

# IUB BUSINESS PLAN



The Islamia University of  
Bahawalpur

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# Chapter 1: Introduction

## Introduction:

Bahawalpur has always been a seat of higher learning. Uch Sharif (a nearby ancient town) had one of the largest universities in the world where scholars from all over the world used to come for studies. As a continuation of this tradition a religious University (Jamia Abbasia) was established in Bahawalpur in 1925, following the academic pursuits of Jamia Al-Azhar, Egypt. The renowned scholars spread the beacon of Islam by teaching Tafseer of Quran, Hadith, Fiqh, and History along with other contemporary subjects.

In view of the changing scenario, Jamia Abbasia was declared as a general University through promulgation of University Act on 4<sup>th</sup> March, 1975 and was renamed as the Islamia University of Bahawalpur. Initially, it started functioning at Abbasia and Khawaja Fareed Campuses with 10 Departments. In order to construct a modern and self-contained campus, 1257 acres of land was allotted to the University on Hasilpur Road about eight kilometers away from the city centre.

Presently, there are 06 faculties housing 39 teaching departments offering 130 disciplines. Besides, IUB has established 5 constituent colleges. Apart from conventional disciplines of Religious Affairs, a wide variety of programs ranging from Physical and Social Sciences to Arts and Humanities are offered in IUB.

In order to provide opportunities of higher education to the youth at their door steps, 02 campuses were established at Rahim Yar Khan and Bahawalnagar in 2005. Initially, departments of Management Sciences and Computer Science & Information Technology were established for which response was very encouraging. The number of departments at Bahawalnagar and Rahim Yar Khan Campuses have been increased to 10 and 09, respectively.

## Significance of Business Plan:

In order to accentuate the pace of development and materialize the holistic approach for raising the quality and standard of higher education, the proposed business plan provides roadmap and opens new avenues, which will emphasize the conversion of knowledge into a socio-economic enterprise which will transform the market place. The IUB envisions establishing Centers of Excellence in priority areas, such as energy, food security & water resources to address national challenges. The IUB needs to increase the outreach and access to higher education to meet the challenges emanating through technological advancement. This calls for immediate endeavors for doubling the number of PhD faculty and students within next five years coupled with parallel infrastructural transformations.

## **Vision:**

To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

## **Mission:**

To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

## **Goals:**

1. To strengthen existing academic and administrative areas by developing their infrastructure;
2. To increase the students population from 16788 to 24500.
3. To increase the faculty strength from 510 to 900.
4. To double the Ph.D faculty from 115 to 230.
5. To introduce new discipline as per market / industry needs.
6. To establish new Analytical and Research labs and upgradation of existing ones.
7. Establish HRD Cell to upgrade the skill of teaching and non-teaching staff.
8. Automation of Accounting, HR, Examination and other areas.

# Chapter 2: Governance and Ownership

## 2.1 Governing Bodies and their roles/functions:

The following are Authorities of the University:-

- (I) the Senate;
- (II) the Syndicate;
- (III) the Academic Council;
- (IV) the Board of Faculties;
- (V) the Board of Studies;
- (VI) the Advanced studies and Research Board;
- (VII) the Selection Board;
- (VIII) the Finance and Planning Committee;
- (IX) the Affiliation Committee;
- (X) the Discipline Committee;
- (XI) such other Authorities as may be prescribed by Statutes;

### Roles and Functions of the Governing Bodies:

#### (I) Senate:

The Senate is the apex statutory body of the university that deals with the framing of statutes, considers and passes resolutions on the annual report, the annual statement of accounts and the annual and revised budget estimates. It also appoints members to the Syndicate and other Authorities in accordance with the provisions of the University Act.

The Senate is chaired by the Chancellor and composition includes generally but not limited to the Vice-Chancellor, members of the Syndicate, Deans, Directors of Institutes, Principals of the Constituent Colleges, Professors and Professors Emeritus, Chairmen of the teaching departments, Director Students Affairs, elected teachers of university and Principals & teachers of Affiliated colleges, all the Chairmen of the Boards of Intermediate and Secondary Education in the Punjab and the Chairman, Board of Technical Education, two students representatives, three persons eminent in the Islamic learning, the Arts, the Sciences and the Professions, to be nominated by the Chancellor, the Registrar, the Treasurer, the Controller of Examinations, the Librarian, two members of the Provincial Assembly of the Punjab, all the Regional Directors of Education and the Director of Technical Education Punjab;

The Senate shall meet at least twice in every year on dates to be fixed by the Vice-Chancellor with the consent of the Chancellor. The quorum for a meeting of the Senate shall be one-third of the total number of members.

#### (II) Syndicate:

The Syndicate is the Executive Body of the University and subject to the provisions of this Act, and the Statutes, take effective measures to raise the

standards of teaching, research and publication and other academic pursuits and exercise general supervision over the affairs and management of the property of the University.

The Syndicate is chaired by the Vice-Chancellor and comprise of one member of the Provincial Assembly, two elected members of the Senate, the Chief Justice of the Lahore High Court, Secretaries of Education and Finance departments Punjab, one nominee of Higher Education Commission, one Dean, one Professor, one Associate Professor, one Assistant Professor and one such Lecturer, three persons of eminence including one Scholar of Islamic Jurisprudence and one woman not serving in any Educational Institution, one Principal of the affiliated colleges, President of the University Students Union.

The quorum for a meeting of the Syndicate shall be one half of the total number of members.

### **(III) Academic Council:**

The Academic Council is the academic Body of the University and, subject to the provisions of this Act and the Statutes, has the power to lay down proper standards of instructions, research publication and examinations and to regulate and promote the academic life of the University and the Colleges.

The meeting of the Academic Council is chaired by the Vice-Chancellor and consists of the Deans, Director of Institutes, Principals of the Constituent Colleges, University Professors including Professors Emeritus, the Chairmen of the Teaching Departments, Secretary Education, the Regional Directors of Education and the Director of Technical Education, Punjab, one Associate Professor, other than Chairmen of the Teaching Departments, one Assistant Professor and two Lecturers, three Principals of Affiliated Colleges of whom at least one shall be from professional colleges and one from the women's colleges; three teachers of Affiliated Colleges other than the Principals of whom at least one shall be from professionals colleges and one from the women's colleges, three persons eminent in the Islamic Learning, Arts, the Sciences and the Professions, the Registrar, the Librarian, and the Controller of Examinations.

The quorum for a meeting of the Academic council shall be one third of the total number of members.

### **(IV) Board of Studies:**

The Board of Studies advises the authorities on all academic matters connected with instructions, publications, research and examination in the concerned subject(s), proposes curricula and syllabi for all degree, diploma and certificate courses in the concerned subject(s), and suggests panel of names of Paper-Setters and Examiners.

### **(V) Advanced Studies & Research Board:**

The Advanced Studies and Research Board advises the Authorities on all matters connected with the promotion of advanced studies, publications

and research in the University, considers and reports to the Authorities on the institution of research degrees in the University, proposes Regulations regarding the award of research degrees, appoints Supervisors for research studies and determines the subjects of their thesis, recommends panels of names of Paper Setters and Examiners for research examinations.

#### **(VI) Selection Board:**

The Selection Board considers applications received in response to advertisement or otherwise, and recommends to the Syndicate the names of suitable candidates for appointment to teaching or other posts, as the case may be and appoints eminently qualified person to a Professorship.

#### **(VII) Finance and Planning Committee:**

The Finance and Planning Committee considers the annual statement of accounts and the annual and revised budget estimates and advises the Syndicate on all matters relating to planning, development, finances, investments, and accounts of the University, reviews periodically the financial position of the University.

#### **(VIII) Affiliation Committee:**

The Affiliation Committee inspects the educational institutions, seeking affiliation with, or admission to the privileges of the University and advises the Syndicate to inquire into complaints alleging breach of conditions of affiliation.

#### **(IX) Discipline Committee:**

The Discipline Committee proposes Regulations to the Academic Council relating to the conduct of University students, maintenance of discipline and breach of discipline.

### **2.2. Management Structure:**

The management structure of the IUB demonstrated in the organogram along with powers and functions of Principal Officers are attached at annexure-A.

### **2.3. External Relations and Development**

The Islamia University of Bahawalpur has been admitted to the privileges of the following agencies and authorities for funding and financing its development projects and meeting recurring expenditures:

- (a) Higher Education Commission
- (b) Planning Commission of Pakistan
- (c) Higher Education Department, Government of the Punjab

- (d) Finance Department, Government of the Punjab
- (e) Planning Department, Government of the Punjab
- (f) District Government of Bahawalpur
- (g) Desert Rangers Bahawalpur
- (h) MEPCO
- (i) SNGPL
- (j) PTCL & NTC
- (k) Others



# Chapter 3: Environmental Scan

## 3.1. Education sector in Pakistan (Higher Education Perspective)

It is important to take steps to implement the requisite structure changes and statutory framework to enhance university governance and fiscal effectiveness. This would not only lead to reduce fiscal reliance on the Government but would also create opportunities for an autonomous, self-reliant and self-regulatory educational system.

In order to make the system progressive and responsive to the national as well as international demands there is a need for a pragmatic evolutionary approach in steering universities governance to achieve the desired objectives. Institutions of higher learning in Pakistan have been successful in placing themselves on the path of academic and research transformation of their institutions which is starting to bring them at par with the world. The challenge now is to harness these achievements to prepare and implement plans for growth and development of their institutions, helping build the local community and economy so that the HEI may achieve their rightful position of leadership in society.

## 3.2. Competitiveness of Universities/Institutes

The Islamia University of Bahawalpur (IUB) is located in the largest Division of the province of the Punjab bordering the provinces of the Sindh and Baluchistan. It has always endeavored to impart quality education to the students belonging to nook and corner of the country in general and the Bahawalpur Division in particular.

Competitiveness of this alma mater lies in its being the only university in the entire Bahawalpur Division with a standard population of more than 16000 and faculty of 585 having 115 Ph.Ds. It also caters up the educational needs of the students belonging to the adjoining areas of students from the bordering provinces.

Its total area is 35000 acres which is occupied by its 5 campuses; 3 at Bahawalpur, and 1 each at Bahawalnagar and Rahim Yar Khan. IUB offers education in a wide variety of academic disciplines ranging from Engineering, Physical Sciences, Social Sciences to Arts and Medicine.

IUB houses 2 sub campuses each at Bahawalnagar and Rahim Yar Khan, 6 faculties, 5 constituent colleges, and 42 departments. These departments offer more than 100 disciplines in various fields.

## 3.3. Competitors; Public and Private Universities/Institutes

Presently, IUB is the sole institution of higher education in the Bahawalpur Division and is the only chartered university in the public and private sector in this region. Although, certain institutions are emerging at the graduate level in a variety of fields under the auspices of IUB, which have been

affiliated with IUB for award of degree but they are under the control of IUB in terms of granting admission and imparting education in their respective fields of studies.

### 3.4. Application of SWOT Tool

SWOT analysis is placed at annexure-B.

### 3.5. Universities/Institutes Assessment Tools

The university is applying assessment tools in the following areas:

- Enrolment of Students
- Introduction of teaching and non-teaching staff.
- Faculty evaluation.

#### Present and Potential Situation

One of the steps in business planning is for the universities/institutes to evaluate the difference between its current position and its desired or potential future. This gap analysis can later be used to assist the university in adopting necessary strategies in order to close this gap.

