

Strategic Plan 2020-30



Discovering Knowledge

An initiative of Pakistan Navy



BAHRIA UNIVERSITY

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Abbreviations

BU	Bahria University
CUs	Constituent Units
KPIs	Key Performance Indicators
TNA	Training Need Analysis
EOBI	Employees Old Age Benefits Institutions
LMS	Learning Management System
CAP	Corrective Action Plan
QA	Quality Assurance
ACM	Academic Council Meeting
ORIC	Office of Research, Innovation and Commercialization
SDGs	Sustainable Development Goals
NMT	Niche Maritime Technologies
PMSTP	Pakistan Maritime Science & Technology Park
R&D	Research & Development

Rector's Foreword

Bahria University is one of the leading public sector Universities of Pakistan, which is dedicated to meet many complex challenges being faced by us today and in future. The University has Campuses, Constituent Units and Research Centers, working as functional arms of the University in the three main cities of the country including Islamabad, Karachi and Lahore. These functional arms work towards grooming today's youth into becoming tomorrow's leaders. We provide a platform for promising minds to come together, pioneer new thought and serve the world around them. For this, we provide the right mix of faculty, resources, environment and technology so that both learners and teachers are inspired to create, explore, discover, challenge and lead. Our strategy is to achieve this by ensuring an educational system, based on both theoretical and practical knowledge. To this end, we are continuously striving to build bridges between the University and the Corporate Sector, opening the way for research, and making students apply their academic skills to practical projects.

The Strategic Plan of Bahria University has been devised to reflect the developments and achievements that have taken place and the new opportunities and challenges that the University is likely to face in future. Our ambition is to be a leading University,



recognized globally for the excellence of its education, research, industry engagement and internationalization, while providing outstanding learning and students' experience, to produce quality output that has strong social, economic and cultural impact.

The 6 core themes: Excellence in Education; Excellence in Research; Industry Engagements and Local Partnerships; Internationalization; Conducive Infrastructure, and Financial Sustainability, have been updated and enhanced, supported by several Objectives and Key Performance Indicators. The refreshed Strategic Plan also updates the small number of high-level performance indicators. Targets have been set and the University will monitor its progress against these indicators and targets on a regular basis. The future is challenging, but very exciting. Our achievements in past ensure that we will approach these challenges with confidence, commitment and enthusiasm.

Vice Admiral (R)
Kaleem Shaukat HI(M)
Rector Bahria University

Preamble

Developing a Vision

It has become fairly standard for Universities around the globe to claim a “world-class” vision but it is often not very clear what is meant by that. BU sees “world-class” as strongly indicative of a process of transformation over many years as opposed to only a defined status at a given point in time. The University wants to transform

itself over time to become a research-intensive and innovative university serving the growing needs of Pakistan and the rest of the region. Being “world-class” suggests a steadily growing ability to attract some of the world’s best students and researchers to produce knowledge, which is applied in nature. It means greater

recognition of the University’s output with impact on society. Thus, after extensive consultation, the vision of BU is presented as becoming a “knowledge and creativity driven international university that contributes towards development of society”.



functional experiences were shared to help the University community and its leadership to challenge the status quo, extract useful insights to guide the ambition to become a world-class institution of higher learning.

A series of formal and informal interactive sessions, involving the following stakeholders were held:

- Senior Administration (Rector, Pro-Rectors, Registrar, Director Generals)
- Deans, Directors, Heads of Departments
- Senior Faculty Members
- Administrative Staff Members
- People from Industry
- Representatives of Students

The key outcomes of their deliberations formed the basis of this Strategic Plan. This plan is an indication that the university is consciously defining a future in which it seeks to clearly distinguish itself in areas like research to achieve significant national and international impact. In order to ensure that the implementation of this plan goes beyond just major projects and gets translated into the routine activities, the plan highlights Key Performance Indicators and metrics that will be monitored and shared on a regular basis to influence both strategic and operational decision-making.

Towards a Development Strategy

The main development strategy of BU is to achieve its vision over the period of 10 years and to concentrate work towards six priority areas, set as six Strategic Themes, and ensure a coordinated set of actions for achievement of objectives set under each Strategic Theme. The six priority areas are a direct response to the key current challenges identified earlier and in anticipation of future challenges and opportunities. The strategy involves carefully planning and monitoring key activities with the highest likelihood of generating anticipated outcomes.

