

**INTERNATIONAL ISLAMIC UNIVERSITY, ISLAMABAD**  
**(HUMAN RESOURCE DEPARTMENT)**

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No.HR-IV-22/2021-IIU- **2462**

22<sup>nd</sup> June, 2021.

**OFFICE ORDER**

The Board of Governors in the Second Session of its 87<sup>th</sup> meeting held on 15.04.2021 has approved the **Strategic Plan 2022-2026** of the University (copy enclosed). In line with the Strategic Plan approved by the Board; each Faculty, Institutes, Academies, Centers and Departments shall prepare their own strategic plans (2022-2026) for which the consultative sessions will be planned accordingly.

2. This issues with the approval of the President, IIU.

  
(Syed Hassan Aftab)  
Director (HR)

**DISTRIBUTION:**

- 1) All Vice-Presidents / Directors General / Executive Directors
- 2) All Deans / Directors
- 3) All Heads of the Administrative Units & Teaching Departments
- 4) Provost (Male and Female)
- 5) Students' Advisors (Male and Female)
- 6) Principal (ICT)
- 7) Chief Medical Officer
- 8) Chief Librarian
- 9) Chief Security Officer
- 10) Incharge (Finance)
- 11) Incharge (IT)
- 12) Incharge (P&PR) — with the request to upload the Strategic Plan (2022-2026) on the University website
- 13) Incharge (CTU)
- 14) Assistant Director (Meetings)
- 15) Relevant File
- 16) Master File

- Cc:**
- i) SPS to Rector, IIU
  - ii) SPS to President, IIU



**International Islamic University, Islamabad**

## **Strategic Plan (2022-2026)**

**Post-BoG Approved Version**

**Office of the President, IIUI**

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## Executive Summary

The new strategic plan (2022-2026) of International Islamic University (IIU) suggests six target areas which should be prioritized for the next five years:

1. Growth and Academic Excellence
2. Research and Collaborations
3. Financial Sustainability
4. Improving the Quality of Life at the Campus
5. Improving the Governance and Internal Control Mechanisms
6. Digitization of the University

These areas are conceptualized based on two considerations. First: the socio-economic, technological, political, and natural environment of Pakistan as well as international trends. Second: governance of the university and changes in the stakeholders' expectations. The trends and gaps identified led to the prioritization of the six areas towards which we could direct IIU's resources.

To add clarity, sub-priority areas have also been identified: followed by goals, sub-goals, strategies, and specific interventions to pursue the goals. Key performance indicators (KPIs) have also been identified for each sub-priority area.

Whilst preparing this strategic plan, at the forefront of our minds was the major 'strengths' of IIU including location, diversity (our 'international' character), priority access to the market, and the spacious and rich infrastructure. We have suggested how to build on these strengths and overcome the risks posed to its sustainability.

## Table of Contents

Executive Summary.....	2
Introduction .....	4
Vision.....	5
Mission .....	5
Core Values .....	6
Target Priority Areas .....	6
1. Growth & Academic Excellence	8
2. Research and Collaborations	12
3. Financial Sustainability	16
4. Improving Quality of Life on the Campus	18
5. Improving the Governance and Internal Control Mechanism.	19
6. Digitization of the University	21

## Introduction

International Islamic University Pakistan was established to intellectually reconcile modernists and traditionalists: to provide a place for the reconstruction of human thought upon Islamic principles. Carrying this mission forward; the University has a thriving student body of more than 30,000: including 2,000 overseas students from over 45 countries. IIUI has: 9 faculties, 145 academic and research programs; and over 38,000 alumni spread across the globe. The University produces scholars and practitioners who are: imbued with Islamic ideology; whose character and personality conforms to the teachings of Islam; and who are capable of catering to the scientific, economic, social, political, technological, and intellectual needs of our times.

Academic excellence is an intense and competitive environment, and we need to continuously adjust our strategic vision and planning, to attract and nurture the brightest minds of the next generation. With this backdrop, the President of the university, Dr. Hathal Hamoud Al-Otaibi, formed a committee 'Strategic Plan Committee' whose sole objective was to prepare a new strategic plan of IIU for the next five years (2022-2026).