Present Scenarios	Potential/Desired Scenario
<b>Academic Program</b>	
• Bachelor 34	42
• Master & Postgraduate 49	55
• M.Phil 30	40
• PhD 17	27
<b>Students</b>	
• Bachelor 8106	• Bachelor 12000
• Master 7358	• Master 10000
• M.Phil 1009	• M.Phil 2000
• PhD 315	• PhD 500
<b>Total 16788</b>	<b>Total 24500</b>
<b>Research and Consultancy</b>	
• ORIC established	• Introduction of research culture across the university
• Research Incentive scheme introduced and implemented	• Ensuring availability of research facilities
• Research Publications 171	• Research Publications 350
• Research Grants of Rs. 0.5m each earned 10	• Research Grants 25
• PSDF Trainings arranged to promote self employment 9	• Training & Development program 25
• Earning from PSDF 40m	• Earning from Training & Development programs 80m
• HEC research ranking improved	• HEC research ranking improved

from 17 to 13	from 13 to 09
	<ul style="list-style-type: none"> <li>• Switching over from basic to applied research</li> <li>• Establishing Technology Incubation Centers</li> <li>• Vaccine preparation from medicinal plants to cure regional infectious diseases</li> <li>• Solar power generation</li> </ul>
International Academic Linkages	
<ul style="list-style-type: none"> <li>• Linkoping University, Sweden</li> <li>• UNC Charlotte, USA</li> <li>• Senior Expert Services, Germany</li> <li>• Sal ford University, UK</li> </ul>	<ul style="list-style-type: none"> <li>• Extension of linkages with institutions of technologically advanced countries like China, Korea, USA and Europe</li> </ul>
Infrastructure & Facilities	
<ul style="list-style-type: none"> <li>• Number of campuses 06</li> <li>• Existing Faculties 06</li> <li>• Constituent Colleges 05</li> <li>• Sub Campuses 02</li> <li>• Land (in Acres) 1400</li> <li>• Class Rooms: <ul style="list-style-type: none"> <li>Bahawalpur 186</li> <li>Bahawalnagar 10</li> <li>Rahim Yar Khan 14</li> </ul> </li> <li>• Computer Labs 53</li> <li>• Laboratories 67</li> <li>• Auditorium 06</li> <li>• Boys Hostels: <ul style="list-style-type: none"> <li>Bahawalpur 03</li> <li>Bahawalnagar 01</li> <li>Rahim Yar Khan 01</li> </ul> </li> <li>• Girls Hostels: <ul style="list-style-type: none"> <li>Bahawalpur 06</li> <li>Bahawalnagar 01</li> <li>Rahim Yar Khan 01</li> </ul> </li> <li>• Staff Residences 119</li> <li>• Faculty Hostels 04</li> <li>• Guest Houses 02</li> <li>• Buses: <ul style="list-style-type: none"> <li>Bahawalpur 31</li> <li>Bahawalnagar 02</li> <li>Rahim Yar Khan 02</li> </ul> </li> <li>• Staff Vans: <ul style="list-style-type: none"> <li>Bahawalpur 07</li> <li>Bahawalnagar 01</li> <li>Rahim Yar Khan 01</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Faculties 07</li> <li>• Constituent Colleges 06</li> <li>• Class Rooms: <ul style="list-style-type: none"> <li>Bahawalpur 270</li> <li>Bahawalnagar 25</li> <li>Rahim Yar Khan 30</li> </ul> </li> <li>• Computer Labs 75</li> <li>• Laboratories 85</li> <li>• Auditorium 08</li> <li>• Boys Hostels: <ul style="list-style-type: none"> <li>Bahawalpur 05</li> <li>Bahawalnagar 02</li> <li>Rahim Yar Khan 02</li> </ul> </li> <li>• Girls Hostels: <ul style="list-style-type: none"> <li>Bahawalpur 08</li> <li>Bahawalnagar 02</li> <li>Rahim Yar Khan 02</li> </ul> </li> <li>• Staff Residences 150</li> <li>• Faculty Hostels 06</li> <li>• Guest Houses 04</li> <li>• Buses: <ul style="list-style-type: none"> <li>Bahawalpur 45</li> <li>Bahawalnagar 04</li> <li>Rahim Yar Khan 04</li> </ul> </li> <li>• Staff Vans: <ul style="list-style-type: none"> <li>Bahawalpur 12</li> <li>Bahawalnagar 02</li> <li>Rahim Yar Khan 02</li> </ul> </li> <li>• Consolidation of six campuses</li> <li>• Establishment of Human</li> </ul>

	<p>Resource Cell</p> <ul style="list-style-type: none"> <li>• Establishment of Postgraduate Medical College</li> <li>• Strengthening of following existing faculties/colleges/ departments having weak infrastructure: <ul style="list-style-type: none"> <li>▪ Faculty of Pharmacy &amp; Alternative Medicine (3 departments)</li> <li>▪ Faculty of Management Sciences (3 departments)</li> <li>▪ University College of Veterinary &amp; Animal Sciences</li> <li>▪ University College of Art &amp; Design</li> </ul> </li> <li>• Construction of Administrative Block at Baghdad Campus</li> <li>• Setting up of Solar Power Unit</li> <li>• Establishment of new disciplines of Civil engineering, Mechanical engineering, Food Technology and Floriculture</li> <li>• Strengthening of sub campuses at Bahawalnagar and Rahim Yar Khan by way of constructing infrastructure and providing missing facilities</li> <li>• Construction of Undergraduate Study Centers</li> <li>• Establishment of Technology Incubation Center (TIC)</li> <li>• Provision of residence for academia, administrative staff and students</li> <li>• Establishment of calibration laboratory</li> <li>• Establishment of ISO 9000 standard analytical laboratory</li> </ul>
Human Resources	
<ul style="list-style-type: none"> <li>• Total manpower 2443</li> <li>• Faculty members 510</li> <li>• PhDs 115</li> <li>• Administrative staff 1933</li> <li>• Ratio of PhD faculty 22%</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing faculty strength from 510 to 900</li> <li>• Doubling the PhD faculty from 115 to 230</li> <li>• Increasing administrative staff strength from 1933 to 2000</li> <li>• Hiring of additional faculty</li> <li>• Rationalization of service structure for administrative</li> </ul>

	<p>staff</p> <ul style="list-style-type: none"> <li>• Regular trainings for teaching and non-teaching staff</li> <li>• To introduce programs for cultural changes necessary for merit and leadership in line with upcoming environment</li> </ul>
Finance	
<p>Source of Income:</p> <ul style="list-style-type: none"> <li>• Federal Govt. Fund 635.456m</li> <li>• Own sources 766.828m</li> <li>Grand Total 1402.284m</li> <li>• Income from investment 16.670m</li> <li>• Miscellaneous income 56.425m</li> </ul> <p>Expenditure 1695.442m</p>	<ul style="list-style-type: none"> <li>• Emphasis on increasing overall revenue</li> <li>• Stress on tapping non-conventional sources</li> <li>• Fee rationalization</li> <li>• Austerity measures</li> <li>• Need-based allocation and utilization</li> <li>• Valuation of assets donated by government and inherited for balance sheet purpose</li> <li>• Automation of accounting system</li> </ul>
Networking	
<ul style="list-style-type: none"> <li>• Member and chairman of 7 universities consortium in social sciences</li> <li>• HEC</li> <li>• HED, Finance, Planning departments of Govt. of the Punjab</li> <li>• Planning Commission of Pakistan</li> <li>• District Govt. of Bahawalpur</li> <li>• Desert Rangers Bahawalpur</li> <li>• Cholistan Development Council</li> <li>• Chamber of Commerce and Industries</li> <li>• Civil Society</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancing the links</li> <li>• Strengthening the existing relations</li> <li>• Channelizing the relations towards achievement of focused goals and objectives</li> <li>• Alumni</li> </ul>
Linkages with N/I Donors	
<ul style="list-style-type: none"> <li>• Saudi Arabia</li> <li>• Aukaf Department</li> <li>• Shamim Group of Industries</li> <li>• Chamber of Commerce and Industry</li> <li>• Alexander</li> <li>• USAID</li> <li>• TWAS</li> </ul>	<ul style="list-style-type: none"> <li>• To increase the linkages</li> <li>• Strengthening of existing relations</li> </ul>
Marketing and Promotion	
<ul style="list-style-type: none"> <li>• Advertisement</li> <li>• Job Fairs</li> <li>• Exhibitions</li> </ul>	<ul style="list-style-type: none"> <li>• Developing and quality mind-set within the university</li> <li>• Creating a strong university's</li> </ul>

<ul style="list-style-type: none"> <li>• Participation in Expos</li> <li>• Workshops and Seminars</li> </ul>	community
Entrepreneurial Thrive	
<ul style="list-style-type: none"> <li>• Participation in competitions</li> <li>• Teaching Entrepreneurship as a subject</li> </ul>	<ul style="list-style-type: none"> <li>• Entering into joint venture with industry</li> <li>• Creating fund for entrepreneurial activities</li> </ul>

## Chapter 4: Academic Programs

### 4.1. The Introduction of New Programs and Expansion of Existing Ones

IUB offers around 130 academic programs in 39 teaching departments located at Bahawalpur. Recently, planning is underway to introduce some new disciplines to expand the growth and development of the university and to meet the educational needs of masses.

### 4.2. Curriculum (Review of Existing and New Ones)

IUB is HEC compliant institution and follows the guidelines of HEC for framing and adopting curriculum in line with the instructions of HEC. Curriculum is amended and updated as per the policy of HEC to keep abreast of the current trends.

### 4.3. Method of Delivery

It generally includes but not limited to lectures/class meetings, tutorial, discussions groups, demonstrations, practical exercises, assignments, multimedia presentations.

### 4.4. Recognition and Certification

Details in connection with the recognition and certifications are given below:

Department /College	Accreditation Body	Program	Status/Remarks
University College of Engineering & Technology	Pakistan Engineering Council	1. B.Sc. Electronics 2. B.Sc. Computer System Engineering 3. B. Sc Electrical (Power) 4. B. Sc Telecom	Acquired Acquired Acquired Under Process
University College of Conventional Medicine	National Council for Homoeopathy National Council for Tibb	1. Bachelor of Homoeopathic Medical Sciences (BHMS) 2. Bachelor of Eastern Medicine & Surgery(BEMS)	Acquired Acquired
Department of Pharmacy s	Pharmacy Council of Pakistan	B. Pharmacy / Parm.D	Acquired

University College of Agriculture & Environmental Sciences	National Agriculture Educational Accreditation Council	1. B.Sc. Agronomy 2. B.Sc. Soil Sciences	Zero visit of Council has been completed, rectification of minor observations of council are under Process
University College of Veterinary & Animal Sciences	Pakistan Veterinary Medical Council	Doctor of Veterinary Medicine (DVM)	Applied for accreditation
Department of Computer Sciences & Information Technology	National Computing Education Accreditation Council	1. BSCS 2. BSIT 3. MCS 4. MS	Under Process - - -
Department of Management Sciences	National Business Education Accreditation Council	1. BBA (Hons) 2. MBA 3. MS	Under Process - -
Department of Education	National Accreditation Council for Teacher Education	1. BS (Hons) 2. M.A Education	Department prepared accreditation requirement and the case is being submitted
Department of Educational Training	National Accreditation Council for Teacher Education	1. BEd 2. Med	Department prepared accreditation requirement and the case is being submitted
Department of Law	Pakistan Bar Council	LLB	Acquired

#### 4.5. Research

In order to stimulate a culture of research across the board at IUB, Office of Research, Innovation and Commercialization has been established. As a part of this holistic approach, a research incentive scheme has also been introduced in the university to award the research contribution of faculty.

#### 4.6. Partnership and Outreach

IUB has concluded joint venture with Desert Rangers Bahawalpur (DRB) and established a campus in the premises of Bahawalpur Rangers and imparting education in the disciplines of Computer and Management Sciences under the joint administrative control of IUB and DRB.



Other than this, IUB has admitted 153 colleges to its privileges and granted affiliation to maximize outreach in its academic and territorial jurisdiction throughout the Bahawalpur Division.

