations	6.5	65.0%
B.	Research Excellence	24	53.3%
C.	Innovation and Commercialization	12.5	41.7%
D.	Sustainability and Capacity Building	10	66.7%

22	Institute of Business Management, Karachi	Category	X
		Score Obtained	61
A.	Human Resource and Operations	9.5	95.0%
B.	Research Excellence	27	60.0%
C.	Innovation and Commercialization	13	43.3%
D.	Sustainability and Capacity Building	11.5	76.7%

23	Institute of Management Science, Peshawar	Category	Y
		Score Obtained	54
A.	Human Resource and Operations	4.5	45.0%
B.	Research Excellence	28	62.2%
C.	Innovation and Commercialization	8.5	28.3%
D.	Sustainability and Capacity Building	13	86.7%

24	Institute of Space Technology, Islamabad	Category	X
		Score Obtained	60
A.	Human Resource and Operations	9	90.0%
B.	Research Excellence	25	55.6%
C.	Innovation and Commercialization	14	46.7%
D.	Sustainability and Capacity Building	12	80.0%

25	International Islamic University, Islamabad	Category	Y
		Score Obtained	52
A.	Human Resource and Operations	9	90.0%
B.	Research Excellence	22.5	50.0%
C.	Innovation and Commercialization	11	36.7%
D.	Sustainability and Capacity Building	9.5	63.3%

26	IQRA University, Karachi	Category	X
		Score Obtained	62.5
A.	Human Resource and Operations	8.5	85.0%
B.	Research Excellence	25	55.6%
C.	Innovation and Commercialization	17.5	58.3%
D.	Sustainability and Capacity Building	11.5	76.7%

27	Islamia College University, Peshawar	Category	Underperforming
		Score Obtained	36
A.	Human Resource and Operations	6	60.0%
B.	Research Excellence	13	28.9%
C.	Innovation and Commercialization	6.5	21.7%
D.	Sustainability and Capacity Building	10.5	70.0%

28	Isra University, Hyderabad	Category	Y
		Score Obtained	47.5
A.	Human Resource and Operations	7	70.0%
B.	Research Excellence	20	44.4%
C.	Innovation and Commercialization	9	30.0%
D.	Sustainability and Capacity Building	11.5	76.7%

29	Jinnah University for Women, Karachi	Category	Y
		Score Obtained	53.5
A.	Human Resource and Operations	7.5	75.0%
B.	Research Excellence	20	44.4%
C.	Innovation and Commercialization	15.5	51.7%
D.	Sustainability and Capacity Building	10.5	70.0%

30	Karachi Institute of Economics and Technology, Karachi	Category	Y
		Score Obtained	45
A.	Human Resource and Operations	7.5	75.0%
B.	Research Excellence	16.5	36.7%
C.	Innovation and Commercialization	10.5	35.0%
D.	Sustainability and Capacity Building	10.5	70.0%

31	Karakoram International University, Gilgit	Category	Y
		Score Obtained	40
A.	Human Resource and Operations	8.5	85.0%
B.	Research Excellence	19	42.2%
C.	Innovation and Commercialization	3.5	11.7%
D.	Sustainability and Capacity Building	9	60.0%

32	KASB Institute of Technology, Karachi	Category	Y
		Score Obtained	57
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	27	60.0%
C.	Innovation and Commercialization	9	30.0%
D.	Sustainability and Capacity Building	11	73.3%

33	Khyber Medical University, Peshawar	Category	X
		Score Obtained	60
A.	Human Resource and Operations	9	90.0%
B.	Research Excellence	28.5	63.3%
C.	Innovation and Commercialization	10	33.3%
D.	Sustainability and Capacity Building	12.5	83.3%

34	Kinnaird College for Women, Lahore	Category	X
		Score Obtained	64
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	28.5	63.3%
C.	Innovation and Commercialization	14.5	48.3%
D.	Sustainability and Capacity Building	11	73.3%

35	Lahore College for Women University, Lahore	Category	Y
		Score Obtained	40
A.	Human Resource and Operations	5.5	55.0%
B.	Research Excellence	15.5	34.4%
C.	Innovation and Commercialization	9	30.0%
D.	Sustainability and Capacity Building	10	66.7%

36	Lahore Garrison University, Lahore	Category	Y
		Score Obtained	56
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	21.5	47.8%
C.	Innovation and Commercialization	15.5	51.7%
D.	Sustainability and Capacity Building	9	60.0%

37	Lahore University of Management Sciences (LUMS), Lahore	Category	X
		Score Obtained	67.5
A.	Human Resource and Operations	9.5	95.0%
B.	Research Excellence	33.5	74.4%
C.	Innovation and Commercialization	10.5	35.0%
D.	Sustainability and Capacity Building	14	93.3%