The committee studied the strategic plans of other world top universities before embarking on developing the Strategic Plan of IIUI. The Committee conducted a SWOT analysis for the university. The President, Dr. Al-Otaibi directed that a parallel Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis be carried out by all the faculties and administrative departments of the university which were congregated at the university level. The committee then incorporated the analysis from the individual faculty SWOTs to bolster the overarching strategic plan. The committee continuously sought input from the faculties: by sharing the 'work-in-progress' of the plan at workshops with the heads of the faculties and the administrative units including deans of the faculties and the directors of the administration departments.

In addition to the vision, mission, and the core values; the strategic plan suggests six target areas which should be prioritized for the next five years:

1. Growth and Academic Excellence
2. Research and Collaborations



3. Financial Sustainability
4. Improving the Quality of Life at the Campus
5. Improving the Governance and Internal Control Mechanisms
6. Digitization of the University

These areas are conceptualized based on two considerations. First: the scientific, socio-economic, technological, political, and natural environment of Pakistan. Second: governance of the university and changes in the stakeholders' expectations. The trends and gaps identified led to the prioritization of the six areas towards which we could direct IIU's resources.

To add clarity, sub-priority areas have also been identified: followed by goals, sub-goals, strategies, and specific interventions to pursue the goals. Key Performance Indicators (KPIs) have also been identified for each sub-priority area.

Whilst preparing this strategic plan, at the forefront of our minds was the major 'strengths' of IIU including location; diversity (our 'international' character); priority access to the market; and the spacious and rich infrastructure. We have suggested how to build on these strengths and overcome the risks posed to its sustainability.

## **Vision**

To be an excellent university in diversity, knowledge, research, and innovation for the benefits of society and the Muslim Ummah.

## **Mission**

To transform the society by promoting education, training, research, technology, and collaboration for reconstruction of human thought in all its forms on the foundations of Islam.

## Core Values

1. Islamic Character
2. Quality and Excellence
3. Diversity and Inclusiveness
4. Integrity and Transparency
5. Creativity

## Target Priority Areas

1. Growth and Academic Excellence
2. Research and Collaborations
3. Financial Sustainability
4. Improving the Quality of Life at the Campus
5. Improving the Governance and Internal Control Mechanisms
6. Digitization of the University

Performance Measurement Against Target Priority Areas

Target Priority Areas	Current Status (2020-21)	2022-2026									
		Year 2022		Year 2023		Year 2024		Year 2025		Year 2026	
		Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved
Growth and Academic Excellence	34.59%	40.00%		47.00%		55.00%		65.00%		80.00%	
Research and Collaborations	18.37%	20.00%		30.00%		45.00%		65.00%		80.00%	
Financial Sustainability	1.24%	5.00%		10.00%		20.00%		35.00%		50.00%	
Improving the Quality of Life at the Campus	36.90%	45.00%		55.00%		65.00%		75.00%		85.00%	
Improving the Governance and Internal Control Mechanisms	3.13%	15.00%		30.00%		45.00%		60.00%		80.00%	
Digitization of the University	10.50%	20.00%		40.00%		55.00%		70.00%		85.00%	

**Note:** Achievement against each targeted priority area should be measured on annual basis. The percentage will be assigned to each target and sub target areas.



## 1. Growth &amp; Academic Excellence

**Goal:** To pursue growth and excellence in academics.

Sub-priority Areas	Sub-goals	Strategies & interventions	KPIs
Growth	1. To create more access to education by Open and Distance Learning (ODL) mode and to establish sub-campuses* and International campuses*  <i>*Subject to the approval of the Board of Trustees owing its directives to the university to consolidate the academic programs/expansion plans in its 11<sup>th</sup> Meeting held in 2015.</i>	1. Create infrastructure for ODL 2. The university will start establishing provincial campuses within Pakistan. 3. Development of LMS and Virtual Environment 4. Development of courses for ODL	1. Establishment of Studio and paraphernalia at University for ODL 2. Implementation of LMS and Virtual Environment 3. Number of courses developed for ODL per year 4. Progress on establishment of sub campuses and International campuses on annual basis and over the plan period*
	2. To increase the number of academic programs and disciplines.	1. Will launch new academic programs and disciplines in line with the market needs as well as specialized programs augmenting the Islamic Character of the university for a larger societal impact	1. New academic programs (degree, certificates, diplomas etc.) launched within existing faculties on annual basis and over the plan period 2. Number of new disciplines & departments established 3. Number of programs/specializations initiated to augment the Islamic character of the university