Moreover, efforts are underway to earn some other partnerships and joint ventures with private sector.

#### 4.7. Under Graduate Programs

Currently, 34 academic programs are being offered at undergraduate level accommodating 8106 students. With the development of this plan, this number tends fair to rise since IUB envisions to add 8 new disciplines. IUB is doing well to attract qualified teachers to take care of the modern education at all levels. Faculty is attracted through Tenure Track System and Interim Placement of Fresh PhD's.

##### Support Thrust:

##### Bachelor Programs

**Vision:** To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

**Mission:** To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

##### Goals:

- i. To prepare a qualified crop of manpower for disseminating education and cultivating a culture of research
- ii. expansion of 60% Bachelor programs and introducing 8 new programs
- iii. to increase the enrollment of Bachelor programs from 8000 to 12000

Strategy-1	Expansion of existing programs
Action 1	Preparation of curriculum at department level
Action 2	Recommendation of revision/modification of existing curriculum from the concerned Board of Studies and Academic Council
Action 3	Approval of the curriculum from the Syndicate
Action 4	Arrangements of physical, financial and academic infrastructure
Action 5	Commencement of admission and classes

Strategy-2	Introduction of new programs
Action 1	Preparation of curriculum at department level
Action 2	Recommendation of the curriculum from the concerned Board of Studies and Academic Council
Action 3	Approval of the curriculum from the Syndicate
Action 4	Arrangements of physical, financial and academic infrastructure
Action 5	Market survey to ascertain the needs of programs
Action 6	Seeking accreditation and certification from the concerned councils/agencies wherever applicable
Action 7	Commencement of admission and classes

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Bachelor Programmes	(3894) Students Enrolled	8106	9000	9700	10500	11200	12000

#### 4.8. Post Graduate Programs

At this time, IUB is offering Master level education in 49 academic disciplines providing education to 7358 students in various departments. Further contemplation is being made to introduce 6 new disciplines based on market needs and industry orientation. Faculty is attracted through Tenure Track System and Interim Placement of Fresh PhD's.

##### Master Programs

Vision: To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

Mission: To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

Goals:

- i. to increase the enrollment from 7300 to 10000
- ii. introducing 6 new disciplines at Master level

iii. expansion of 40% of existing programs

Strategy-1	Expansion of existing programs
Action 1	Preparation of curriculum at department level
Action 2	Recommendation of revision/modification of existing curriculum from the concerned Board of Studies and Academic Council
Action 3	Approval of the curriculum from the Syndicate
Action 4	Arrangements of physical, financial and academic infrastructure
Action 5	Commencement of admission and classes

Strategy-2	Introduction of new programs
Action 1	Preparation of curriculum at department level
Action 2	Recommendation of the curriculum from the concerned Board of Studies and Academic Council
Action 3	Approval of the curriculum from the Syndicate
Action 4	Arrangements of physical, financial and academic infrastructure
Action 5	Market survey to ascertain the needs of programs
Action 6	Seeking accreditation and certification from the concerned councils/agencies wherever applicable
Action 7	Commencement of admission and classes

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Master Programme	(2642) Students Enrolled	7358	7800	8400	8900	9400	10000

#### 4.9. Doctoral Program (M.Phil & PhD)

Now, IUB has 30 programs at M.Phil/MS level and 17 at PhD level in various departments imparting instructions to 1009 and 315 students respectively. Commencement of these programs is contingent upon the availability of PhD faculty. IUB is making hectic efforts to hire qualified PhD academics to join and with the joining of more PhD faculty, it will be able to introduce and commence 10 further M.Phil/MS and 10 PhD programs in some other disciplines.

##### M.Phil Programs

Vision: To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

Mission: To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

Goals:

- i. to increase the enrollment from 1000 to 2000
- ii. to introduce 10 new disciplines in M.Phil programs
- iii. expansion of 30% of existing programs

Strategy-1	Expansion of existing programs
Action 1	Preparation of curriculum at department level
Action 2	Recommendation of revision/modification of existing curriculum from the concerned Board of Studies and Academic Council
Action 3	Approval of the curriculum from the Syndicate
Action 4	Arrangements of physical, financial and academic infrastructure
Action 5	Commencement of admission and classes

Strategy-2	Introduction of new programs
Action 1	Preparation of curriculum at department level
Action 2	Recommendation of the curriculum from the concerned Board of Studies and Academic Council
Action 3	Approval of the curriculum from the Syndicate

Action 4	Arrangements of physical, financial and academic infrastructure
Action 5	Market survey to ascertain the needs of programs
Action 6	Seeking accreditation and certification from the concerned councils/agencies wherever applicable
Action 7	Commencement of admission and classes

Strategy-3	Attracting and encouraging PhD holders
Action 1	60 scholarship awardees pursuing studies under Faculty Development Program (FDP) will join IUB
Action 2	Absorption and Regularization of PhDs working under Interim Placement
Action 3	Hiring of PhDs from the market
Action 4	Faculty members will be encouraged to pursue PhD studies

Strategy-4	Attracting shining students to join research-intensive studies
Action 1	Dissemination of benefits of research degrees to the students
Action 2	Support services will be provided to those students for engrossing them in their studies
Action 3	Upgradation of physical, financial and academic infrastructure

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
M.Phil Program	(1000) Students Enrolled	1000	1250	1300	1500	1700	2000

### PhD Programs

Vision: To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

Mission: To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

Goals:

- i. to increase the enrollment from 300 to 500
- ii. introducing 10 new disciplines for PhD
- iii. expansion of 30 % of existing programs

Strategy-1	Expansion of existing programs
Action 1	Preparation of curriculum at department level
Action 2	Recommendation of revision/modification of existing curriculum from the concerned Board of Studies and Academic Council
Action 3	Approval of the curriculum from the Syndicate
Action 4	Arrangements of physical, financial and academic infrastructure
Action 5	Commencement of admission and classes

Strategy-2	Introduction of new programs
Action 1	Preparation of curriculum at department level
Action 2	Recommendation of the curriculum from the concerned Board of Studies and Academic Council
Action 3	Approval of the curriculum from the Syndicate
Action 4	Arrangements of physical, financial and academic infrastructure
Action 5	Market survey to ascertain the needs of programs
Action 6	Seeking accreditation and certification from the concerned councils/agencies wherever applicable
Action 7	Commencement of admission and classes

Strategy-3	Attracting and encouraging PhD holders
Action 1	60 scholarship awardees pursuing studies under Faculty Development Program (FDP) will join IUB

Action 2	Absorption and Regularization of PhDs working under Interim Placement
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Action 1	Dissemination of benefits of research degrees to the students
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Action 3	Upgradation of physical, financial and academic infrastructure

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
PhD Programmes	(200) PhD Scholars Enrolled	300	320	370	410	450	500

### Academic Thrust

Vision: To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

Mission: To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

Goals:

- i. Ensuring excellence in access, quality and leadership
- ii. Maintaining a ratio of 70:30 of regular and visiting faculty

Strategy	Provision of excellent educational programs
Action 1	Creation of excellent physical, financial and academic infrastructure
Action 2	Interaction and liaison with nurseries providing pool of students for recruitment in academic discipline
Action 3	Ensuring appropriate monitoring and feedback system

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Industrial/ organizational/ institutional Trainings	Industrial/ institutional Tours by students	1800	1950	2100	2300	2450	2600
	Internships availed	500	550	600	660	720	800



## Chapter 5. Students

### 5.1. Academic Nurseries

Jurisdiction of IUB is entire Bahawalpur Division consisting of 3 districts. Candidates for admission in IUB pass through 3 tiers of education namely; higher secondary schools, Intermediate colleges, Degree and Postgraduate colleges in public and private sector detailed as under:

Sr.	Institutions	Description	Bahawalpur	Bahawalnagar	Rahim Yar Khan	Total
1	Degree & Postgraduate Colleges (Public Sector)	Number	14	19	11	44
		Enrollment	2957	4012	2323	9292
2	Degree & Postgraduate Colleges (Private Sector)	Number	44	37	72	153
		Enrollment	4909	4129	8033	17071

### 5.2. Academic Disciplines

Sr. #	Faculty/Constituent College	Departments	Disciplines
1	Arts	08	31
2	Education	05	15
3	Islamic Learning	07	20
4	Management Sciences	03	15
5	Pharmacy	01	03
6	Science	09	26
7	University College of Agriculture & Environmental Sciences	05	06
8	University College of Art & Design	-----	03
9	University College of Conventional Medicine	-----	03
10	University College of Engineering & Technology	04	07
11	University College of Veterinary & Animal Sciences	-----	01
<b>Total Departments &amp; Disciplines</b>		<b>39</b>	<b>130</b>

### 5.3. International Students

Sr. #	No. of Students	Nationality	Departments
1	06	Yemen	Computer Science & IT,

			Pharmacy, Mathematics, Undergraduate Study Center
2	01	Nepal	Pharmacy
3	01	Saudi Arabia	Arabic

#### 5.4.1. Support Services for Students

IUB is very much vigilant of and keeps track of the students' needs for financial assistance on account of their families' modest and meager income. Every year plentiful budget is allocated for the purpose. Details as tabulated below:

#### Fund Disbursement for the Session 2010-11 & 2011-12 and Estimates for 2012-13

Sr	Types of Financial Aid	Source	Budget 2010-11 (PKR)	No. of Awarded Students	Budget 2011-12 (PKR)	No. of Awarded Students	Budget 2012-13 (Estimated) (PKR)	No. of Awarded Students (Estimated)
1	University Scholarships	IUB	2,694,444	450	3,700,000	617	3,700,000	617
2	Fee Remission/Waiver	IUB	20,050,000	5200	20,050,000	6000	35,900,000	7000
3	HEC Scholarships	HEC	1,250,000	17	800,000	10	40,000,000	416
4	Government Scholarships	Punjab Govt.	2,800,000	270	3,500,000	290	200,000	45
5	PEEF Scholarships	PEEF	13,100,000	240	31,300,000	560	25,000,000	450
6	Loan	NBP	1,275,000	51	1,275,000	51	----	----
<b>Total</b>			<b>41,169,444</b>	<b>6228</b>	<b>60,625,000</b>	<b>7528</b>	<b>104,800,000</b>	<b>8528</b>

#### 5.4.2. Hostels and Accommodation

Description	No. of Hostels	Rooms	Capacity	Occupancy
Male	03	720	1832	1832
Female	06	1221	2469	2469
<b>Total</b>	<b>09</b>	<b>1941</b>	<b>4301</b>	<b>4301</b>

### 5.4.3. Transport Facilities

Sr. #	Campus	Bus	Staff Van
1	Bahawalpur	31	07
2	Bahawalnagar	02	01
3	Rahim Yar Khan	02	01
<b>Total</b>		<b>35</b>	<b>09</b>

### 5.4.4. Medical Facilities

IUB has established 02 Medical Centers at Bahawalpur equipped with 02 ambulances and 06 beds for provision of medical facilities to the students round the clock. Initially First Aid is given to the students and they may be referred to the Bahawal Victoria Hospital, if needed. Doctors and paramedics are available all the time to take care of the medical needs.

