



UNIVERSITY OF KAMALIA

ANNUAL REPORT FOR THE YEAR 2025

Prepared in pursuance of Clause 19(6) of the University of Kamalia Act, for submission to the Chancellor through the Administrative Department.

Clause 19(6): "The Vice Chancellor shall present an annual report to the Chancellor through the Administrative Department within three months of the closure of an academic year, and the annual report shall present such information as regards the academic year under review including disclosure of all relevant facts pertaining to the following: (a) academics; (b) research; (c) administration; and (d) finances including audited statement of accounts and management."

Metadata	Particulars
Institution	University of Kamalia
Reporting authority	Vice Chancellor
Reporting period	January-December 2025, with baseline context from November 2024
Primary evidentiary sources	University Newsletter 2025, UKM Strategic Plan 2025-2029, 5th to 10th Syndicate minutes, and budget figures placed before the competent forum
Important financial note	This report summarizes the approved budgetary position and financial management arrangements reflected in the available record. Detailed audited annual accounts may be appended separately by the Treasurer's Office, where required for formal submission.

1. Executive Summary

The year 2025 was the first full operational year under the leadership of Prof. Dr. Yasir Nawab as the first regular Vice Chancellor of the University of Kamalia. The institutional context inherited in November 2024 was exceptionally constrained: the University was not in a position to offer admissions, the 46-acre main campus land was under occupation by illegal persons, the city campus of approximately 6 acres faced urban flooding issues, classrooms lacked furniture, and the University had neither operational academic infrastructure nor an established administrative framework. Against this baseline, the University entered 2025 in a state of revival rather than routine expansion.

During 2025, the Vice Chancellor steered the University from dormancy to structured functionality. Governance systems were activated, a five-year Strategic Plan was approved, academic and administrative policies were formalized, recruitment and statutory appointments were initiated, technology and classroom infrastructure was created, the HEC NOC was secured to enable academic launch, admissions were opened, and the first cohort of more than 1,000 students was enrolled. The institution also mobilized a one-of-its-kind community scholarship initiative in the public university sector to support around 200 needy and brilliant students - the majority female - expanded national and international partnerships, introduced outcome-based and skill-focused learning, launched entrepreneurship from the first semester, established innovation-oriented structures, and positioned itself for long-term campus expansion and financial sustainability.

The single most consequential governance milestone of the year was the approval of the UKM Strategic Plan 2025-2029 in April 2025. That plan gave the University its first integrated roadmap for academic growth, research development, infrastructure expansion, digitization, financial sustainability, campus quality of life, and institutional efficiency. Importantly, 2025 was not merely the year of formal approval; it was also the year in which execution began.

2. Key Quantified Highlights of 2025

Indicator	Position / Figure
Students enrolled in first cohort	1,000+
Academic programmes launched / operational in first phase	13
Institutional MoUs signed	7+
Scholarships awarded	300+ overall; around 200 under the community-funded merit scheme, with the majority of beneficiaries being female students
Computer laboratories established	4 modern computer labs developed; the chronology also records 3 additional new labs becoming operational on 1 Sep 2025
International delegation	17 senior professors from 8 countries
Participants in first graphic designing workshop	Around 40 students
Participants in World Egg Day event	2,000+
Statutory offices filled	Registrar, Controller of Examinations, Treasurer
Strategic planning horizon approved	5 years (2025-2029)
HEC NOC for launch of classes	HEC NOC secured, enabling the University to formally launch academic operations and commence classes

Industry MoUs / linkages	MoUs and collaboration linkages developed with industry partners including Ahmad Weaving, Halai Enterprises, Abdullah Chicks, and others
Entrepreneurship course / startup ecosystem	Entrepreneurship course launched from the first semester under the guidance of Mr. Shabbir Halai, engaging 30+ startup groups
Mentorship Programme launched	Structured Mentorship Programme established, connecting students with national and international experts
Community scholarship initiative	Around 200 community-funded scholarships for needy and brilliant students, the majority female; presented as a one-of-its-kind initiative in Pakistan's public university sector
Cafeteria established	Campus cafeteria established with private party support
Community contributions in kind	Donation of a 30 KVA generator, library renovation support, and a rent-free house to accommodate 25+ female students
Key quality / research offices	QEC and ORIC established / operationalized alongside other institutional offices

3. Baseline Position at the Time of Assumption of Charge

For a fair assessment of performance, the condition in which the University was inherited must be placed on record. When the Vice Chancellor assumed office in November 2024, the institution was not in a position to offer admissions. The 46-acre main campus land was under illegal occupation. The city campus, spread over approximately 6 acres, was facing urban flooding issues. Classrooms lacked furniture and functional teaching arrangements. There was no established library or laboratory environment of the scale required for a university, and the institution lacked a full complement of academic and administrative personnel.

