University of Management and Technology

Revised Mandates of Existing Research Centers

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1 Policy Statement

University of Management & Technology is committed to evolving from a publication-driven culture to an impact-oriented research ecosystem that integrates collaboration, commercialization, and contribution to societal and global agendas. Research centers shall align their operations with the University's core mission of impact-oriented research.

2 Objective

To enhance the effectiveness of existing research centers by clarifying their mandates, governance, institutional support, and performance expectations.

3 Scope

This framework applies to all UMT research centers, center heads/directors, associated faculty and researchers, MS/PhD students, research assistants, alumni, relevant Schools/Institutes and Deans, and administrative or support offices involved in research-center operations.

4 Mandate Architecture

The mandate of a research center is its reason for being: a formal statement defining its goals, responsibilities, and the specific problems it aims to address. Each center shall articulate its mandate through the following four pillars, with emphasis adjusted to its discipline and approved scope.

Mandate Pillar	Requirement
Knowledge Creation / Real-World Problem Solving	Advance specialized knowledge and/or contribute to solving significant real-world problems. Contributions may include new theories, debates, data, discoveries, applied studies, policy change, curriculum change, patents, prototypes, or implemented interventions.
Knowledge Mobilization	Share and translate knowledge through peer-reviewed publications, research briefs, policy and technical reports, conferences, seminars, workshops, media engagement, and advice to policymakers, partners, industry, academic communities, and civil society.
Training and Mentorship	Develop the next generation of experts through fellowships, internships, research assistantships, supervision, certificate programs, workshops, and hands-on laboratory, field, or research-methods experience.
Social or Economic Impact	Demonstrate a real-world contribution through policy influence, advice to government, industry or academic communities, innovation, commercialization, sustainability initiatives, educational change, community benefit, or other measurable social and economic outcomes.

5 Existing Research Centers and Portfolio Decisions

The current research-center portfolio and the actions arising from the final Initiative 2 review are summarized below. Dormant centers may be closed, merged, or reconstituted only through formal approval.

Center	Head / Director	Recommended Action
Center for Disaster Management (CDM)	Dr. Ahmad Ali Gul	Retain and strengthen.
Centre for Mathematics and its Applications (CMAP)	Dr. Imran Asjad	Retain and strengthen.
Center for Multidisciplinary Research (CMR)	Dr. Naveed Yazdani	Retain; integrate the Center for Supply Chain Research as a thematic stream.
Center for Critical Peace Studies (CCPS)	Dr. Fatima Sajjad	Retain; integrate the Center for Human Rights and Justice.
Housing Research Center (HRC)	Dr. Fariha Tariq	Retain with a distinct housing and community-development mandate.

Center	Head / Director	Recommended Action
Center for Innovation in Real Estate (CIRE)	Dr. Fariha Tariq	Strengthen/activate only with aligned expertise, a dedicated team, and institutional resources.
National Institute of Blockchain & Crypto (NIBC)	Ms. Rabia Khalid	Formal mandate, team, workplan, and operational information to be approved.
Rekhi Centre of Excellence for the Science of Happiness	Dr. Haziq Mehmood	Retain and strengthen research and training functions.
Center for Supply Chain Research (CSCR)	Not currently listed	Dormant; merge with CMR.
Center for Advancement of Science and Technology (CAST)	Not currently listed	Dormant; close/de-notify unless an approved reconstitution proposal is submitted.
Center for Human Rights and Justice (CHRJ)	Not currently listed	Dormant; merge with CCPS.

6 Revised Mandates of Existing Centers

6.1 Center for Disaster Management (CDM)

Revised Mandate: To serve as UMT's interdisciplinary hub for disaster-risk reduction, preparedness, mitigation, and resilience by generating applied knowledge, developing practical risk-management solutions, strengthening professional and community capacity, and building sustained partnerships with government, industry, communities, and international organizations in alignment with the SDGs and the Sendai Framework.

- **Core Focus:** disaster-risk-reduction education; applied research and innovation; community preparedness; policy and technical advice; field-based interventions; and government/industry collaboration.

