List of Policies

1- Resource need allocation policy/SOPS.
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SOPs FOR RESOURCE NEED ALLOCATION

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Draft policy of conflict of interest and intellectual rights minutes copy received

Standard Operating Procedures (SoPs) for Resource Allocation

Contents

1. Introduction

Institutions of higher education–be they large public universities or small private colleges–are not homogeneous organizations. Because of differing missions, goals, programs, histories, traditions, laws, and explicit procedures, they obtain and expend revenues, or financial resources, in myriad ways. Therefore, there is no universal model about the best way to allocate financial resources within higher education.

Most colleges and universities have well-established processes for assessment, strategic planning, and resource allocation. Those processes are often disconnected in practice, which results in inefficient allocation of resources. Reinforcing the link between assessment, strategic planning, and budgeting is important for meeting accreditation standards, for better use of assessment results, and for ideal allocation of resources. Accreditation standards require institutions to demonstrate institutional effectiveness by providing documented evidence that all activities using institutional resources support the institution's mission.

2. Background

Hazara University is public sector university. Like other universities major source of funds for hazara university is grant of Higher Education Commission (HEC), of Pakistan. Other sources of funds are fees of students. So we have to frame the Standard Operating Procedures (SoPs) for Financial and Non-Financial Resources with in the confines devised by HEC. Moreover, these SoPs will be conforming with Hazara University Statutes, Hazara University Act, Hazara university Rules and any other guideline approved / recommended by HEC, Chancellor of the university, vice chancellor of the university and university authorities i.e. senate, syndicate and academic council of Hazara University.

3. Resource Allocation Principles

The Resource Allocation in any university or higher education institutions is based on following general principles that are conforming with the funding principles of HEC:

a) **Transparency:** The Resource Allocation method should be based on formulae and available at HEC website. The data provided by the HEIs must be transparent and auditable.

b) **Fairness:** Similar academic activities should be funded at similar rates. Any difference in Resource Allocation among HEIs must be justifiable and subject to challenge.

c) **Facilitation:** The Resource Allocation method should not impose restrictions and allow HEI to utilize funds to improve the efficiency, quality education, service, and cost-effective management of resources for achieving laid objectives.

d) **Predictability** Medium – term Resource Allocation framework is used to give predictability about resource availability in future, so that HEIs may develop an appropriate expenditure plan for the future.

4. Resource Allocation Objectives

Keeping in view the following core strategic objectives, resources will be allocated to different departments / sections of the university to:

- Support teaching and learning
- Improve quality of teaching and research.
- Support research and innovation
- Prioritize relevance to national needs and requirements.
- Enhance equitable access for students.
- Strengthening governance and management.

5. Resource Allocation System

Resources of the University will be classified into two broader categories.

a. Financial Resources

b. Non- Financial Resources

Focus of this document will be the financial resources as most of the non-financial resources used in the universities are the conversion of financial resources. Financial resources are used in the university fall into three main activities:

(1) salaries and benefits, which are certainly the costliest activities.

(2) capital outlay, which refers to major purchases of expensive equipment, such as computer systems; and

(3) expense items, which include less expensive items and continuing costs such as office furniture, service contracts, expendable supplies, and travel.

The resource allocation system comprises:

- A funding model to allocate funds to for Administrative Divisions.
- A funding model to allocate funds to Academic Departments.
- A capital works budget

The System will have the following attributes.

- Financial resources must be administered with prudence and integrity.
- The Budget process must be open
- Planning must drive resource allocation.
- All funds must support the University's mission
- All operations should be self-supporting

- Finance Directorate / Treasurer office should be decentralized to managers who are then held accountable
- Incentives should be developed to encourage good management of resources.
- Base budgets are subject to modification based on performance outcomes
- Capital projects and equipment should be budgeted annually

6. Resource Allocation Methods

Following Heads will be used to allocate the funds:

1. **Salaries and Benefits of Employees:** It includes salary of regular and part time employees, their benefits including insurance and health care.
2. **Research & Development:** It includes Departmental research, individual research, Laboratory Research, Field Research, Local and foreign tours of students and faculty for research, patents and copyright processing and registration fee.
3. **Public Service.** Trainings, workshops, radio, television, newspaper, tourism, and hospitality
4. **Academic Support:** Classroom facilities, Computer, Internet, Library
5. **Student Services:** Hostels, canteens, sports activities, general study and recreational tours
6. **Institutional Support:** Buildings, roads, Parks, museums, car parking, beauitifcation, horticulture, Computer, Internet, Library
7. **Operation and Maintenance of Buildings and plants**
8. **Scholarships and Fellowships:** For both faculty and students. It includes local and foreign scholarship.
9. **Mandatory Transfers:** Includes Pension funds, Income Tax, Sales Tax, Tax on Services and any other tax or payment imposed by federal and provincial government
10. **Auxiliary Enterprises:** Schools, Hospitals, farms and any other business run by the university.

Different methods to be used for each category:

Heads	Basis / Model for Resource Allocation	Description
1.Salaries and Benefits of Employees 2. Mandatory Transfers	Incremental Model	Budget adjustments are based on a previously allocated base budget from the previous year with percent increase or decrease according to the revised pay scales, rules and guidelines of HEC. Federal and provincial government
3.Research & Development 4.Students Services 5.Academic Support	Formula-based model	It is mainly used in public institutions. It relies heavily on quantitative measures to distribute resources and predict future resource needs, depending on program cost and demand.
6.Public Service. 7. Scholarships and Fellowships 8. Auxiliary Enterprises	Performance-based budgeting model	It allocates resources based on the achievement of specific targets in a program.
9.Institutional Support. 10.Operation and Maintenance of 11. Buildings and plants	Initiative-based budgeting model	Only activities or programs that align with key initiatives are funded.