The early months of 2025 were therefore devoted to operational readiness and institutional activation: hiring essential support staff on daily wages, launching the official website and online job portal, making classrooms operational, establishing library and science laboratory facilities, reclaiming university land, seeking funds for computer labs and solar power, preparing the Annual Development Plan, operationalizing QEC and ORIC structures, and pursuing the HEC NOC and formal launch of classes.

- Admissions could not be offered at baseline; by 2025 the University had admitted its first cohort and formally inaugurated classes.
- Main campus land was under occupation; land reclamation was initiated and the campus expansion agenda was formally embedded in the Strategic Plan.
- Classrooms lacked furniture and functional teaching infrastructure; by the end of 2025 smart classroom facilities, laboratories, LMS support, and improved learning spaces had been introduced.
- There was no stable academic-administrative structure; by year end the University had activated governance mechanisms and filled key statutory offices.

4. Approval of the Five-Year Strategic Plan (2025-2029): The Defining Institutional Milestone

The most significant institutional achievement of 2025 was the approval of the University of Kamalia Strategic Plan (2025-2029). Considered in the 5th meeting of the Syndicate in April 2025, the Plan was presented as a roadmap for long-term growth and sustainability. It had been developed through

consultation with local and international academic experts and universities and contained measurable goals, implementation mechanisms, and provision for regular review.

The approval of the Strategic Plan was transformative because it shifted the institution from short-term revival to planned institutional development. Instead of functioning through isolated administrative decisions, the University adopted an approved five-year framework linking targets, strategic priorities, key performance indicators, milestones, and monitoring arrangements. This created policy coherence across academics, research, administration, finances, campus development, digitization, and community engagement.

4.1 Seven Strategic Priorities Approved by the Syndicate

- Structured Growth and Academic Excellence
- Research Development and Innovation
- Smart Campus and Digitization
- Infrastructure Development and Campus Expansion
- Campus Quality of Life
- Financial Sustainability
- Effective Governance and Internal Efficiency

4.2 Highlights of the Strategic Plan

The Strategic Plan is framed around the theme 'Transforming Potential into Excellence.' It positions UKM to serve the educational and economic needs of Kamalia and the wider Toba Tek Singh region through skill-based education, research-led innovation, industry linkage, and regional socio-economic transformation.

Its highlights include phased academic expansion, targeted faculty growth, digitization of academic and administrative processes, development of modern campus infrastructure, increased scholarship coverage, a stronger research base, global academic engagement, and diversified revenue generation. The Plan also embeds a formal Monitoring and Evaluation framework involving quarterly and annual review, committee-based accountability, risk mitigation, feedback loops, and phase-wise implementation tracking.

4.3 Quantified 2029 Targets and Expected Impact

Strategic Area	Target by 2029	Implication
Academic structure	21 departments; 32 programmes	Tripling of institutional academic breadth
Student body	8,500 students	Scale and viability of a regional public university
Research	PKR 100 million research funding	Foundational research capacity and competitiveness
Innovation outputs	10+ patents; 20+ policy papers	Commercialization and policy relevance
Scholarship coverage	Up to 50% of students	Equity and inclusion at scale
Digitization	100% digital integration	Smart campus and efficient academic management
Campus development	Fully functional 46-acre main campus	Long-term physical consolidation
Financial sustainability	Diversified revenue model	Reduced dependence on a single funding stream