### 5.5. Projected Statistics for the Students

A wide variety of academic disciplines are being offered in various departments/constituent colleges in different faculties. The current and projected enrollment of students over next five years is summarized as under:

Level	Current Enrollment	Projected Number of Students				
	2012	2013	2014	2015	2016	2017
<b>Bachelor</b>	8106	9000	9700	10500	11200	12000
<b>Master</b>	7358	7800	8400	8900	9400	10000
<b>M.Phil</b>	1009	1250	1300	1500	1700	2000
<b>PhD</b>	315	320	370	410	450	500
<b>Total</b>	<b>16,788</b>	<b>18,370</b>	<b>19,770</b>	<b>21,310</b>	<b>22,750</b>	<b>24,500</b>

#### Student Affairs

**Vision:** To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

**Mission:** To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

Goals:

Indoctrinating communication and leadership skills among the students

Strategy-1	Provision of conducive and congenial environment for academic life of students
Action 1	Providing clean and clear in-campus and class room atmosphere
Action 2	Beefing up the financial assistance to the students
Action 3	Hands-on training in the form internship, wherever applicable
Action 4	Inculcating leadership qualities through debates and sports
Action 5	Development of declamation society, executive clubs, and dramatic societies for letting the students to learn team work spirit

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Career Development Services & Sports	Resume writing & interview trainings/orientation delivered to 6000 students per annum	2000	3500	5000	6000	7000	8000
	20 Inter-varsity debate competitions and major social events conducted per annum	4	8	12	16	20	24
	02 Job fairs conducted per annum	1	1	2	2	3	3

# Chapter 6. Research and Consultancy

## 6.1. Inculcating the Research and Consultancy Culture

In an attempt to cultivate the culture of research and consultancy in IUB across the board, following initiatives have already been taken and developments taken place:

- ORIC established in 2010
- Research Incentive scheme introduced and implemented in 2010
- 171 Research Publications during the year 2011
- 10 Research Grants of Rs. 0.5m each earned since 2011
- 9 PSDF Trainings arranged resulting in Rs. 40m earning from (Punjab Skills Development Fund (PSDF) since 2011

As a result of the initiatives referred to above and others, HEC research ranking of IUB improved from 17 to 13. Moreover, following measure will be instituted to catalyze and strengthen the research culture with a particular focus and concentration on market-based, solution-oriented and industry-related research and consultancy:

- Introduction of research culture across the university
- More emphasis on inducting PhD holders across the university
- Ensuring availability of research facilities
- Switching over from basic to applied research
- Initiating consultancy projects in Technology Incubation Center (TIC)
- Vaccine preparation from medicinal plants to cure tropical infectious diseases

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Goals:

- i. Increasing the number of yearly publication from 170 to 350
- ii. Introducing culture of applied research across the university
- iii. commercialization of research and patents registration
- iv. introducing innovative industry-based research and consultancy

Strategy-1	To set up new ways of teaching and supporting programs for teachers and students to learn in a wider range of settings
Action 1	Upgradation of curricula to enhance the research

Action 2	capacity of the faculty and students Regular seminars and symposia on recent advances in research
Action 3	Workshops and hands-on training
Action	Exhibitions and displays

Strategy-2	To establish advanced information and Communication Technology (ICT) infrastructure
Action 1	To launch digital library and e-books programs to provide access to all teachers and students for relevant literature in their respective disciplines
Action 2	Trainings and workshops for useful utilization of ICT facilities
Action 3	To establish regular video conferencing sessions
Action 4	Establish ICT facilities in all faculties

Strategy-3	To recognize the strong links that exist between teaching and research across all disciplines
Action 1	To strengthen the already established Office of Research, Innovation and Commercialization (ORIC)
Action 2	Hiring of staff/faculty of ORIC
Action 3	To establish a strong coordination between faculty, industry and market
Action 4	Encourage the researchers of the university to do cutting edge research at a patentable level

Strategy-4	Promotion of linkage between academia and industry
Action 1	Enhance the quality and level of research by providing
Action 2	Quality based disbursement of research incentives to the faculty
Action 3	Conducting solution-oriented research for industry
Action 4	Cultivating a strong culture of applied research

KRAs	KPIs	Base line	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Research	179 Publications Published	171	200	240	280	320	350

## 6.2. Revenue Generated from Research and Consultancy

Faculty/ Constituent Colleges	Departments	Revenue (Rs)
Science	Biochemistry & Biotechnology	10 million
	Physics	14.009 million

## 6.3. Management Support for Research and Consultancy

Faculty and researchers are encouraged to conduct research, write papers, and deliver oral presentations in the national and international conferences. Similarly, workshops and symposia are organized in the university. Moreover, academia is frequently encouraged and facilitated to arrange national and international conferences and invite scholars of national and international stature to share their knowledge in their specialized fields.

# Chapter 7. International Academic Network

## 7.1. Strategic Linkages with the Universities/Institutes of Repute Around the Globe

In order to promote the exposure and outreach of the academics and the students of the university, IUB has concluded certain MoUs and agreements with the following universities/agency:

- Linkoping University, Sweden
- UNC Charlotte, USA
- Senior Expert Services, Germany
- Salford University, UK

Further, possibilities of extending linkages with institutions of technologically advanced countries like China, Korea, USA and Europe will be explored and new avenues to capitalize this area will be searched in the time to come.

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**Mission:** To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

**Goals:**

- i. Strengthening the linkages with existing 5 international universities
- ii. Establishment of linkages with 10 international universities and increasing it to 15

Strategy-1	To pursue an active internationalization strategy allowing local students and faculty members to travel and interact with their peers abroad as well as to provide opportunities to foreign students and faculty to study and research in Pakistan
Action 1	Arrange Foreign Scholarships for the active and talented faculty members to do PhD studies
Action 2	To arrange Post-Doc fellowships for highly qualified PhD-senior faculty
Action 3	Arrange attractive Assistance-ships for International Scholars to study at IUB
Action 4	Visitation of Vice Chancellor to Foreign Universities for



	Linkages and networking
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Strategy-2	Establishment of attractive opportunities for the Foreign Faculty
Action 1	Ensuring highly secured environment
Action 2	Offering handsome package for the visitation of the Foreign Scholars
Action 3	Establishment of conducive workplace
Action 4	Hiring world fame faculty

Strategy-3	Preparing local faculty with networking skills
Action 1	Special and intensive training sessions should arranged to help the faculty to learn networking skills with international institutions and faculty
Action 2	Sufficient funds should be arranged for the collaborative visitations of the faculty
Action 3	Clear task for networking with foreign institutions/universities should be assigned to the young faculty pursuing for PhD studies in foreign University
Action 4	Attractive incentives should be awarded to the faculty who show up with fruitful international networking

KRAs	KPIs	Base line	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Academic Linkages	10 MoUs & agreement signed	5	7	9	11	13	15

## 7.2. Academic Program

Presently, no program is linked with any foreign university but efforts will be made to integrate the academic program(s) offered by IUB with any foreign university(ies).

### **7.3. Students Exchange Program**

IUB is fully aware of the dire needs of international collaboration for carrying out academic and research activities in order to enhance the standard of education. Resultantly, IUB approached Saudi Cultural Mission to create a liaison between IUB and Saudi educational institutions and issued a joint statement covering the following features:

- Saudi Cultural Mission will help students of IUB in achieving Saudi Cultural scholarships and encourage Saudi students to seek education of Engineering, Islamic Learning, Pharmacy, Management Sciences and Commerce at IUB
- Exchange of faculty and students
- Cultural transfer programs
- Arabic language by Saudi teachers

# Chapter 8. Infrastructure and Facilities

## 8.1. Planning for Infrastructure and Facilities

The pursuit of Academic Excellence in teaching and research heavily depends on the university's ability to acquire, allocate and manage public capital streams. The projects to strengthen the physical infrastructure of The Islamia University of Bahawalpur always gain high priority with university authorities as we face new challenges to meet the growth in student enrollment.

The Islamia University of Bahawalpur is imparting education in 3 districts of Bahawalpur having 6 operational campuses. Following is the land area of owned campuses:

Campus	Land Area (Acres)
Baghdad ul Jadeed Campus	1,257
Abbasia Campus	26
Bahawalnagar Campus	50
Rahim Yar Khan Campus	80
<b>Total Land Area of Owned Campuses</b>	<b>1,413</b>

## 12. Infrastructure and facilities

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Mission: To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

Goals:

- i. Attract funding from Public as well as Private Donors for investing in Physical infrastructure to cope up with the increase in students' enrollment.
- ii. Facilitate the efficient, effective, orderly, safe, quality oriented and sustained development process that supports the growth of university.

Strategy-I	Acquiring funds for increase in Physical Infrastructure
Action 1	Assessment of need for increase in Civil Works, Lab & Office Equipments, Furniture & Fixtures, Transport etc.

Action 2	Preparation of PC-Is for getting funding from Federal & Provincial Governments (Public Donors) for desired modules
Action 3	Terms of Reference, advertisement, evaluation of proposals and execution of agreement with Private donors under Public-Private Partnership for desired modules

Strategy-II	Ensuring quality oriented, effective and efficient development process
Action 1	Preparation of annual targets for each module of development projects
Action 2	Strict internal monitoring by Architect, Engineers and Officers of P&D Department by involving them in the whole process of implementation of development projects
Action 3	Constant coordination with donors for release of funds which match the pace of development

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Buildings	4 new Academic Blocks constructed	6	7	8	8	9	10
	3 Auditoriums constructed	7	9	9	10	10	10
Allied facilities	4 Hostels constructed for students	9	9	10	11	12	13
	10 new Buses procured	35	37	39	41	43	45
	2 new Medical Centers created	2	2	3	4	4	4

### 8.1.1. IT Labs

Sr. #	Description	No.
1	No. of Labs	53
2	No. of Computers	2700
3	Printers	32
4	Multimedia	90
5	Server Machines	08
6	Internet Bandwidth	100 Mbps
7	Functional Nodes	1100
8	Videoconference Hall	01

### 8.1.2. Laboratory and Workshops

Sr. #	Faculty	Labs*
1	Arts	02
2	Education	11
3	Islamic Learning	07
4	Management Sciences	04
5	Science	40
6	Pharmacy & Alternative Medicine	20
7	University College of Agriculture & Environmental Sciences	01
8	University College of Art & Design	01
9	University College of Conventional Medicine	02
10	University College of Engineering & Technology	31
11	University College of Veterinary & Animal Sciences	01

\* Labs include IT labs also.

### 8.1.3. Academic Facilities (Lecture Rooms/Theatres/Halls)

Sr. #	Faculty/College	No. of Class Rooms
1	Arts	33
2	Education	36
3	Islamic Learning	35
4	Management Sciences	16

5	Pharmacy & Alternative Medicine	10
6	Science	14
7	University College of Agriculture & Environmental Sciences	03
8	University College of Art & Design	12
9	University College of Conventional Medicine	06
10	University College of Engineering & Technology	14
11	University College of Veterinary & Animal Sciences	07
12	Bahawalnagar Campus	10
13	Rahim Yar Khan	14

#### 8.1.4. Library

Sr. #	Description	No.	No. of Books
1	Main	01	230,000
2	Departmental	08	50,000
3	Sub Campuses	02	7,000

#### 8.1.5. Recreational Facilities

Sr. #	Campus	Facility	No./Size
1	Baghdad-ul-Jadeed	Badminton	2/20x44 Ft
		Hand Ball	1/20x40 M
		Volley Ball	3/9x18 M
		Table Tennis	6
		Fitness Centers	7
2	Abbasia	Football	80x120 Yards
		Hockey	60x100 M
		Basket Ball	15x28 M
		Cricket	70 Yards with 02 pitches
		Wrestling Mat	--
		Athletics Track	400 M, 8 Lanes
		Badminton	1/20x44 Ft

		Hand Ball	2/20x40 Ft
		Volley Ball	2/9x18 M
		Table Tennis	2
		Fitness Centers	3

### 8.1.6. Family Accommodation and Support Services

Sr. #	Description	No.	Area (Sq. Ft)
<b>University Employees Residence, Baghdad-ul-Jadeed Campus</b>			
1	Cat-A	10	32000
2	Cat-B	23	59500
3	Cat-C	17	26620
4	Cat-D	10	10500
5	Cat-E	26	15756
6	Cat-F	33	17160
<b>Faculty/Employees Hostels, Baghdad-ul-Jadeed Campus</b>			
Sr. #	Description	No. of Rooms	Capacity
7	Foreign Faculty	36	36 families
8	Faculty Hostel (Men)	29	58
9	Faculty Hostel (Women)	15	30
10	Executive Hostel	15	15
<b>University Guest House</b>			
Sr. #	Description	No.	Area (Sq. Ft)
11	Baghdad-ul-Jadeed Campus	01	7962
12	Abbasia Campus	01	9148

Furthermore, there is a lake providing boating facilities to occupants of residential colonies and students' living in hostels at Baghdad-ul-Jadeed Campus. Nearby located is a Rose garden named as Gosh-i-Gulab. IUB has also established a bio-diversity park accommodating 50 deer, which is also a source of recreation and amusement.