The Planning Process

This Strategic Plan document is the result of several months of consultation and deliberations with a good cross-section of key stakeholders of the University. It was a critical self-examination process where personal and



Our Strategic Compass

Our Vision

To become a knowledge and creativity driven international university that contributes towards development of society

Our Mission

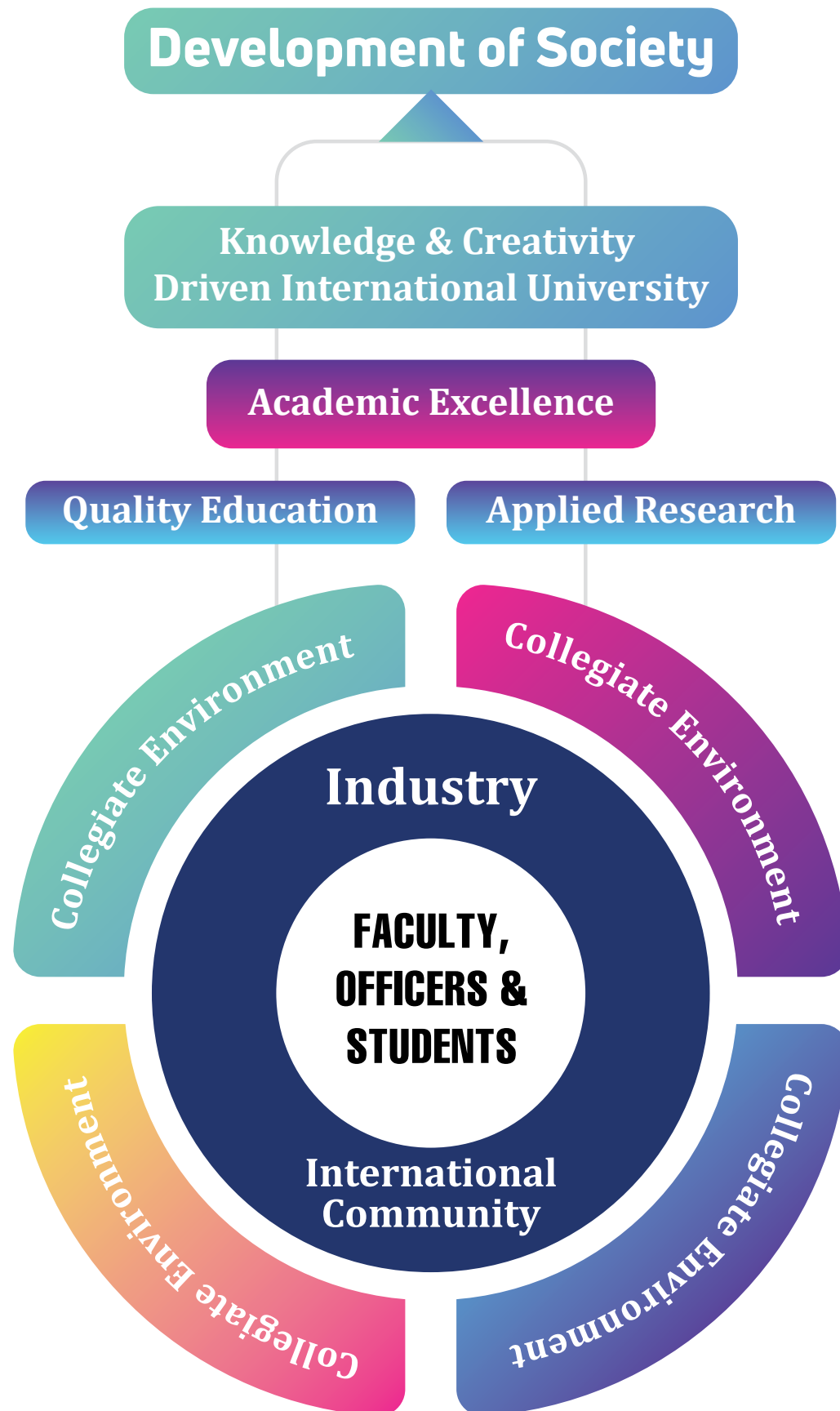
To ensure academic excellence through deliverance of quality education and applied research in a collegiate environment having strong linkages with industry and international community to meet the societal challenges