4.4 Execution of the Strategic Plan During 2025

- Under Structured Growth and Academic Excellence, the University launched its first phase of programmes, completed admission processes, inaugurated classes, introduced outcome-based faculty training, and moved toward operational academic delivery.
- Under Structured Growth and Academic Excellence, the University secured the HEC NOC to enable launch of classes, opened admissions, launched its first phase of programmes, completed admission processes, inaugurated classes, introduced outcome-based faculty training, launched entrepreneurship from the first semester, and moved toward operational academic delivery.
- Under Research Development and Innovation, the University launched innovation-oriented initiatives, approved the Business Incubation Center and KnowXport Research Centre, strengthened ORIC-related institutional arrangements, and widened its platform for applied research, commercialization, entrepreneurship, and industry collaboration.
- Under Infrastructure Development and Campus Expansion, the University initiated operational improvements, pursued development planning, sought funds for solar power and computing infrastructure, and placed the 46-acre campus at the center of long-term growth planning.
- Under Campus Quality of Life, the University strengthened student support, mentorship, orientation, safety, and wellbeing initiatives, and improved classroom conditions and learning spaces.
- Under Campus Quality of Life, the University strengthened student support, mentorship, orientation, safety, and wellbeing initiatives, improved classroom conditions and learning spaces, established a cafeteria with private party support, mobilized community-funded scholarships, supported female student accommodation, and benefitted from in-kind community contributions including library renovation and generator support.
- Under Effective Governance and Internal Efficiency, the University approved rules, policies, committees, search and scrutiny mechanisms, and later filled core statutory offices essential for disciplined institutional management.

Under Effective Governance and Internal Efficiency, the University approved rules, policies, committees, search and scrutiny mechanisms, established or operationalized offices such as QEC and ORIC, and filled core statutory offices essential for disciplined institutional management.

To ensure alignment with Clause 19(6) of the Act, the present report is organized around the four mandatory disclosure domains: academics, research, administration, and finances. The following matrix indicates how the principal statutory requirements are addressed.

Clause 19(6) Domain	Coverage in This Report	Nature of Disclosure
Academics	Sections 6 and 4	Programmes, admissions, teaching systems, student development, strategic academic targets
Research	Sections 7 and 4	Research centres, innovation structures, partnerships, mentoring, commercialization orientation
Administration	Sections 8 and 4	Governance, committees, policies, recruitment, statutory offices, advisory bodies
Finances including accounts and management	Section 9	Budget summary, revised estimates, financial planning, financial management narrative, note regarding audited accounts

6. Academics

The academic year 2025 marked the operational commencement of the University of Kamalia as a functioning teaching institution. The University moved from a state in which admissions were not allowed by the Higher Education Commission to a point where the required HEC NOC was secured, programmes were launched, students were enrolled, classes were inaugurated, and academic systems

began functioning in an organized manner. The HEC NOC was a decisive enabling milestone because it created the regulatory basis for academic launch. The University officially inaugurated its classes on 15 September 2025, and the first cohort enrolled during the year exceeded 1,000 students.

6.1 Academic Structure during the Year under Review

Faculty	Department	Programmes
Faculty of Computing, Engineering & Technology	Department of Computer Science	BS Computer Science; BS Artificial Intelligence; BS Information Technology; BS Software Engineering
Faculty of Allied Health & Sciences	Department of Chemistry	BS Chemistry
	Department of Nutrition	BS Human Nutrition & Dietetics
	Department of Allied Health Sciences	BS Medical Lab Technology
Faculty of Business, Management & Economics	Department of Business Administration	BS Business Administration; BS Accounting & Finance
	Department of Economics & Trade	BS E-Commerce & Digital Marketing
Faculty of Arts, Social Sciences & Law	Department of English	BS English
	Department of Psychology	BS Applied Psychology
	Department of Textile & Fashion Design	BS Textile & Fashion Design

This structure shows that the University adopted a deliberately balanced academic portfolio, combining computing and emerging technologies, allied health and sciences, business and economics, and arts and social sciences. It also reflects a strong orientation toward employability, market relevance, and regional demand.

Academic delivery during 2025 was further strengthened through pedagogical and digital initiatives. The University launched a Learning Management System (LMS) to support course management, academic communication, lecture notes, assignments, quizzes, and student progress monitoring. It also introduced a Smart Classroom, operationalized three new computer laboratories during September 2025, and later reported four modern computer labs in year-end compilation. These developments indicate that UKM sought to embed digital and technology-enabled education from the outset.

Faculty development and student learning enhancement were also visible priorities. Training for selected faculty focused on Outcome-Based Education, student-centred learning, and modern teaching strategies designed to improve classroom engagement, critical thinking, and meaningful learning outcomes. The University also embedded outcome-based and skill-focused education across programmes, introduced entrepreneurship training from the first semester, and established a structured Mentorship Programme connecting students with national and international experts.