## 8.2. Information and Communication Technology

IUB is equipped with ICT to keep abreast of the technological advancement taking place at a rapid pace. IUB has developed ICT infrastructure to meet the needs of the hour as per the details in 8.1.1 above.

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Goals:

- i. Strengthening the distance learning
- ii. Availability of improved internet service to the staff and students
- iii. Automation of various accounting, examination and HR system

Strategy	Provision of uninterrupted IT facilities round the clock
Action 1	Assessment of existing available facilities
Action 2	Assessment of future needs
Action 3	Ensuring necessary infrastructure
Action 4	Arranging necessary training to familiarize the staff with use of IT equipments
Action 5	Implementation and review

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Automation and Networking Infrastructure	200 Mbps Bandwidth increased/enhanced	100 Mbps	120	170	210	260	300
	900 Nodes increased/enhanced	1100	1300	1500	1650	1800	2000
	12 Servers installed	00	4	6	8	10	12
	235 Wi-fi Access Points created	65	130	180	210	260	300



# Chapter 9. Human Resources

## 9.1 General Policies

The Islamia University of Bahawalpur has been established under the university Act, 1975 which provides basic framework for all functional areas including human resource policies. In accordance with provisions of the Act, university has developed statutes, regulations and rules as guiding principles for human resource operations. In this regard policies and procedures communicated from time to time by Federal Government, Higher Education Commission and concerned provincial government are adopted and implemented.

## 9.2. Recruitment and Retention Policies

The university employees are divided into teaching and non-teaching cadres. So far as the appointments of teaching staff are concerned, these are governed by the policies and guidelines chalked out by the Higher Education Commission for both Basic Pay Scale and Tenure Track System. IN order to attract competent and qualified faculty in the university, certain options are exercised as follows:

- (a) Statutes are laid down in the university calendar governing the appointment of teaching and non-teaching staff in various Basic Pay Scales and cadres to meet the human resource needs;
- (b) Tenure Track System as devised by the Higher Education Commission is followed in letter and spirit for encouraging qualified faculty for imparting quality education and cultivating a culture of research;
- (c) Interim Placement of fresh PhD holders in accordance with the instructions and guidelines of Higher Education Commission;
- (d) Both teaching and nonteaching staff is employed at the university on contract basis against certain positions from time to time in line with the provisions of University Act, 1975;
- (e) Staff in Basic Pay Scale I-IV is also employed on short term basis to meet the contingencies as arise from time to time.

For ensuring retention of faculty in the university, foreign scholarships are awarded to the teachers. Once they proceed for higher education on doctoral level, they are required to submit a surety bond committing to serve the university for further period on return.

Moreover, certain other facilities are given to the entire staff which include but are not limited to the residence in university colonies and hostels, medical coverage, life insurance, transportation to and from offices, gratuity, leave preparatory to retirement, reserved seats for admission of children of staff in each department and fee concession/waiver thereof.

## 9.3. Growth and Development

In order to develop faculty of the university, various scholarships are awarded for their doctoral studies. In this connection, in three development

projects, 73 FDP slots have been provided in various areas of specialization envisaging an amount to the tune of PKR.458.354 million. Moreover, the faculty members winning foreign and indigenous scholarships through HEC, Fulbright and other sources are facilitated through grant of study leave. In order to inculcate technical, administrative, leadership and communication skills, the faculty and the administrative staff is provided training opportunities for their growth and development.

#### 9.4. Performance Management

The Islamia University of Bahawalpur carries out performance evaluation/appraisal as per a defined schedule every year for all the staff; teaching and non-teaching. Three proformae have been designed to measure the performance of nonteaching staff one each for BPS 1-4, BPS 5-16, & 17 and above respectively. For academia, two proformae are in place; 1 for Lecturers & Assistant Professors and 1 for Associate Professors & Professors. The concerned heads/supervisors are required to appraise the performance of the entire staff working under their subordination and supervision against the requisite standards laid down in the proforma designed for the purpose, which are duly countersigned by their seniors. Based on the appraisals, the employees are considered for growth & career development and certain awards & incentives are accorded. Moreover, corrective measures are instituted to help improve the performance in case a deviation from the standard is witnessed.

#### 9.5. Remuneration and Benefits

IUB adopts and implements the Basic Pay Scales developed by the Government of the Punjab for all cadres from BPS 1-22 for teaching and nonteaching staff. Salaries and recompense as revised by the said government from time to time are implemented in IUB in letter and spirit for rewarding the staff for their services.

Teachers appointed on Tenure Track System and Interim Placement are granted recompense under the policy of Higher Education Commission. Moreover, the nonteaching staff working in various branches and departments is given honorarium as a compensation for working in evening over and above the normal working hours.

#### 9.6. Projection of Staff

Cadre	Designation	Grade	Existing	Projected				
			2012	2013	2014	2015	2016	2017
Academics	Professor	21 & 22	27	30	33	39	42	45
	Associate Professor	20	33	37	44	48	51	55
	Assistant Professor	19	155	190	220	255	280	300
	Lecturer	18	295	310	350	390	440	500
	<b>Total</b>		<b>510</b>	<b>567</b>	<b>647</b>	<b>732</b>	<b>813</b>	<b>900</b>
PhDs			115	130	160	190	210	230

Administrative staff	Officers	16-19	199	199	200	202	204	206
	Supporting Staff	1-15	1734	1734	1740	1758	1776	1794
	Total		1933	1933	1940	1960	1980	2000
	Grand Total		2343	2500	2587	2692	2793	2900

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Goals:

- i. Ensuring the provision of trained and skilled manpower to meet the challenges of the dynamic and competitive market
- ii. Creating a pool of self-responsible and committed personnel who may perform with maximum efficiency

Strategy	IUB to be staffed with professionally qualified and committed personnel
Action 1	Improving and balancing service structure of academia and administrative staff
Action 2	Implementing a systematic and transparent approach to human resource recruitment and selection
Action 3	Creation of Human Resource Cell for assessment of training needs and imparting the same to teaching and nonteaching staff continuously
Action 4	Materializing the existing performance appraisal system in true letter and spirit to reward the performance of outstanding staff and to institute corrective measures wherever warranted
Action 5	Creating ethical, customer responsive and innovative culture among entire staff

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Manpower	390 Faculty recruited	510	610	660	720	810	900
	67 Administrative Staff recruited	1933	1933	1940	1960	1980	2000

## Administration

Vision: To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

Mission: To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

Goals:

To bracket IUB among well managed universities/institutions of the country

Strategy	Creating an efficient and effective management system
Action 1	Proper division of labor
Action 2	Empowerment and accountability
Action 3	Monitoring through reporting system
Action 4	Conduct necessary training and development programs for the staff
Action 5	Brining in cultural changes compatible with the goals

KRAs	KPIs	Baseli ne	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Efficient & Effective Management System	6 Trainings conducted	0	2	3	4	5	6

# Chapter 10. Finance

## 10.1 Background

Description	Revised Estimates 2011-12	Budget Estimates 2012-13
<b>Income</b>		
a) Federal Grant	601.989	952.559
b) Own Sources	884.192	989.681
<b>Expenditure</b>	<b>1486.555</b>	<b>2220.290</b>
<b>Deficit</b>	<b>0.374</b>	<b>278.050</b>

## 10.2 Sources of Income

Sr.	Source	Actual Income 2012	Projected Income 2017
1	Tuition Fee	256.557	361.415
2	Hostel Fee	60.563	62.272
3	Examination Fee	183.229	281.850
4	Investment	16.000	25.130
5	Research	5.000	7.500
6	Consultancy	1.025	2.500
7	Affiliation	4.073	7.123
8	Farm Income	36.267	38.950
9	Govt. Grants	601.989	1720.779
10	Own Sources	379.770	578.021
	<b>Total</b>	<b>1544.473</b>	<b>3085.540</b>

## 10.3 Financial Sustainability

### 10.3.1 Income and Expenditure Statement

Statement attached at Annexure-C.

### 10.3.2 Balance Sheet

Presently, it does not exist but will be prepared in future as a part of this drive.

### 10.3.3 Cash Flow Statement

Statement attached at Annexure-D.

### 10.3.4 Maintaining Financial Bed

Not applicable.

### 10.3.5 Long Term Investment

Sr.#	Source	Amount
1	Pension Fund	225m
2	General Endowment Fund*	136m
<b>Total</b>		<b>361m</b>

### 10.3.6 Adopting and Maintaining Entrepreneurizing Culture

Previously, there was no practice of entrepreneurizing culture but with the development of this plan IUB tends fare to introduce this culture in a piecemeal fashion for the overall good of this alma mater and its stakeholders.

### 10.4 Entrepreneurial Thrive

The IUB has developed some of its products and research for commercializing in the market on limited scale. The quantity and quality of products and research will be improved with the implementation of this business plan.

#### 10.4.1 Adoption of Business Plan for the University/Institute to Commercialize its Products

With the establishment of Office of research, innovation and commercialization, IUB has got a clear vision for initiating and commercializing applied and industry relevant research in future.

#### 10.4.2 Franchise

The IUB has bracketed both public and private sector institutions to maximize the outreach through awarding affiliation throughout Bahawalpur Division and hammering out to augment the scope and expansion of the disciplines granting to the partner institutes.

#### 10.4.3 Outcome of Research can be Commercialized

IUB Business Plan will prove to be instrumental in bringing in a culture based on the corporate practices. With the advent of this plan, IUB bids fair to get its marketable research/product patented.

#### 10.4.4 Separating Management of Non-core Activities from the University Through Smart Partnership with Subsidiaries of Outside Parties

IUB is contemplating to join hands with private sector for concluding joint-ventures and partnerships for the common good and mobilizing the resources towards the areas of immediate needs.

## 10.5 Resource Allocation and Administrative Efficiency

Resources and funds are allocated as per the well calculated needs for various heads of accounts. Besides, austerity measures are being taken to cut back on the expenditures so that the saved funds may be earmarked for some more productive matters.