Our Values



Vision

Mission



Our Strategic Themes



Strategic Theme 1

Excellence In Education

OBJECTIVES

- | | |
|--|---|
| 1.1 Hire sufficient quality employees at all Departments/CUs of BU | accreditation bodies |
| 1.2 Train employees to upgrade their skills and knowledge | 1.8 Adoption of Outcome Based Education system across all Departments |
| 1.3 Retain quality employees | 1.9 Enhancement of soft skills through formal education and co-curricular activities |
| 1.4 Improve the quality of students' intake | 1.10 Enhance awareness regarding community building and social responsibility for ethical grooming of students |
| 1.5 Support students from all backgrounds for a more inclusive higher education system | 1.11 Effective tracking system shall be implemented across all Departments/Schools/Institutes to measure the quality of education |
| 1.6 Embrace Modern Teaching Pedagogies to enhance students' learning experience | 1.12 Improve employability of Graduates across all Departments |
| 1.7 Continuously improve curricula to align with | 1.13 Enhance academic capability of BU in Maritime Domain |
| | 1.14 Enhance Academic scope of BU through addition of new Departments and transit towards a School based education system |
| | 1.15 Implementation of academic support system for policy making, coordinating and overseeing all academic activities |



Salient KPIs - Strategic Theme 1

- | | |
|---|--|
| • Achieve & maintain Student to Faculty Ratio of 20:1 | • Ensure provision of quota of minimum 2% of admissions for the students from less developed regions of Pakistan |
| • Ensure hiring of experienced faculty (Average Experience in years) to maintain average experience of minimum 15 years | • Ensure provision of quota of minimum 2% admissions for the students with disabilities |
| • Increase in percentage of PhD Faculty (minimum 40%) | • Implementation of policies discouraging Discrimination and Harassment |
| • Ensure upward trend in number of applicants to achieve applicant to admitted ratio of 10:1 | • For compliance with Objective Based Education system, ensure 100% Mapping of Programme Learning Outcomes (PLOs) with Course Learning Outcomes (CLOs) |
| • Establishment of Department of Islamic Studies at relevant CUs for inculcating Islamic values | • Implementation of a System ensuring CLOs mapping with students' assessment |
| • Appointment of Mentors for each student to carry out ethical grooming based on Islamic values | • Ensure 100% compliance of policy for non-discrimination against Women |
| • Maintain minimum Employability/Absorption Rate of 75% of freshly qualified graduates | • Ensure 100% compliance of policy of non-discrimination against Transgender |
| • Increase in percentage of students pursuing Maritime education (minimum 5%) | • Regular conduct of curricular/co-curricular activities at each campus for overall grooming of students |
| • Ensure provision of need based scholarship to minimum 10% of the total student strength | |

- | | |
|---|---|
| • Increase student centric teaching practices through case studies/heuristic methods (Problem Based Learning) | • Ensure engagement of Undergraduate students in community work for wellbeing of society (minimum 15% of UG students per annum) |
| • Continuous upgradation of Learning Management System to improve its effectiveness to support Modern Teaching Methodologies | • Ensure engagement of Postgraduate students in community work for wellbeing of society (minimum 5% of PG students per annum) |
| • Minimum 10% courses offered in a degree programme to focus on soft skills development | • Each course taught at BU shall include minimum 5% content focusing towards Social Responsibility/Ethics |
| • Minimum 25% student at each CU shall participate in co-curricular activities per annum | • Regularly conduct survey from graduating students regarding usefulness of their education being obtained at BU |
| • Regular conduct of sessions (training, workshops, seminars, etc.) on ethical grooming of students, while also focusing on dimensions related to Sustainable Development Goals (SDGs) (minimum 50 per annum) | • Achieve a minimum satisfaction rate of 90% in student's survey focusing on assessment of usefulness of their education at BU |

Strategic Theme 2

Excellence in Research

OBJECTIVES



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| 2.1 Attract, develop and retain high quality research faculty | 2.4 Enhance Systems Engineering & Technology Development Capacity of BU |
| 2.2 Enhance research output of University | 2.5 Develop research links with academic/research institutes |
| 2.3 Enhance applied research capacity & output of the university | 2.6 Encourage entrepreneurial culture across all Departments |
| | 2.7 Provide faculty with opportunities to present research at National & International Forums |
| | 2.8 Grow and diversify external research funding |
| | 2.9 Implementation of research support system for policy making, coordinating and overseeing all research activities |