Student academic support was strengthened through workshops and enrichment activities, including an orientation workshop on 'Navigating Your University Journey,' a graphic designing workshop with around 40 participating students, a web designing workshop, and expert-led sessions on artificial intelligence, professionalism, ethics, communication, and career development. Collectively, these efforts demonstrate that the academic model being developed at UKM is broader than curriculum delivery and includes transition support, digital skills, professional exposure, and employability-oriented learning.

In addition to university-to-university linkages, the University also advanced industry-facing collaboration through MoUs and working relationships with private-sector partners including Ahmad

Weaving, Halai Enterprises, Abdullah Chicks, and others. These connections are important because they strengthen practical exposure, employability, internships, industrial understanding, and future placement pathways for students while also supporting the University's skill-based academic model.

A particularly important academic innovation was the launch of an Entrepreneurship course from the first semester. This initiative was guided by Mr. Shabbir Halai, an experienced CEO, and engaged more than 30 startup groups. As a result, entrepreneurship at UKM was introduced not as a peripheral activity but as a structured component of student learning, leadership development, and enterprise readiness.

The University's community scholarship initiative also deserves special note in the academic section. Around 200 scholarships were mobilized by the community for needy and brilliant students - the majority female - who would otherwise have found admission financially difficult. This initiative is of exceptional significance and may fairly be described as one of its kind in the public university sector of Pakistan because it linked admission access directly with organized community sponsorship at scale.

7. Research

The research performance of the University in 2025 should be assessed in the context of an institution that was still in the foundational stage of its development. It would not be methodologically sound to judge the year primarily in terms of mature output indicators such as high publication volume, extensive patents, or large-scale recurring grants, because the University had first to restore its operational foundations. Nevertheless, 2025 was highly important for research because it was the year in which the University deliberately established the policy, structural, and partnership foundations for future research and innovation growth.

Research was embedded into the University's long-term direction through the Strategic Plan 2025-2029, which identifies Research Development and Innovation as one of the seven core priorities. The Plan sets out explicit ambitions for the development of research centres, stronger industry collaboration, commercialization, patents, policy papers, and growth in research funding from PKR 10 million in 2025 to PKR 100 million by 2029. It also envisages longer-term outcomes such as 10+ patents, 20+ policy papers, stronger industry-supported research, and structured international collaboration.

The first year of implementation of this research agenda is visible in the steps taken during 2025. The University launched transformative academic and innovation-driven initiatives, including new academic programmes, research centres, and the Business Incubation Center. Later, the 8th Syndicate approved the Business Incubation Center, the University Professional Development Academy, and the Research Center on Knowledge-Based Exports (KnowXport). Important policy frameworks relating to intellectual property and consultancy were also endorsed. These measures established the institutional mechanisms through which research can move from aspiration to applied and organized activity.

Another important feature of the research and innovation record for 2025 was the systematic expansion of collaborative linkages. The University signed MoUs and collaborative arrangements with Baba Guru Nanak University, University of Layyah, University of Okara, Emerson University Multan, Aror University Sukkur, University of Malakand, and Hizb-ur-Rahman Science College. In parallel, the University also strengthened industry-facing linkages with organizations such as Ahmad Weaving, Halai Enterprises, Abdullah Chicks, and other partners. Taken together, these academic and industrial collaborations create platforms for future joint research, co-authored work, shared supervision, applied problem solving, internships, and institutional learning.

Internationalization also contributed to the research agenda during the year. In February 2025, the University hosted an international delegation comprising 17 senior professors from eight countries, who expressed interest in supporting the institution through faculty and student exchange, joint research, and international academic collaboration. In November 2025, a Chinese delegation visited the University to explore opportunities for academic, research, and cultural collaboration. The University

also convened its International Expert Advisory Board, chaired by Prof. Tahir H. Shah (UK), which discussed curriculum review, ethics, international academic linkages, faculty mentoring, research guidance, and skill-based learning pathways.

The University further signalled its future research orientation through technology and innovation infrastructure. The operationalization of modern computer laboratories, the expansion of AI and digital learning infrastructure, the inauguration of the Center for Computing, AI & Innovation, and the announcement of Pakistan's first AI Labs at UKM all suggest that the University is positioning itself to develop future capacity in computing, artificial intelligence, technology-driven learning, and innovation ecosystems.

Accordingly, the research record of 2025 may be summarized as follows: the University embedded research and innovation in its approved five-year strategy; established research-supporting centres and policy frameworks; expanded national and international collaborative platforms; initiated technology-oriented infrastructure relevant to research growth; and laid the institutional groundwork for future funded, applied, and internationally connected research.