38	Mehran University of Engineering & Technology (MUET), Jamshoro	Category	X
		Score Obtained	65
A.	Human Resource and Operations	9.5	95.0%
B.	Research Excellence	30	66.7%
C.	Innovation and Commercialization	15	50.0%
D.	Sustainability and Capacity Building	10.5	70.0%

39	Mirpur University of Science and Technology (MUST), Mirpur	Category	X
		Score Obtained	60
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	27	60.0%
C.	Innovation and Commercialization	12	40.0%
D.	Sustainability and Capacity Building	11	73.3%

40	Muhammad Ali Jinnah University, Karachi	Category	Y
		Score Obtained	57
A.	Human Resource and Operations	9.5	95.0%
B.	Research Excellence	24.5	54.4%
C.	Innovation and Commercialization	12	40.0%
D.	Sustainability and Capacity Building	11	73.3%

41	Muhammad Nawaz Shareef University of Agriculture, Multan	Category	X
		Score Obtained	77
A.	Human Resource and Operations	9	90.0%
B.	Research Excellence	37	82.2%
C.	Innovation and Commercialization	18.5	61.7%
D.	Sustainability and Capacity Building	12.5	83.3%

42	National Textile University, Faisalabad	Category	X
		Score Obtained	69.5
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	30	66.7%
C.	Innovation and Commercialization	17	56.7%
D.	Sustainability and Capacity Building	12.5	83.3%

43	National University of Computer and Emerging Sciences- FAST NUCES	Category	Y
		Score Obtained	56
A.	Human Resource and Operations	8	80.0%
B.	Research Excellence	23.5	52.2%
C.	Innovation and Commercialization	13	43.3%
D.	Sustainability and Capacity Building	11.5	76.7%

44	National University of Medical Sciences, Rawalpindi	Category	Y
		Score Obtained	53.5
A.	Human Resource and Operations	9	90.0%
B.	Research Excellence	24	53.3%
C.	Innovation and Commercialization	11.5	38.3%
D.	Sustainability and Capacity Building	9	60.0%

45	National University of Modern Languages, Islamabad	Category	X
		Score Obtained	66.5
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	32	71.1%
C.	Innovation and Commercialization	9.5	31.7%
D.	Sustainability and Capacity Building	15	100.0%

46	National University of Sciences and Technology, Islamabad	Category	W
		Score Obtained	89
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	40	88.9%
C.	Innovation and Commercialization	24	80.0%
D.	Sustainability and Capacity Building	15	100.0%

47	National University of Technology (NUTECH), Islamabad	Category	Y
		Score Obtained	49
A.	Human Resource and Operations	9.5	95.0%
B.	Research Excellence	18.5	41.1%
C.	Innovation and Commercialization	10.5	35.0%
D.	Sustainability and Capacity Building	10.5	70.0%

48	NED University of Engineering and Technology, Karachi	Category	W
		Score Obtained	80
A.	Human Resource and Operations	9.5	95.0%
B.	Research Excellence	38.5	85.6%
C.	Innovation and Commercialization	19.5	65.0%
D.	Sustainability and Capacity Building	12.5	83.3%

49	NUR International University, Lahore	Category	Y
		Score Obtained	45
A.	Human Resource and Operations	8.5	85.0%
B.	Research Excellence	19.5	43.3%
C.	Innovation and Commercialization	7	23.3%
D.	Sustainability and Capacity Building	10	66.7%

50	Pak-Austria Fachhochschule Institute of Applied Sciences and Technology	Category	Y
		Score Obtained	48
A.	Human Resource and Operations	7	70.0%
B.	Research Excellence	24	53.3%
C.	Innovation and Commercialization	7	23.3%
D.	Sustainability and Capacity Building	10	66.7%

51	Pakistan Institute of Development Economics (PIDE), Islamabad	Category	Y
		Score Obtained	51
A.	Human Resource and Operations	6	60.0%
B.	Research Excellence	25.5	56.7%
C.	Innovation and Commercialization	9	30.0%
D.	Sustainability and Capacity Building	10.5	70.0%

52	Pakistan Institute of Engineering and Applied Sciences, Islamabad	Category	X
		Score Obtained	67.5
A.	Human Resource and Operations	9	90.0%
B.	Research Excellence	31	68.9%
C.	Innovation and Commercialization	13	43.3%
D.	Sustainability and Capacity Building	14.5	96.7%

53	Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi	Category	X
		Score Obtained	69.5
A.	Human Resource and Operations	9	90.0%
B.	Research Excellence	28.5	63.3%
C.	Innovation and Commercialization	17.5	58.3%
D.	Sustainability and Capacity Building	14.5	96.7%