Vision: To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

Mission: To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

Goals:

- i. Incorporating professionalism, automation and sustainability
- ii. Making IUB a self-sustained and resourceful entity

Strategy	Introducing and implementing efficient financial and accounting system on the lines of corporate culture
Action 1	Restructuring the treasury office for induction of professionally qualified personnel
Action 2	Implementation of SAP
Action 3	Developing accounting policies and statements to reflect the true financial health of the organization
Action 4	Budgetary allocation on the basis of needs and optimum utilization
Action 5	Efforts for generating funds from non-conventional sources to attain sustainability

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Income	Income	1544.473	1942.240	2153.658	2430.021	2757.417	3085.540
Expenditure	Recurring	1486.555	2220.290	2664.348	3197.218	3836.661	4603.993
	Capital	509.660	770.000	800.000	667.243	420.000	170.000

# Chapter 11. Networking

## 11.1. Government Agencies

### 11.1.1. Higher Education Commission

Since the HEC is the apex forum to develop, devise, and deliver policy guidelines for imparting quality education in the universities. HEC plays a pivotal role in the following areas regarding the university:

- Entire financing of development and recurring nature is assessed and provided by HEC
- Criteria for appointment of academics (Basic Pay Scale, Tenure Track System, Interim Placement) is chalked out by HEC
- Curricula and syllabi of all courses is developed and reviewed by HEC
- Rules and regulations for advanced studies (M.Phil/MS & PhD) are framed and amended by HEC
- Indigenous and foreign scholarships are provided for development of faculty
- Research and traveling grants are provided to faculty
- Plagiarism check for dissertations of M.Phil/MS and PhD is carried out by HEC
- Monitoring of development projects is carried out HEC
- HEC provides scholarships for students enrolled in institutions of higher learning

### 11.1.2. Higher Education Department of the Respective Province

IUB is linked with Higher Education Department, Govt. of the Punjab and it plays a vital role in the development of this university.

- Membership of HED in university' statutory bodies for policy formulation
- Appointment of Vice Chancellor, Treasurer, and Resident Auditor is processed by the HED
- Amendments in the university statutes are also routed through HED for approval from the Chancellor
- HED processes funding for development projects of IUB

### 11.1.3. Finance Department

Finance department does not deal with the university directly but envisages and allocates funding for development projects and meeting recurring expenditures through HEC.



#### **11.1.4. Economic Affairs Division**

Economic Affairs Division is not directly involved in the monetary affairs of the university but provides sovereign guarantees as and when needed.

#### **11.1.5 Local Authorities**

In order to conduct the business of the university, it has to depend on and liaise with the local authorities to manage the day-to-day affairs in an efficient and effective manner. Following are the instrumental authorities/bureaus, which are actively involved in facilitating the university:

- District Coordination Officer
- District Police Officer
- Commissioner
- WAPDA
- SNGPL
- PTCL, NTC
- GPO

#### **11.2. Industry**

IUB is particular about forging and cementing relations with the industry to stimulate the understanding of industry-focused needs for education and research. Presently, IUB has developed a networking with the following industries/institutions to help support attain reciprocal interest:

- Asia Group of Industries
- Shamim Group of Industries
- Banks
- Financial Institutions
- Medicine Companies (Harbian, Qarshi, Alegro Lab, Kamal Industries and BS Pharma)
- Software Houses

Moreover, IUB has reached an understanding with Al-Khidmat Foundation for provision of interest free loans to the teaching and nonteaching staff engaged at IUB for purchase of laptops.

**Vision:** To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

**Mission:** To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

**Goals:**

- i. To create sustainable relationship with various sectors of the industry
- ii. Arranging opportunities for internships, scholarship and job placement for the students
- iii. Establishing research collaboration with industry

Strategy	Forging long term relationships with the industry
Action 1	Involving local industry in various functions and get-to-gathers
Action 2	Inviting industrialists as guest speakers
Action 3	Communication and correspondence in respect of internship and placement of students/graduates
Action 4	Concluding MoUs with industry for provision of potential recruits for various assignments

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Industry Linkages	1500 Internships created for students	1500	1800	2100	2400	2700	3000
	50 Scholarships awarded	0	5	15	30	40	50

### 11.3. Alumni

There is no denying the fact that importance of active and involved alumni cannot be discounted and the contributions of students passing out from the institutions towards the development, progress, and marketing cannot be lost sight of. In view thereof, IUB has established a Directorate of Alumni in 2012 to keep track and develop a database of the students graduated from IUB. This Directorate is exerting a great deal of efforts to collect the particulars of alumni and incorporate in the database. It is felt persuaded that this Directorate needs to be strengthened and made fully functional.

### 11.4. Community

Institutions of higher learning are deeply connected with the community and civil society. In this connection, IUB is aware of the significant role that the community performs in promoting the university; therefore, IUB never neglects to involve the public, dignitaries, and other high-ups in the events of social cause.

Vision: To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

Mission: To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

Goals:

Making the existing links result-oriented and developing new mutually beneficial relations with all stakeholders

Strategy	Inculcating value of networking in all tiers of staff
Action 1	Conducting orientation and awareness session with the staff to infuse spirit of developing relations
Action 2	Identification of needed and available avenues for different departments
Action 3	Selecting the most beneficial avenue and forging relations with them
Action 4	Follow up and sustaining the developed relationships

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Academic Linkages	10 MoUs & agreements signed	5	7	9	11	13	15

# Chapter 12. Linkages with National and International Donors

## 12.1. Generating Revenue

The ability of a University to progress towards achieving its long term goals is determined by its ability to create resources that could be invested for development of the institution. Being a public sector university, the generation of development funds for the Islamia University of Bahawalpur depends on the budgetary allocations made by Federal and Provincial Governments.

However, the IUB is developing linkages with National and International donors to attract funding from private sector and to reduce dependence on national exchequer.

### Entrepreneurizing the University/Institute

**Vision:** To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

**Mission:** To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

**Goals:**

- i. Conversion of the university from a traditional institution to corporate entity
- ii. Maximizing the utilization of available resources to obtain maximum financial benefit

Strategy	Developing entrepreneurial mindset and practices
Action 1	Creating awareness for need of entrepreneurship
Action 2	Imparting entrepreneurship education and training to students and staff
Action 3	Creating conducive infrastructure and environment
Action 4	Creating culture of innovation and risk taking
Action 5	Rewarding the success

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Creation of Entrepreneurial Mindset	4 Joint-Ventures initiated	1	2	3	3	4	5

## 12.2. Students Scholarships

IUB has no regular donations from national or international donors but occasionally some local donors provide funds for financing the workshops and conference etc being organized by the university. Sometimes financial assistance becomes available from some donor.

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**Mission:** To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

**Goals:**

Establishment of linkages with donors for developmental activities and for students' scholarships

Strategy	Launching donation seeking campaigns
Action 1	Assessment of IUB needs to be fulfilled by donors
Action 2	Identification of potential donors within and outside the country
Action 3	Designing and initiating donation campaign
Action 4	Recognizing, appreciating and promotion the contribution of the donors

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Liaison and Linkages	10 MoUs & agreements signed	0	2	4	6	8	10

# **Chapter 13. Marketing and Promotion (Branding) of Academic Disciplines**

## **13.1. Partnership**

IUB has entered into partnership with Desert Rangers Bahawalpur (DRB) by way of establishing its campus in the premises of DRB for holding classes in the evening. Currently, classes in the disciplines of Computer Science & IT and Management Sciences are being conducted under the joint administrative control of IUB and DRB. University is also contemplating to launch public-private-partnership in the disciplines like English, Commerce and others.

## **13.2. Outreach**

In order to augment the scope of education and ensuring its provision to the students from far flung areas, IUB has expanded its folds and established sub campuses at Bahawalnagar and Rahim Yar Khan, which are offering market-oriented education in 12 departments at each campus. Besides, IUB is leaving no stone unturned in expanding the outreach by admitting the private sector colleges to its privileges for accord of affiliation in well calculated and considered disciplines.

## **13.3. University/Institute as a Center of Excellence for the Community of the World**

IUB has established a Modern Center of Excellence in Islamic Learning 2012, which is offering two specialized programs in the following disciplines:

- MA Islamic Studies with specialization in Quran & Tafseer (Evening)
- MA Islamic Studies with specialization in Hadith & Seerat (Evening)

Since its inception, the Center has been frequently organizing international conferences, seminars, workshops and lectures to address the challenges faced by the Muslim Ummah and to mobilize the global public opinion in favor of Islam.

## **13.4. External Relations and Communication**

Islamia University has forged relations with certain local and national stakeholders and international fora detailed as under:

- Aukaf Department
- Shamim Group of Industries
- Asia Group of Industries
- Chamber of Commerce and Industry
- Saudi Arabia

- Rumi Forum, Turkey
- Alexander
- Expert Service Germany
- USAID
- TWAS

### 13.5. Create a Strong University’s/Institute’s Community

For the purpose of materializing the social needs of the internal stakeholders of the university, IUB has taken the following initiatives:

- Academic Staff Association has been constituted to represent the faculty on different fora
- Career Development Center set up to conduct job fairs, coordinate interaction of students with employers and guide students for resume preparation and seeking job
- Introduced Executive Club in Department of Management Sciences for arranging assorted functions and events
- Dramatic Club set up to arrange various dramatic and tableau activities on different occasions.

### 13.6. Develop a Quality Mindset

Quality Enhancement Cell has been established at IUB to fine-tune the quality of teaching, research and publication. It has started to design different benchmarks for operational and functional activities relating to the pedagogy. Although, it is introduced recently nevertheless it is expected to usher in long-term milestones and set achievable standards. QEC gathers actual performances and compares the same with set standards to see if any corrective action is warranted to rectify the performance. It is a newly undertaken initiative and expected to develop a quality mindset among the teaching and nonteaching community of IUB to raise the image of the university.

**Vision:** To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

**Mission:** To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

**Goals:**

To occupy a visible position among the leading universities/institutions of the country

Strategy	Exploring all possible avenues to reach the target market
Action 1	Evaluation of existing marketing efforts and finding the gaps

Action 2	To bridge the gap, identification of suitable media for developing and launching the promotional campaigns
Action 3	Promoting of achievements through electronic and print media across the country
Action 4	Strengthening of Public Relations Office

KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Academic Excellence	Research Ranking	13	13	12	10	10	09

### Quality Assurance (Benchmarking)

Vision: To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

Mission: To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

#### Goals:

- i. Improvement in quality and standard of education to meet national and international needs
- ii. Capacity building and promotion of development oriented applied research
- iii. Accountability in academic programs through internal Quality Assurance / External Quality Audit

Strategy	To encourage quality in all functions across the university
Action 1	Clear and categorical communication of quality standards of academic and administrative areas
Action 2	Assessment of actual performance against standards
Action 3	Identification of gaps
Action 4	Instituting corrective measures to put the performance back on the right track



KRAs	KPIs	Baseline	Five Years Targets				
		2012	2013	2014	2015	2016	2017
Recognitions	15 Accreditations achieved	07	10	13	16	19	22

### List of Activities and Costing

	<b>Income</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>Total</b>
1	Tuition Fee	256.557	273.168	292.288	312.748	336.204	361.415	1832.380
2	Hostel Fee	60.563	60.828	61.939	62.050	62.161	62.272	369.813
3	Examination Fee	183.229	194.335	205.441	228.245	253.580	281.850	1346.680
4	Investment*	16.000	17.920	19.712	21.683	23.150	25.130	123.595
5	Research	5.000	4.000	4.000	4.000	6.000	7.500	30.500
6	Consultancy	1.025	1.135	1.550	2.000	2.225	2.500	10.435
7	Affiliation	4.073	4.683	5.293	5.903	6.513	7.123	33.588
8	Farm Income	36.267	37.250	37.850	38.150	38.740	38.950	227.207
9	Govt. Grants	601.989	825.747	1049.505	1273.263	1497.021	1720.779	6968.304
10	Own Sources	379.770	523.174	476.120	481.979	531.823	578.021	2970.887
	<b>Total:</b>	<b>1544.473</b>	<b>1942.240</b>	<b>2153.698</b>	<b>2430.021</b>	<b>2757.417</b>	<b>3085.540</b>	<b>13913.389</b>
<b>Recurring Expenditure</b>								
1	Salaries of Teaching Staff	408.166	639.138	766.966	920.359	1104.430	1325.317	5164.37534
2	Non Teaching Staff	397.950	735.005	882.006	1058.407	1270.089	1524.106	5867.56321
3	Administrative	100.563	105.664	126.797	152.156	182.587	219.105	886.872222
4	Common Services	78.307	144.868	173.842	208.610	250.332	300.398	1156.35671
5	Examination	113.224	128.562	154.274	185.129	222.155	266.586	1069.93098
6	Teaching	42.179	40.710	48.852	58.622	70.347	84.416	345.126536
7	Maintenance	50.361	50.260	60.312	72.374	86.849	104.219	424.375816
8	Library	4.362	5.117	6.140	7.368	8.842	10.611	42.4406672
9	Others	291.443	370.966	445.159	534.191	641.029	769.235	3052.02359
	<b>Sub Total:</b>	<b>1486.555</b>	<b>2220.290</b>	<b>2664.348</b>	<b>3197.218</b>	<b>3836.661</b>	<b>4603.993</b>	<b>18009.065</b>
<b>Capital Expenditure</b>								
1	Agriculture College	183.200	90.000	100.000	48.366	--	--	238.366
2	Bahawalnagar Campus	174.700	100.000	100.000	33.943	--	--	233.943
3	Rahim Yar Khan Campus	151.760	80.000	100.000	84.934	--	--	264.934
4	Pharmacy Department	--	50.000	50.000	50.000	100.000	50.000	300.000
5	Management Sciences Department	--	50.000	50.000	50.000	50.000	50.000	250.000