8. Administration

The administrative record of 2025 represents one of the strongest dimensions of the University's performance. At the time the Vice Chancellor assumed office, the institution was not functioning as a normal public university. It had no functional academic operations, no enrolled students, and no established administrative structure. In addition, the University faced land occupation issues, inadequate infrastructure, urban flooding at the city campus, lack of classroom furniture, and weak or dormant systems. In that context, administration during 2025 was not a matter of routine continuity; it was a process of institutional reconstruction.

The first major administrative achievement of the year was the restoration of governance through repeated statutory and policy processes. The 5th Syndicate approved a broad set of academic, administrative, and strategic initiatives, including the Strategic Plan, faculty and staff recruitment rules, admission criteria, HEC policy adoption, international collaborations, and the formation of committees and advisory boards. This was followed by the 7th, 8th, 9th, and 10th Syndicate meetings, each of which reviewed and approved matters relating to governance, recruitment, development, appointments, budgetary issues, academic initiatives, and institutional structure. The first Academic Council meeting in December 2025 further approved academic regulations, the formation of departments and faculties, and the University's present and future academic programmes.

A second major administrative achievement was the filling of key statutory offices. Following the relevant selection process, the University appointed Dr. Raees Ashraf as Registrar, Dr. Muhammad Awais as Controller of Examinations, and Muhammad Faisal Bhatti as Treasurer. In addition, institutional support structures such as QEC and ORIC were established or operationalized to strengthen quality assurance, research coordination, accreditation readiness, and external engagement. With these offices and support units in place, the University consolidated its capacity to manage academic operations, examinations, financial administration, quality systems, and institutional development in a structured and professional manner.

The University also strengthened its broader governance and stakeholder ecosystem through the constitution of the Community Advisory Board, which was established to deepen community engagement and support the University's regional development mission by advising on educational needs, supporting socially responsive initiatives, and mobilizing support for scholarships, infrastructure, and fundraising. The International Expert Advisory Board provided external academic and strategic guidance on curriculum, ethics, academic linkages, faculty mentoring, research guidance, and skill-based pathways. The Parent Council meeting further indicates the beginning of stakeholder-

informed institutional administration. A notable outcome of this community-linked approach was the mobilization of approximately 200 scholarships for needy and brilliant students, the majority female, enabling access to admission that would otherwise not have been possible for many of them.

Administrative performance during the year also included practical campus readiness and student support measures. These included the furnishing and preparation of teaching spaces, scholarship mechanisms, digital learning platforms, development of AI and technology infrastructure, and support measures announced during the Minister's visit, including a student bus service, 40-room hostel, scholarships, new classrooms, and a UKM Venture Capitalist Fund. In addition, a cafeteria was established with private party support, a 30 KVA generator was donated, library renovation support was mobilized, and a house was arranged free of cost/rent to accommodate more than 25 female students. While some of these measures arose through community and private support, they materially strengthened the University's operating environment during its foundational year.

Overall, the administrative record of 2025 demonstrates that the University moved from dormancy to structured functioning through statutory governance, approved planning, leadership appointments, recruitment, advisory bodies, digitization, and operational readiness. This constitutes substantial administrative reconstruction and stands as a major achievement of the year under review.

9. Finances Including Financial Management

Clause 19(6)(d) requires disclosure of finances including audited statement of accounts and management. On the basis of the source material made available for this report, the following section records the financial management steps taken during 2025 and summarizes the revised budget position for FY 2024-25 and budget estimates for FY 2025-26 as placed before the competent forum. The detailed audited annual accounts are not reproduced in the presently available source documents and should, where required, be appended separately by the Treasurer's Office after final audit.

9.1 Financial Management and Oversight

Financial management during the year also benefitted from in-kind and community-supported contributions that reduced immediate institutional pressure while improving service delivery. These included community-backed scholarships, donation of a 30 KVA generator, support for library renovation, provision of a cafeteria through private party support, and a rent-free house for accommodation of more than 25 female students. Such measures reflect both prudent outreach and the University's growing ability to attract local trust and developmental support.