Salient KPIs - Strategic Theme 2

- | | |
|--|---|
| • Increase in percentage of active research faculty to minimum 35% | • minimum 75 |
| • Increase in percentage of Postgraduate students to minimum 30 % | • Achieve registration of minimum 15 patents by the university |
| • Improve publication ratio w.r.t total faculty members to 1.5 : 1 | • Increase number of research projects approved for external Funding (minimum 50 per annum) |
| • Enhance research output in Impact factor Journals by increasing publication ratio vis-à-vis faculty members to 0.75: 1 | • Enhance research funding from external sources to minimum Rs.300M per annum |
| • Increase the number of patents to be filed to | • Regularly organize National Research Conferences at each CU (minimum 2 per annum) |

- Organize International Research Conferences at existing campuses of BU (minimum 1 per annum)
- Increase number of Research Centers and Centers of Excellence in Niche Maritime Technologies (minimum 5)
- Number of Systems Engineering(SE) Research Centers at BU (minimum 4)
- Number of Technology Development (TD) Center of Excellence (minimum 4)
- Enhance worth of Mega Technology Development and other projects with public and private sector (per annum) to minimum Rs.1 Billion per annum
- Revenue generation through incubated/ graduated companies (Rs.550M per annum)

Strategic Theme 3

Industry Engagement & Local Partnership

OBJECTIVES

- 3.1 Develop linkages with business/industry to grow the volume of applied work
- 3.2 Increase presence of business community on campus
- 3.3 Develop capacity of faculty/officers to effectively engage with industry
- 3.4 Engage with industry/Govt. to pursue projects/ consultancy
- 3.5 Organize training/professional short courses of relevance to industry
- 3.6 Involve industry/Govt. experts in statutory bodies of BU
- 3.7 Engage external experts, with industry experience and/or prominent academic profile, to supplement classroom teaching
- 3.8 Seek input from industry experts on curriculum revision to align with industry requirements
- 3.9 Increase students' exposure to industrial/field knowledge



Salient KPIs – Strategic Theme 3

- Provision of dedicated space to Businesses at Pakistan Maritime Science and Technology Park (PMSTP), Innovation Center or similar setups at BU
- Increase funds generation through consultancy projects and commercial services to minimum Rs.250M per annum
- Ensure funds generation from Technology driven Projects to minimum Rs.1 Billion per annum
- Increase number of MoUs with Industry/local bodies (minimum 50)
- Commercial Arms of BU is to be setup for facilitating acquisition of industry/commercial projects
- All CUs of the University shall have dedicated setup to organize training/short-courses for industry/Government
- Ensure deliverance of frequent guest Lectures by prominent academicians & Industry Experts in all academic Department
- Review & revise Degree Programmes by Relevant Industry Experts after every 3 years
- Organize minimum 2 industry/field trips per annum for students per batch
- Inclusion of compulsory industry attachment/ internship in all UG degree programmes
- Inclusion of compulsory industry attachment/ internship in minimum 20% PG degree programmes

- Increase in number of students engaged in functioning of businesses in the on-campus business setups in Innovation Centers/ Business Incubation Centers/MSTP
- Conduct minimum 2 Business Plan competitions/Open-House per annum at each campus, while inviting people from industry to allow students to get industrial feedback
- Holding of minimum 2 conferences/ workshops/symposiums at each campus per annum by involving people from industry focusing on topics pertaining to industrial challenges

Strategic Theme 4

Internationalization

OBJECTIVES

- 4.1 Develop agreements and linkages with international institutions of higher learning
- 4.2 Seek memberships and collaborate with global education networks
- 4.3 Internationalizing the curriculum & pedagogy of the University
- 4.4 Increase the number of international students
- 4.5 Increase the number of indigenous students who gain international experience & exposure
- 4.6 Provide international exposure to faculty/officers
- 4.7 Ensure Joint Applied Research Projects with international universities/bodies