6.2 Centre for Mathematics and its Applications (CMAP)

Revised Mandate: To advance mathematical knowledge and its interdisciplinary applications through high-quality theoretical and applied research, problem-driven collaboration, research training, professional workshops, consultancy, and engagement with industry and government. CMAP shall function as a cross-cutting methodological and analytical resource for UMT research initiatives.

- **Core Focus:** research and knowledge advancement; mathematical modelling; interdisciplinary applications; faculty and student engagement; innovation; consultancy and training; industry linkages; external grants; and self-sustainability.

6.3 Center for Multidisciplinary Research (CMR), incorporating the Center for Supply Chain Research

Revised Mandate: To operate as HSM's multidisciplinary research and knowledge-mobilization hub by forming collaborative research groups, strengthening research-methods capacity, producing applied and scholarly studies, pursuing multidisciplinary grants, translating graduate research into research briefs and teaching cases, and supporting evidence-based monitoring and evaluation. Supply-chain research shall be integrated as a dedicated thematic stream within CMR.

- **Core Focus:** research groups and publications; research-methodology training and MOOCs; funded projects; research briefs for industry and policymakers; local teaching cases; supply-chain research; and monitoring and evaluation linked with strategic plans.

6.4 Center for Critical Peace Studies (CCPS), incorporating the Center for Human Rights and Justice

Revised Mandate: To build an internationally connected scholarly, educational, and policy community that examines peace, justice, security, and human rights from Global South perspectives; strengthens South-South knowledge networks; and translates research into teaching, policy dialogue, public engagement, and practical contributions to peace and justice.

- **Core Focus:** countering and preventing violent extremism; epistemic violence and epistemic injustice; autonomous knowledge; critical peace education; human rights and justice; Palestine and Kashmir; and national/international scholarly collaboration.

6.5 Housing Research Center (HRC)

Revised Mandate: To improve housing and community development, particularly for the urban poor, by producing housing research and data, designing affordable and experimental solutions, informing government policy, supporting graduate education, and implementing demonstration, community, and professional-capacity projects.

- **Core Focus:** housing research and databases; MS Housing and Community Development; affordable and experimental house designs; policy advice; implementation of housing projects; and workshops and seminars for professionals and communities.

6.6 Center for Innovation in Real Estate (CIRE)

Revised Mandate: To advance innovation, technology, sustainability, and evidence-based practice in Pakistan's real-estate sector through applied research, industry partnerships, professional education, market and urban-data initiatives, and policy or standards advice. CIRE shall remain distinct from HRC by focusing on real-estate systems, industry innovation, technology, and sustainable sector practices rather than housing and community-development delivery.

- **Activation Requirement:** CIRE shall not be treated as fully operational until appropriate expertise, a dedicated team, a three-year workplan, and the required institutional resources are formally approved.

6.7 National Institute of Blockchain & Crypto (NIBC)

The final Initiative 2 report lists NIBC as an existing center but does not provide an approved mandate or operational record. Its mandate must therefore be formally reviewed and approved before full activation.

Provisional Mandate for Review: To advance responsible research, education, and applied innovation in blockchain, crypto-assets, and distributed-ledger technologies, with emphasis on secure digital systems, transparent transactions and supply chains, financial inclusion, governance, regulation, and relevant industry or public-sector applications.

- **Activation Requirement:** approval of a formal charter, named leadership, a qualified team, an implementation workplan, resource requirements, and an official center profile/website.

6.8 Rekhi Centre of Excellence for the Science of Happiness

Revised Mandate: To promote the science and practice of happiness and well-being through interdisciplinary research, education, training, and evidence-based interventions for students, teachers, and wider communities. The center shall connect research with practical well-being initiatives and build institutional expertise in the field.

- **Core Focus:** research on happiness and well-being; a certificate course on the Science of Happiness each semester; development of the MindLab for neuroscientific research projects; faculty/student training; and evidence-based well-being activities.

6.9 Center for Advancement of Science and Technology (CAST)

Recommended Status: CAST is identified as dormant owing to the prolonged absence of a center head and the absence of a current mandate or output record. It should be closed/de-notified unless a time-bound reconstitution proposal is approved. Any reactivation proposal must include a distinct mandate, named leadership, a qualified team, a three-year workplan, required resources, a sustainability pathway, and measurable intended impact.