Financial oversight during the year was exercised through formal committee and Syndicate processes. The 3rd meeting of the Finance and Planning Committee was held under the chairmanship of the Vice Chancellor on 20 January 2025 and reviewed financial matters related to administrative functioning and development. Subsequently, the 5th Syndicate approved the recommendations of the Finance and Planning Committee, including proposals concerning the operational budget, administrative structure, scholarships, faculty bodies, and deputation cases. The 7th Syndicate later reviewed institutional performance and approved budget proposals and related governance matters.

9.2 Budget Summary

Particulars (Rs. million)	Actual 2023-24	Estimate 2024-25	Revised 2024-25	Estimate 2025-26
Opening balance	-	-	-	8.636
Grants	6.129	165.000	53.621	350.000
Own sources	-	30.848	8.636	100.275
Total income	6.129	195.848	62.257	450.275
Pay & allowances	3.817	81.137	21.010	159.746
Other expenditures	2.312	88.674	32.610	295.200
Total expenditures	6.129	169.811	53.621	454.946
Surplus / (Deficit) for the year	-	26.036	8.636	3.965

9.3 Financial Reading of the Above Position

The revised position for FY 2024-25 shows total income of Rs. 62.257 million against total expenditure of Rs. 53.621 million, leaving a balance of Rs. 8.636 million. This indicates cautious expenditure during a formative year in which the University was building operational systems while still dependent primarily on public grants.

For FY 2025-26, the budget estimates reflect a planned escalation in institutional scale. Total income is projected at Rs. 450.275 million, comprising Rs. 350.000 million in grants and Rs. 100.275 million from own sources, with an opening balance of Rs. 8.636 million. Projected expenditure stands at Rs. 454.946 million, including Rs. 159.746 million for pay and allowances and Rs. 295.200 million for other expenditures. After accounting for the opening balance, the projected closing balance position is Rs. 3.965 million.

The projected 2025-26 budget is therefore not a routine incremental budget; it reflects a scale-up budget associated with launching and running a new public university. The size of other expenditures underlines the capital-light but system-heavy nature of institutional establishment, including infrastructure readiness, academic operations, technological systems, and campus support requirements.

9.4 Financial Sustainability in the Strategic Plan

The financial section of the Strategic Plan complements the annual budget by setting out the University's medium-term sustainability agenda. It calls for revenue diversification through executive education, online and corporate training, donor engagement, public-private partnerships, endowment development, technology commercialization, international student recruitment, facility leasing, and

consultancy services. This is important because the annual budgets of a young university must be read together with the medium-term strategy for reducing vulnerability and widening non-tuition revenue streams.

10. Overall Assessment

Viewed as a whole, the performance of the Vice Chancellor during 2025 can be characterized as foundational, strategic, and implementation-oriented. The year was not one of routine management of an already functioning institution; it was a year of institutional rescue, activation, and directional consolidation.

- A dormant institution was turned into an operating university able to admit students and deliver classes.
- A formal five-year Strategic Plan was approved and visibly translated into first-year actions.
- Governance and compliance systems were developed through statutory forums and formal policy decisions.
- Research and innovation structures were initiated despite the University's early stage of development.
- The University secured the HEC NOC that enabled formal launch of classes and transition from preparatory work to academic operations.
- Community and private-sector support was translated into scholarships, industry linkages, student support facilities, and in-kind contributions that improved both access and campus life.
- Administrative capacity was significantly strengthened through merit processes and statutory appointments.
- Financial planning moved from minimal operations to a scale-up budget linked to institutional growth.

11. Way Forward

The work completed in 2025 provides a base, not an endpoint. The next phase should focus on consolidation and execution discipline. Key priorities for the coming years include deeper implementation of the Strategic Plan, strengthening of academic quality assurance, expansion of laboratories and libraries, development of the 46-acre main campus, systematic research funding mobilization, growth in scholarships and donor support, institutional digitization, and continued attention to financial sustainability.

In particular, the Strategic Plan should continue to serve as the principal instrument for aligning annual budgeting, faculty recruitment, programme approval, infrastructure development, and external partnerships. The University's emerging governance structures, including Syndicate, Academic Council, advisory boards, and administrative offices, now provide the platform for accountable execution.

12. Concluding Submission

Submitted respectfully for consideration under Clause 19(6) of the University of Kamalia Act. The record presented in this report demonstrates that 2025 was a year of extraordinary turnaround and institution-building under the leadership of the Vice Chancellor. The approval and commencement of execution of the Strategic Plan 2025-2029 stands out as the central achievement that converted recovery efforts into a coherent long-term development agenda.