Salient KPIs - Strategic Theme 4

- 50% of university's degree programmes shall be accredited by International Regulatory Bodies (*Washington Accord, AACSB, CIPS, APICS, PMI, SQAS, etc.*)
- Increase in number of MoUs signed_with international universities (minimum 65)
- Increase in number of international students (minimum 300)
- Enhance number of valid membership of global educational networks (minimum 5)
- Ensure active participation of BU students in international conferences/symposiums/ workshops/seminars competitions
- Regularly send students abroad to attend Summer School programmes
- Organize local summer school programmes in collaboration with international Universities
- Gradual increase in number of students to be sent on international Internships per annum (minimum 75)
- Increase in number of valid Students' Exchange Programmes (minimum 20)
- Increase in number of students sent on Exchange Programmes (minimum 100 students per annum)
- Arrange frequent guest lectures by Foreign Speakers for students/faculty of BU
- Increase in number of Foreign Faculty invited to BU for academic activities (minimum 15 per annum)
- Increase in number of credit transfer agreements with foreign Universities (minimum 10)
- Establishment of Pakistan China Research Center at all Campuses of BU
- Increase in number of Foreign Researchers as member of research groups/centers (minimum 50) at BU
- Pursue joint applied R&D projects/ consultancies with international universities/ bodies

Strategic Theme 5

Conducive Infrastructure

OBJECTIVES

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| <p>5.1 Construction/Acquisition of new facilities/campuses of the University</p> <p>5.2 Ensure availability of sufficient academic/non-academic infrastructure in accordance with requirements of regulatory bodies</p> <p>5.3 Provide respectable work space to faculty/officers/staff</p> | <p>5.4 Ensure availability of sufficient infrastructure to support applied research</p> <p>5.5 Each CU shall have a well-equipped library at par with international standards to facilitate student learning</p> <p>5.6 Provide advance teaching resources</p> <p>5.7 Develop infrastructure that revolves around the concept of School System</p> <p>5.8 Develop/hire infrastructure to accommodate students on campus</p> <p>5.9 Adopt advance and secure construction/maintenance practices in line with standards required by relevant Local Regulatory Bodies, while maintaining efficient consumption of energy & perseverance of environment</p> |
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Salient KPIs - Strategic Theme 5

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| <ul style="list-style-type: none"> Construction/Acquisition of 2 new campuses across Pakistan by 2025-26 Construction/Acquisition of an overseas campuses by 2028-29 Establishment of infrastructure to host Maritime Science & Technology Park by 2022-23 Ensure reduction of electricity requirement by 20% through installation of renewable energy sources (e.g. solar panels) Implementation of policy specifying necessary safety protocols to be followed at each campus, especially at construction/renovation site Establishment of new Research Blocks/Innovation Center at each campus Provision of sports facilities (Indoor, Outdoor) at each Campus, including fitness center, as per requirement of Regulatory Bodies Ensure 100% compliance of requirement of dedicated labs in accordance with guidelines of relevant Regulatory Bodies Ensure continual improvement in Students to | <ul style="list-style-type: none"> Computer Ratio to achieve an overall ratio of 10:1 Ensure 100% accessibility for disabled people through provisioning of convenient ramps and lifts at all building floors/levels where student and staff movement is required Achieve provisioning of dedicated Internet Bandwidth ratio of 256 KBPs per Student Availability of Auditoriums at each Campus with good quality Projector, Display Screens at appropriate positions, Sound System and Video Conferencing Equipment Availability of Cafeteria for students with variety of food choices to meet different dietary requirements at each campus Provision of free clean water to Employees, Students and Visitors at the university Respectable work space to be provided to all employees at the University as per their work requirement and seniority A common space with multiple workstations and allied facilities (printer, scanner, |
|---|--|

Photocopier, Telephone, Tea/Coffee Machine, etc.) to be provided at each CU for the Visiting Faculty

- Ensure availability of suitable infrastructure for Research Centers with dedicated and Well-equipped laboratories/Space for Research Centers
- Increase the availability of physical books per subject (no. of copies) to 250 at BU Libraries
- Ensure availability of minimum 5x Academic

Journals per Department at BU Libraries

- Ensure availability of minimum 10 x relevant Magazines per Department at BU Libraries
- Ensure availability of sufficient Seating capacity (10% of approx. student strength at a time) at BU Libraries in percent of total student strength on-campus
- Ensure availability of minimum 10% Female accommodation in percent of total female students' strength on Campus

Strategic Theme 6

Financial Sustainability

OBJECTIVES

- Enhance fee-based income resources of the University
- Operate efficiently and effectively by managing the cost of operations and delivering value for money
- Grow Endowment Fund of the University
- Diversify sources of income
- Raise funds to support student scholarships
- Maintain annual surplus to support Development projects of the University
- Effectively report and communicate the University's financial performance