6	Vererinary College	--	50.000	50.000	50.000	50.000	--	200.000
7	Admin Block	--	100.000	100.000	50.000	--	--	250.000
8	Medical College	--	100.000	100.000	150.000	100.000	50.000	500.000
9	Incubation Center	--	50.000	--	--	--	--	50.000
10	Residences for Faculty/ Admin Staff & Students	--	50.000	100.000	100.000	100.000	--	350.000
11	Upgradation of Labs	--	30.000	30.000	30.000	--	--	90.000
12	Others	--	20.000	20.000	20.000	20.000	20.000	100.000
	<b>Sub Total:</b>	<b>509.660</b>	<b>770.000</b>	<b>800.000</b>	<b>667.243</b>	<b>420.000</b>	<b>170.000</b>	<b>2827.243</b>
	<b>Grand Total:</b>	<b>1996.215</b>	<b>2990.290</b>	<b>3464.348</b>	<b>3864.461</b>	<b>4256.661</b>	<b>4773.993</b>	<b>20836.308</b>

\*This income accrues on long term investment from General Endowment Fund amounting to Rs. 136 million as given in **10.3.5 Long Term Investment** above in chapter 10 of Finance.

## Future Action Plan

### A. Main Focus

#### 1. Bachelor Programmes

Focus Area				
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance</p> <p>Goals:</p> <ul style="list-style-type: none"> <li>i. To prepare a qualified crop of manpower for disseminating education and cultivating a culture of research</li> <li>ii. expansion of 60% Bachelor programs and introducing 8 new programs</li> <li>iii. to increase the enrollment of Bachelor programs from 8000 to 12000</li> </ul>				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Bachelor Programmes	Expansion of existing programs	<p>Preparation of curriculum at department level</p> <p>Recommendation of revision/modification of existing curriculum from the concerned Board of Studies and Academic Council</p> <p>Approval of the curriculum from the Syndicate</p> <p>Arrangements of physical, financial and academic infrastructure</p> <p>Commencement of admission and classes</p>	<p>Percentage of Development</p> <p>10% - 2013</p> <p>15% - 2014</p> <p>20% - 2015</p> <p>25%- 2016</p> <p>30%-2017</p>	<ul style="list-style-type: none"> <li>i. Concerned HoD's</li> <li>ii. Deputy Registrar (Acad)</li> </ul>
	Introduction of	Preparation of curriculum at		

	new programs	<p>department level</p> <p>Recommendation of the curriculum from the concerned Board of Studies and Academic Council</p> <p>Approval of the curriculum from the Syndicate</p> <p>Arrangements of physical, financial and academic infrastructure</p> <p>Market survey to ascertain the needs of programs</p> <p>Seeking accreditation and certification from the concerned councils/agencies wherever applicable</p> <p>Commencement of admission and classes</p>		
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## 2. Master Programmes

Focus Area
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>i. To increase the enrollment from 7300 to 10000</li> <li>ii. introducing 6 new disciplines at Master level</li> <li>iii. expansion of 40% of existing programs</li> </ol>

Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Master Programmes	Expansion of existing programs	<p>Preparation of curriculum at department level</p> <p>Recommendation of revision/modification of existing curriculum from the concerned Board of Studies and Academic Council</p> <p>Approval of the curriculum from the Syndicate</p> <p>Arrangements of physical, financial and academic infrastructure</p> <p>Commencement of admission and classes</p>	<p>Percentage of Development</p> <p>10% - 2013</p> <p>15% - 2014</p> <p>20% - 2015</p> <p>25%- 2016</p> <p>30%-2017</p>	<p>i. Concerned HoD's</p> <p>ii. Deputy Registrar (Acad)</p>
	Introduction of new programs	<p>Preparation of curriculum at department level</p> <p>Recommendation of revision/modification of existing curriculum from the concerned Board of Studies and Academic Council</p> <p>Approval of the curriculum from the Syndicate</p> <p>Arrangements of physical, financial and academic infrastructure</p> <p>Commencement of admission and classes</p>		

### 3. M.Phil Programmes

Focus Area				
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>i. to increase the enrollment from 1000 to 2000</li> <li>ii. to introduce 10 new disciplines in M.Phil programs</li> <li>iii. expansion of 30% of existing programs</li> </ul>				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility
M.Phil Programmes	Expansion of existing programs	<p>Preparation of curriculum at department level</p> <p>Recommendation of revision/modification of existing curriculum from the concerned Board of Studies and Academic Council</p> <p>Approval of the curriculum from the Syndicate</p> <p>Arrangements of physical, financial and academic infrastructure</p> <p>Commencement of admission and classes</p>	<p>Percentage of Development</p> <p>10% - 2013</p> <p>15% - 2014</p> <p>20% - 2015</p> <p>25%- 2016</p> <p>30%-2017</p>	<p>i. Concerned HoD's</p> <p>ii. Deputy Registrar (Acad)</p>
	Introduction of new programs	<p>Preparation of curriculum at department level</p> <p>Recommendation of</p>	<p>Percentage of Development</p> <p>10% - 2013</p> <p>15% - 2014</p> <p>20% - 2015</p>	

		<p>the curriculum from the concerned Board of Studies and Academic Council</p> <p>Approval of the curriculum from the Syndicate</p> <p>Arrangements of physical, financial and academic infrastructure</p> <p>Market survey to ascertain the needs of programs</p> <p>Seeking accreditation and certification from the concerned councils/agencies wherever applicable</p> <p>Commencement of admission and classes</p>	<p>25%- 2016</p> <p>30%-2017</p>	
	Attracting and encouraging PhD holders	<p>60 scholarship awardees pursuing studies under Faculty Development Program (FDP) will join IUB</p> <p>Absorption and Regularization of PhDs working under Interim Placement</p> <p>Hiring of PhDs from the market</p> <p>Faculty members will be encouraged to pursue PhD studies</p>	<p>Percentage of Development</p> <p>10% - 2013</p> <p>15% - 2014</p> <p>20% - 2015</p> <p>25%- 2016</p> <p>30%-2017</p>	
	Attracting shining students to join research-intensive	<p>Dissemination of benefits of research degrees to the students</p> <p>Support services will</p>	<p>Percentage of Development</p> <p>10% - 2013</p> <p>15% - 2014</p> <p>20% - 2015</p>	



	studies	be provided to those students for engrossing them in their studies Upgradation of physical, financial and academic infrastructure	25%- 2016 30%-2017	
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#### 4. PhD Programmes

Focus Area				
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>to increase the enrollment from 300 to 500</li> <li>introducing 10 new disciplines for PhD</li> <li>expansion of 30 % of existing programs</li> </ol>				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility
PhD Programmes	Expansion of existing programs	Preparation of curriculum at department level  Recommendation of revision/modification of existing curriculum from the concerned Board of Studies and Academic Council  Approval of the curriculum from the Syndicate  Arrangements of physical, financial and academic	Percentage of Development 10% - 2013 15% - 2014 20% - 2015 25%- 2016 30%-2017	i. Concerned HoD's ii. Deputy Registrar (Acad)

		infrastructure  Commencement of admission and classes		
	Introduction of new programs	Preparation of curriculum at department level  Recommendation of the curriculum from the concerned Board of Studies and Academic Council  Approval of the curriculum from the Syndicate  Arrangements of physical, financial and academic infrastructure  Market survey to ascertain the needs of programs  Seeking accreditation and certification from the concerned councils/agencies wherever applicable  Commencement of admission and classes	Percentage of Development 10% - 2013 15% - 2014 20% - 2015 25%- 2016 30%-2017	
	Attracting and encouraging PhD holders	60 scholarship awardees pursuing studies under Faculty Development Program (FDP) will join IUB Absorption and Regularization of PhDs working under Interim Placement Hiring of PhDs from	Percentage of Development 10% - 2013 15% - 2014 20% - 2015 25%- 2016 30%-2017	

		the market Faculty members will be encouraged to pursue PhD studies		
	Attracting shining students to join research-intensive studies	Dissemination of benefits of research degrees to the students Support services will be provided to those students for engrossing them in their studies Upgradation of physical, financial and academic infrastructure	Percentage of Development 10% - 2013 15% - 2014 20% - 2015 25%- 2016 30%-2017	

## 5. Research and consultancy

Focus Area				
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>i. Increasing the number of yearly publication from 170 to 350</li> <li>ii. Introducing culture of applied research across the university</li> <li>ii. commercialization of research and patents registration</li> <li>iii. introducing innovative industry-based research and consultancy</li> </ul>				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Research and consultancy	To set up new ways of teaching and supporting programs for teachers and students to learn in a wider range of settings	Upgradation of curricula to enhance the research capacity of the faculty and students Regular seminars and symposia on recent advances in research	Percentage of Development 10% - 2013 20% - 2014 20% - 2015 20%- 2016 30%-2017	i. All HoD's ii. Director ORIC

		Workshops and hands-on training  Exhibitions and displays		
	To establish advanced information and Communication Technology (ICT) infrastructure	To launch digital library and e-books programs to provide access to all teachers and students for relevant literature in their respective disciplines  Trainings and workshops for useful utilization of ICT facilities  To establish regular video conferencing sessions  Establish ICT facilities in all faculties	Percentage of Development 10% - 2013 20% - 2014 25% - 2015 25%- 2016 20%-2017	
	To recognize the strong links that exist between teaching and research across all disciplines	To strengthen the already established Office of Research, Innovation and Commercialization (ORIC)  Hiring of staff/faculty of ORIC  To establish a strong coordination between faculty, industry and market  Encourage the researchers of the university to do cutting edge research at a	Percentage of Development 10% - 2013 20% - 2014 25% - 2015 25%- 2016 20%-2017	

		patentable level		
	Promotion of linkage between academia and industry	Enhance the quality and level of research by providing  Quality based disbursement of research incentives to the faculty Conducting solution-oriented research for industry  Cultivating a strong culture of applied research	Percentage of Development 15% - 2013 15% - 2014 20% - 2015 20%- 2016 30%-2017	