54	Quaid-i-Azam University, Islamabad	Category	X
		Score Obtained	67.5
A.	Human Resource and Operations	6	60.0%
B.	Research Excellence	32	71.1%
C.	Innovation and Commercialization	18.5	61.7%
D.	Sustainability and Capacity Building	11	73.3%

55	Riphah International University, Islamabad	Category	Y
		Score Obtained	57.5
A.	Human Resource and Operations	9.5	95.0%
B.	Research Excellence	23	51.1%
C.	Innovation and Commercialization	14	46.7%
D.	Sustainability and Capacity Building	11	73.3%

56	Sarhad University of Science & Information Technology, Peshawar	Category	Underperforming
		Score Obtained	25
A.	Human Resource and Operations	5.5	55.0%
B.	Research Excellence	8	17.8%
C.	Innovation and Commercialization	4.5	15.0%
D.	Sustainability and Capacity Building	7	46.7%

57	Shaheed Benazir Bhutto University, Shaheed Benazirabad	Category	Underperforming
		Score Obtained	29
A.	Human Resource and Operations	3	30.0%
B.	Research Excellence	12.5	27.8%
C.	Innovation and Commercialization	5.5	18.3%
D.	Sustainability and Capacity Building	8	53.3%

58	Shaheed Benazir Bhutto Women University, Peshawar	Category	Y
		Score Obtained	45
A.	Human Resource and Operations	6	60.0%
B.	Research Excellence	19.5	43.3%
C.	Innovation and Commercialization	9	30.0%
D.	Sustainability and Capacity Building	10.5	70.0%

59	Shaheed Zulfiqar Ali Bhutto Medical University, (SZABMU), Islamabad	Category	Underperforming
		Score Obtained	18.5
A.	Human Resource and Operations	3.5	35.0%
B.	Research Excellence	9	20.0%
C.	Innovation and Commercialization	2	6.7%
D.	Sustainability and Capacity Building	4	26.7%

60	Shaheed Zulfiqar Ali Bhutto Institute of Science and Technology, Karachi	Category	X
		Score Obtained	62.5
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	24	53.3%
C.	Innovation and Commercialization	17	56.7%
D.	Sustainability and Capacity Building	11.5	76.7%

61	Shifa Tameer e Millat University, Islamabad	Category	Y
		Score Obtained	41.5
A.	Human Resource and Operations	7	70.0%
B.	Research Excellence	20	44.4%
C.	Innovation and Commercialization	4	13.3%
D.	Sustainability and Capacity Building	10.5	70.0%

62	Sindh Agriculture University, Tandojam	Category	X
		Score Obtained	60
A.	Human Resource and Operations	9.5	95.0%
B.	Research Excellence	27.5	61.1%
C.	Innovation and Commercialization	11	36.7%
D.	Sustainability and Capacity Building	12	80.0%

63	Sindh Madressatul Islam University, Karachi	Category	Underperforming
		Score Obtained	33
A.	Human Resource and Operations	5.5	55.0%
B.	Research Excellence	12	26.7%
C.	Innovation and Commercialization	6.5	21.7%
D.	Sustainability and Capacity Building	9	60.0%

64	Sukkur Institute of Business Administration, Sukkur	Category	W
		Score Obtained	80
A.	Human Resource and Operations	9	90.0%
B.	Research Excellence	31.5	70.0%
C.	Innovation and Commercialization	24.5	81.7%
D.	Sustainability and Capacity Building	15	100.0%

65	The Islamia University of Bahawalpur	Category	X
		Score Obtained	61
A.	Human Resource and Operations	9.5	95.0%
B.	Research Excellence	24	53.3%
C.	Innovation and Commercialization	14	46.7%
D.	Sustainability and Capacity Building	13.5	90.0%

66	The Superior University, Lahore	Category	X
		Score Obtained	64
A.	Human Resource and Operations	9	90.0%
B.	Research Excellence	24	53.3%
C.	Innovation and Commercialization	20	66.7%
D.	Sustainability and Capacity Building	11	73.3%

67	The University of Faisalabad, Faisalabad	Category	X
		Score Obtained	69
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	28.5	63.3%
C.	Innovation and Commercialization	20	66.7%
D.	Sustainability and Capacity Building	10.5	70.0%

68	The University of Lahore	Category	W
		Score Obtained	80.5
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	32	71.1%
C.	Innovation and Commercialization	24	80.0%
D.	Sustainability and Capacity Building	14.5	96.7%

69	University of Agriculture, Faisalabad	Category	W
		Score Obtained	81.5
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	37	82.2%
C.	Innovation and Commercialization	21.5	71.7%
D.	Sustainability and Capacity Building	13	86.7%