Salient KPIs of 6th Strategic Theme - Financial Sustainability

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| <ul style="list-style-type: none"> Gradually enhance the funds generated through other sources of income to support University Functioning Increase the Endowment Fund of the University to above Rs.600 Million Implementation of online Office Automation System (OAS) for all official correspondence of the University Ensure utilization of over 90% of available classrooms during morning session Achieve utilization of over 90% of available classrooms during evening session | <ul style="list-style-type: none"> Achieve utilization of over 50% of available classrooms during weekends Generate over Rs.90 million per annum from external sources for provision of scholarships to BU students Achieve an annual surplus of Rs.1 Billion per annum to support future development and upgradation expenses of BU Ensure budgeting and financial record keeping at School and Departmental level for clear visibility of financial performance of all Academic Departments of BU |
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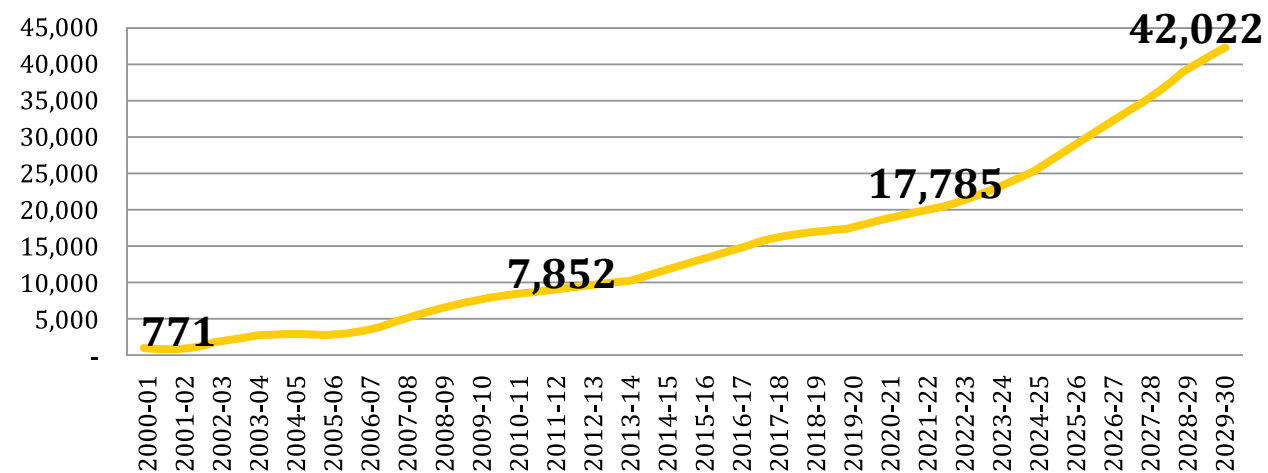
Annual Growth in Student's Number

The KPIs set in the Strategic Plan are based on a projected growth of Students, conditional to availability of planned infrastructure, and demand. The projection of growth in student number links BU's existing scale of operation with projected scale of operation in 2030. It also enables forecasting future demand of regular faculty, including PhD faculty, in view of targets

set in the Strategic Plan for Student-Teacher ratio and percentage of PhD faculty. Student projection is also useful in linking the KPIs of Strategic Plan with future financial outlay of the University to meet financial requirements of its set targets under each Strategic Theme. The future projections of student numbers are as follow:

Annual Growth in Student's Number

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Student's Strength	17,785	18,822	19,837	21,112	23,426	25,732	28,922	32,188	35,288	39,154	42,022



	Spring 2020	Expected Increase	Spring 2030
BUIC	8,512	4,719	13,231
BUKC + IPP	7,019	5,045	12,064
BULC	1,057	7,270	8,327
BUMDC (KHI)	1,197	803	2,000
BUMDC (ISB)	-	1,200	1,200
BUSC/FC*	-	5,000	5,000
Offshore Campus	-	200	200
Total	17,785	24,237	42,022

*BUSC/FC – Bahria University Sialkot Campus/Faisalabad Campus (or any other new Campus in Pakistan)



WHY BU?

Strong
Industrial &
International
Academia
Linkages

19000+
Students

Highly
Qualified &
Experienced
Faculty

43
International
Linkages

Research
Funding Over
PKR 270
Million

Scholarship
Grants worth
PKR 199+
Million



Bahria University

Discovering Knowledge

An initiative of Pakistan Navy



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