7 Governance and Faculty Membership Model

Research centers shall have roles, functions, and performance expectations distinct from academic departments and Schools. They shall operate as interdisciplinary or transdisciplinary hubs, maintain structured linkages with relevant academic units, and report to the Provost/Rector's Office.

Role	Responsibility
Provost / Rector's Office	Provide central oversight; approve mandates and major portfolio decisions; review performance; and ensure that centers receive appropriate institutional support.
Dean-Level Center Oversight Position	Monitor and transparently report the performance of centers and the support departments contributing to research projects, outputs, and impact. The position must have a clear mandate, authority, and accountability.
Relevant Deans (normally 3-4 Schools/Institutes)	Endorse interdisciplinary alignment; facilitate access to faculty and students; and maintain structured academic linkages without converting the center into a departmental unit.
Center Head / Director	Lead mandate implementation, partnerships, resource mobilization, reporting, financial accountability, and team development. Where the center has at least five participating faculty members and demonstrable accountability, the Director may be accorded status equivalent to a CoD, with administrative allowance and course-load reduction under the approved mechanism.
Core Faculty Members	Each center should have at least three UMT faculty members. Membership should be open and preferably transdisciplinary, selected through an official call based on research potential, expertise, and alignment with the center's defined research areas.
Chairpersons / CoDs	Facilitate selected faculty participation in centers while managing departmental responsibilities. Institutional recognition may be provided where a CoD demonstrably supports meaningful faculty contribution.
Research Support Staff	Provide coordination, documentation, reporting, event support, communication, and administrative continuity. Each center should have at least one coordinator, assistant, or senior officer.
ORIC and Other Support Departments	Facilitate grants, contracts, finance, procurement, human resources, information technology, communications, partnerships, intellectual property, and institutional reporting; and remain accountable for timely support.

7.1 Faculty Engagement and Incentives

a. Identify two to four relevant Schools/Departments for each center on the basis of its research areas, research groups, and interdisciplinary potential.

b. Issue an official call for faculty membership and apply transparent selection criteria based on research potential, relevant expertise, and alignment with the center mandate.

c. Provide appropriate incentives for meaningful contribution, such as specialized training, recognition or marks in faculty evaluation, approved research time, and other institutional rewards.

d. Directors receiving administrative or course-load incentives shall be accountable for the center's performance and for maintaining an active team.

8 Essential Institutional Requirements

8.1 Financial Sustainability and Revenue Generation

a. Center and project funds should be separately identifiable and protected from unrelated withdrawal. The Principal Investigator and Center Head should have timely access to approved funds while remaining fully accountable for complete institutional and donor reporting.

b. Funded projects should allocate a university overhead share of 15-20%, depending on the level of dedicated support clearly provided through ORIC and other University offices.

c. Revenue generated through approved certificate courses, training programs, consultancy, and professional services should be deposited in the center's account and used for approved center needs, including intellectual work, human support, and essential resources.

8.2 Research Facilitation

a. Provide each center with at least one qualified staff member for research support, documentation, and general coordination.

b. Provide dedicated Microsoft Teams or equivalent institutional accounts for centers engaged in international collaboration, online meetings, webinars, and lectures.

c. Principal Investigators leading funded research projects should receive an appropriate reduction in teaching load.

d. Provide dedicated, quiet, and distraction-free research spaces, together with space for workshops, training, meetings, and partner engagement.

e. Allow reasonable flexibility in campus attendance for field-based researchers and center heads building collaborations, provided that teaching and counseling responsibilities are fulfilled.

9 Mandate Approval, Activation and Review

a. Each center shall maintain an approved mandate/charter defining its purpose, research areas, beneficiaries, leadership, faculty membership, governance, workplan, resource requirements, and intended impact.

b. A center shall be treated as active only after approval of its Head, core faculty team, support arrangements, reporting line, and implementation plan.

c. Center performance shall be reviewed under the separate Research Centers Performance and Reporting Framework, with short-term impact activities assessed over 1.5 years and longer-term impact outcomes assessed over three years.

d. Dormant, duplicative, or persistently underperforming centers may be placed on an improvement plan, merged, restructured, closed, or de-notified through the competent approval process.

e. Institutional expectations and Director accountability shall be considered together with the human, financial, technical, digital, and physical support actually provided to the center.