70	University of Balochistan, Quetta	Category	Y
		Score Obtained	50
A.	Human Resource and Operations	8.5	85.0%
B.	Research Excellence	17.5	38.9%
C.	Innovation and Commercialization	13.5	45.0%
D.	Sustainability and Capacity Building	10.5	70.0%

71	University of Central Punjab, Lahore	Category	X
		Score Obtained	60.5
A.	Human Resource and Operations	9	90.0%
B.	Research Excellence	24.5	54.4%
C.	Innovation and Commercialization	16.5	55.0%
D.	Sustainability and Capacity Building	10.5	70.0%

72	University of Engineering & Technology, Peshawar	Category	Y
		Score Obtained	40
A.	Human Resource and Operations	6.5	65.0%
B.	Research Excellence	14.5	32.2%
C.	Innovation and Commercialization	9.5	31.7%
D.	Sustainability and Capacity Building	9.5	63.3%

73	University of Engineering and Technology, Lahore	Category	X
		Score Obtained	63.5
A.	Human Resource and Operations	7	70.0%
B.	Research Excellence	28.5	63.3%
C.	Innovation and Commercialization	14	46.7%
D.	Sustainability and Capacity Building	14	93.3%

74	University of Gujrat, Gujrat	Category	Y
		Score Obtained	45
A.	Human Resource and Operations	8.5	85.0%
B.	Research Excellence	15	33.3%
C.	Innovation and Commercialization	11.5	38.3%
D.	Sustainability and Capacity Building	10	66.7%

75	University of Haripur, Haripur	Category	Y
		Score Obtained	51.5
A.	Human Resource and Operations	8.5	85.0%
B.	Research Excellence	20.5	45.6%
C.	Innovation and Commercialization	11.5	38.3%
D.	Sustainability and Capacity Building	11	73.3%

76	University of Karachi, Karachi	Category	Y
		Score Obtained	49
A.	Human Resource and Operations	8	80.0%
B.	Research Excellence	19.5	43.3%
C.	Innovation and Commercialization	11	36.7%
D.	Sustainability and Capacity Building	10.5	70.0%

77	University of Malakand, Malakand	Category	Y
		Score Obtained	46
A.	Human Resource and Operations	5	50.0%
B.	Research Excellence	21	46.7%
C.	Innovation and Commercialization	9	30.0%
D.	Sustainability and Capacity Building	11	73.3%

78	University of Management & Technology, Lahore	Category	X
		Score Obtained	69
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	27	60.0%
C.	Innovation and Commercialization	19	63.3%
D.	Sustainability and Capacity Building	13	86.7%

79	University of Peshawar, Peshawar	Category	Underperforming
		Score Obtained	36
A.	Human Resource and Operations	6	60.0%
B.	Research Excellence	18	40.0%
C.	Innovation and Commercialization	5	16.7%
D.	Sustainability and Capacity Building	7	46.7%

80	University of Sargodha, Sargodha	Category	X
		Score Obtained	65.5
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	29.5	65.6%
C.	Innovation and Commercialization	14.5	48.3%
D.	Sustainability and Capacity Building	11.5	76.7%

81	University of Swat, Swat	Category	Underperforming
		Score Obtained	22.5
A.	Human Resource and Operations	5	50.0%
B.	Research Excellence	8.5	18.9%
C.	Innovation and Commercialization	4	13.3%
D.	Sustainability and Capacity Building	5	33.3%

82	University of the Punjab, Lahore	Category	Y
		Score Obtained	54
A.	Human Resource and Operations	8.5	85.0%
B.	Research Excellence	23.5	52.2%
C.	Innovation and Commercialization	13	43.3%
D.	Sustainability and Capacity Building	9	60.0%

83	University of Veterinary & Animal Sciences, Lahore	Category	X
		Score Obtained	64.5
A.	Human Resource and Operations	8.5	85.0%
B.	Research Excellence	29	64.4%
C.	Innovation and Commercialization	12.5	41.7%
D.	Sustainability and Capacity Building	14.5	96.7%

84	University of Wah, Wah Cantt	Category	X
		Score Obtained	60
A.	Human Resource and Operations	9.5	95.0%
B.	Research Excellence	28	62.2%
C.	Innovation and Commercialization	11	36.7%
D.	Sustainability and Capacity Building	11.5	76.7%

85	Ziauddin University, Karachi	Category	X
		Score Obtained	78
A.	Human Resource and Operations	10	100.0%
B.	Research Excellence	35	77.8%
C.	Innovation and Commercialization	18	60.0%
D.	Sustainability and Capacity Building	15	100.0%