## 6. International academic network

Focus Area				
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>Strengthening the linkages with existing 5 international universities</li> <li>Establishment of linkages with 10 international universities and increasing it to 15</li> </ol>				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility
International academic network	To pursue an active internationalization strategy allowing local students and faculty members to travel and interact with their peers abroad as well as to	Arrange Foreign Scholarships for the active and talented faculty members to do PhD studies  To arrange Post-Doc	Percentage of Development 10% - 2013 15% - 2014 20% - 2015 25%- 2016	Director ORIC

	provide opportunities to foreign students and faculty to study and research in Pakistan	<p>fellowships for highly qualified PhD-senior faculty</p> <p>Arrange attractive Assistance-ships for International Scholars to study at IUB</p> <p>Visitation of Vice Chancellor to Foreign Universities for Linkages and networking</p>	30%-2017	
	Establishment of attractive opportunities for the Foreign Faculty	<p>Ensuring highly secured environment</p> <p>Offering handsome package for the visitation of the Foreign Scholars</p> <p>Establishment of conducive workplace</p> <p>Hiring world fame faculty</p>	<p>Percentage of Development</p> <p>10% - 2013</p> <p>15% - 2014</p> <p>20% - 2015</p> <p>25%- 2016</p> <p>30%-2017</p>	
	Preparing local faculty with networking skills	<p>Special and intensive training sessions should be arranged to help the faculty to learn networking skills with international institutions and faculty</p> <p>Sufficient funds should be arranged for the collaborative visitations of the faculty</p> <p>Clear task for networking with foreign institutions/universities should be assigned to the young faculty pursuing for PhD studies in foreign University</p>	<p>Percentage of Development</p> <p>10% - 2013</p> <p>15% - 2014</p> <p>20% - 2015</p> <p>25%- 2016</p> <p>30%-2017</p>	

		Attractive incentives should be awarded to the faculty who show up with fruitful international networking		
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## 7. Infrastructure and facilities

Focus Area				
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>Attract funding from Public as well as Private Donors for investing in Physical infrastructure to cope up with the increase in students' enrollment.</li> <li>Facilitate the efficient, effective, orderly, safe, quality oriented and sustained development process that supports the growth of university.</li> </ol>				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Infrastructure and facilities	Acquiring funds for increase in Physical Infrastructure	Assessment of need for increase in Civil Works, Lab & Office Equipments, Furniture & Fixtures, Transport etc.  Preparation of PC-Is for getting funding from Federal & Provincial Governments (Public Donors) for desired modules	Percentage of Development 10% - 2013 15% - 2014 20% - 2015 25%- 2016 30%-2017	i. Director Planning & Development ii. Principal Officer Works

		Terms of Reference, advertisement, evaluation of proposals and execution of agreement with Private donors under Public-Private Partnership for desired modules		
	Ensuring quality oriented, effective and efficient development process	Preparation of annual targets for each module of development projects  Strict internal monitoring by Architect, Engineers and Officers of P&D Department by involving them in the whole process of implementation of development projects  Constant coordination with donors for release of funds which match the pace of development	Percentage of Development 15% - 2013 15% - 2014 20% - 2015 25%- 2016 25%-2017	

## B. Support Thrust

### 1. Academic thrust

#### Focus Area

**Vision:** To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.

**Mission:** To produce a variety of scientists and researchers, responsive to



national needs with priorities focusing on issues relating to socio-economy and self-reliance.

Goals:

- i. Ensuring excellence in access, quality and leadership
- ii. Maintaining a ratio of 70:30 of regular and visiting faculty

Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Academic thrust	Provision of excellent educational programs	Creation of excellent physical, financial and academic infrastructure  Interaction and liaison with nurseries providing pool of students for recruitment in academic discipline  Ensuring appropriate monitoring and feedback system	Percentage of Development 15% - 2013 15% - 2014 15% - 2015 25%- 2016 30%-2017	i. Director QEC ii. Deputy Registrar (Admin)

## 2. Student affairs

Focus Area				
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p>Goals: Indoctrinating communication and leadership skills among the students</p>				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility

Student affairs	Provision of conducive and congenial environment for academic life of students	<p>Providing clean and clear in-campus and class room atmosphere</p> <p>Beefing up the financial assistance to the students</p> <p>Hands-on training in the form internship, wherever applicable</p> <p>Inculcating leadership qualities through debates and sports</p> <p>Development of declamation society, executive clubs, and dramatic societies for letting the students to learn team work spirit</p>	<p>Percentage of Development</p> <p>15% - 2013</p> <p>15% - 2014</p> <p>20% - 2015</p> <p>25%- 2016</p> <p>25%-2012</p>	<p>i. Concerned HODs</p> <p>ii. Director Student Affairs</p>
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### 3. Human resources

Focus Area
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b></p> <p>i. Ensuring the provision of trained and skilled manpower to meet the challenges of the dynamic and competitive market</p>

ii. Creating a pool of self-responsible and committed personnel who may perform with maximum efficiency				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Human resources	IUB to staffed with professional qualified and committed personnel	<p>Improving and balancing service structure of academia and administrative staff</p> <p>Implementing a systematic and transparent approach to human resource recruitment and selection</p> <p>Creation of Human Resource Cell for assessment of training needs and imparting the same to teaching and nonteaching staff continuously</p> <p>Materializing the existing performance appraisal system in true letter and spirit to reward the performance of outstanding staff and to institute corrective measures wherever warranted</p>	<p>Percentage of Development</p> <p>10% - 2013</p> <p>10% - 2014</p> <p>20% - 2015</p> <p>30%- 2016</p> <p>30%-2017</p>	<p>i. Registrar</p> <p>ii. Deputy Registrar (Administration)</p>

		Creating ethical, customer responsive and innovative culture among entire staff		
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#### 4. Finance

Focus Area				
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b> Incorporating professionalism, automation and sustainability</p>				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Finance	Introducing and implementing efficient financial and accounting system on the lines of corporate culture	Restructuring the treasury office for induction of professionally qualified personnel  Implementation of SAP  Developing accounting policies and statements to reflect the true financial health of the organization  Budgetary allocation on	Percentage of Development 10% - 2013 15% - 2014 20% - 2015 25%- 2016 30%-2017	Treasurer

		the basis of needs and optimum utilization		
		Efforts for generating funds from non-conventional sources to attain sustainability		

## 5. Networking

Focus Area				
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b> Making the existing links result-oriented and developing new mutually beneficial relations with all stakeholders</p>				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Networking	Inculcating value of networking in all tiers of staff	<p>Conducting orientation and awareness session with the staff to infuse spirit of developing relations</p> <p>Identification of needed and available avenues for different departments</p> <p>Selecting the</p>	<p>Percentage of Development</p> <p>15% - 2013</p> <p>15% - 2014</p> <p>20% - 2015</p> <p>25%- 2016</p> <p>25%-2017</p>	Director Information Technology

		<p>most beneficial avenue and forging relations with them</p> <p>Follow up and sustaining the developed relationships</p>		
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## 6. Linkages with national and international donors

Focus Area				
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b></p> <p>Establishment of linkages with donors for developmental activities and for students' scholarships</p>				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Linkages with national and international donors	Launching donation seeking campaigns	<p>Assessment of IUB needs to be fulfilled by donors</p> <p>Identification of potential donors within and outside the country</p> <p>Designing and initiating donation campaign</p> <p>Recognizing, appreciating and promotion</p>	<p>Percentage of Development</p> <p>15% - 2013</p> <p>15% - 2014</p> <p>20% - 2015</p> <p>25%- 2016</p> <p>25%-2017</p>	Director ORIC

		the contribution of the donors		
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## 7. Marketing and promotion (branding) of academic excellence

Focus Area					
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b> To occupy visible position among the leading university/institutions of the country</p>					
Focus	Strategy	Action	Deadline / Time Frame	Responsibility	
Marketing and promotion (branding) of academic excellence	Exploring all possible avenues to reach the target market	<p>Evaluation of existing marketing efforts and finding the gaps</p> <p>To bridge the gap, identification of suitable media for developing and launching the promotional campaigns</p> <p>Promoting achievements through electronic and print media across the country</p> <p>Strengthening of Public Relations Office</p>	<p>Percentage of Development</p> <p>15% - 2013</p> <p>15% - 2014</p> <p>20% - 2015</p> <p>25%- 2016</p> <p>25%-2017</p>	Deputy Registrar (Public Affairs)	

## 8. ICT/E-University

Focus Area				
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>i. Strengthening the distance learning</li> <li>ii. Availability of improved internet service to the staff and students</li> <li>iii. Automation of various accounting, examination and HR system</li> </ul>				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility
ICT/E-University	Provision of uninterrupted IT facilities round the clock	<p>Assessment of existing available facilities</p> <p>Assessment of future needs</p> <p>Ensuring necessary infrastructure</p> <p>Arranging necessary training to familiarize the staff with use of IT equipments</p> <p>Implementation and review</p>	<p>Percentage of Development</p> <p>20% - 2013</p> <p>20% - 2014</p> <p>20% - 2015</p> <p>20%- 2016</p> <p>20%-2017</p>	<ul style="list-style-type: none"> <li>i. Director Information Technology</li> <li>ii. HOD, Computer Science &amp; IT</li> </ul>

## 9. Quality assurance (Bench Marking)

Focus Area
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p>



**Mission:** To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.

**Goals:**

- i. Improvement in quality and standards of education to meet national and international needs
- ii. Capacity building and promotion
- iii. Accountability in academic programs through internal quality assurance/external quality audit

Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Quality assurance (Bench Marking)	To encourage quality in all functions across the university	<p>Clear and categorical communication of quality standards of academic and administrative areas</p> <p>Assessment of actual performance against standards</p> <p>Identification of gaps</p> <p>Instituting corrective measures to put the performance back on the right track</p>	<p>Percentage of Development</p> <p>20% - 2013</p> <p>20% - 2014</p> <p>25% - 2015</p> <p>25%- 2016</p> <p>10%-2017</p>	Director Quality Enhancement Cell

## 10. Industry relationship

Focus Area
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and</p>

self-reliance.

Goals:

- i. To create sustainable relationship with various sectors of the industry
- ii. Arranging opportunities for internships, scholarship and job placement for the students
- iii. Establishing research collaboration with industry

Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Industry relationship	Forging long term relationships with the industry	Involving local industry in various functions and get-to-gathers  Inviting industrialists as guest speakers  Communication and correspondence in respect of internship and placement of students/graduates  Concluding MoUs with industry for provision of potential recruits for various assignments	Percentage of Development 20% - 2013 20% - 2014 25% - 2015 25%- 2016 10%-2017	i. Director ORIC ii. Registrar ii. Director Student Affairs

## 11. Administration

Focus Area
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b></p> <p>To bracket IUB among well managed universities/institutions of the country</p>

Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Administration	Creating an efficient and effective management system	Proper division of labor  Empowerment and accountability  Monitoring through reporting system  Conduct necessary training and development programs for the staff  Brining in cultural changes compatible with the goals	Percentage of Development 15% - 2013 15% - 2014 20% - 2015 25%- 2016 25%-2017	i. Deans of all faculties ii. Registrar

## 12. Entrepreneurizing the university

Focus Area				
<p><b>Vision:</b> To make the Islamia University of Bahawalpur a world class university and a leader in developing Pakistan a knowledge-based society.</p> <p><b>Mission:</b> To produce a variety of scientists and researchers, responsive to national needs with priorities focusing on issues relating to socio-economy and self-reliance.</p> <p><b>Goals:</b> To convert the university on the lines of corporate culture to make it self-sustained and resourceful.</p>				
Focus	Strategy	Action	Deadline/Time Frame	Responsibility
Entrepreneurizing the university	Developing entrepreneurial mindset and	Creating awareness for need of	Percentage of Development 15% - 2013	i. Director ORIC ii. HOD, Management

	practices	<p>entrepreneurship</p> <p>Imparting entrepreneurship education and training to students and staff</p> <p>Creating conducive infrastructure and environment</p> <p>Creating culture of innovation and risk taking</p> <p>Rewarding the success</p>	<p>15% - 2014</p> <p>20% - 2015</p> <p>25%- 2016</p> <p>25%-2017</p>	Sciences
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