	3. To increase the number of local and International students	<ol style="list-style-type: none"> <li>1. Will increase marketing efforts in existing markets</li> <li>2. Will activate 'select' number of MOUs with the countries/international universities to make them functional.</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of National students admitted per year.</li> <li>2. Number of International students admitted per year.</li> </ol>
Academic Excellence	<ol style="list-style-type: none"> <li>1. To attract qualified and specialized faculty.</li> <li>2. To attract quality intake of students</li> </ol>	<ol style="list-style-type: none"> <li>1. Will strengthen the tradition of merit</li> <li>2. Will develop 'hooks' to attract best faculty and the students including e.g., launching programs such as 'financing a future leader' by engaging Alumni.</li> <li>3. Will create congenial environment for teaching, research and innovation</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of students enrolled with 80% and above marks</li> <li>2. Number of PhD faculty members inducted</li> <li>3. Number of Professors and Associate Professors in the University.</li> <li>4. Number of Foreign faculty hired during the year.</li> </ol>
	3. To improve the quality of teaching, learning and assessment	<ol style="list-style-type: none"> <li>1. Will improve curriculum and supporting education infrastructure including IT labs, laboratories etc.</li> <li>2. Will develop educational technology enabling campus</li> <li>3. Will strengthen the library with addition of new resources</li> <li>4. Will bring greater transparency in academic affairs</li> <li>5. Will make quality assurance processes more stringent</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of course syllabus revised in line with the market demand and in collaboration with the industry.</li> <li>2. Number of labs upgraded or added per year</li> <li>3. Number of books, journals, computers, magazines, and databases added on annual basis</li> </ol>



		6. Will establish and monitor the work of quality committees at the faculty level. 7. Will plan and ensure semester end meeting between quality assurance department and the faculties' quality committees 8. Will conduct annual academic audit of the faculties on regular basis 9. Will improve faculty and student assessment and evaluation processes	4. Number of faculties' academic audit/evaluation completed in a year. 5. Student-Teacher Ratio at faculty level. 6. Number of meetings held between QAD and QA staff at the faculty level 7. Average score of the course evaluation for faculty 8. Number of initiatives taken to improve the student assessment process
	4. To get industry and alumni input in curriculum development.	1. Will establish platforms to interact with the industry and alumni for improvement of curriculum. 2. Will form Corporate Advisory Board (CAB) at the faculty level 3. Involvement of Industry and Alumni in the BOS and BOF as co-opted members	1. Number of CAB meetings conducted per year. 2. Number of BOS and BOF meetings with corporate members. 3. Number of students internship in different industries, offices, and educational institutions.



	<p>5. To pursue national and international quality accreditation and certification</p>	<ol style="list-style-type: none"> <li>1. Will enhance the overall ranking of the university in national, regional, and international level ranking platforms</li> <li>2. Will enhance the rankings of the already accredited programs</li> <li>3. Will work with the regulators and the accreditation agencies closely</li> <li>4. Will apply for national level accreditation and certification</li> <li>5. Will apply for international level accreditation and certification</li> </ol>	<ol style="list-style-type: none"> <li>1. Rank achieved in the national, regional, and international level ranking platform per year</li> <li>2. Number of programs with enhanced ranking per year</li> <li>3. Number of programs with national level accreditation and certification per year.</li> <li>4. Number of programs with international level accreditation and certification per year.</li> <li>5. Number of programs for which national level accreditation and certification is applied per year.</li> <li>6. Number of programs for which international level accreditation and certification is applied for per year.</li> </ol>
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## 2. Research and Collaborations

Goal: To promote research and collaboration which should be translated into entrepreneurship ventures which can create a positive societal impact.

Sub-priority Areas	Sub-goals	Strategies and Interventions	KPIs
Research	1. To conduct high quality academic and applied research	<ol style="list-style-type: none"> <li>Will enhance already established research centers</li> <li>Will establish new focused research clusters and networks in market driven fields</li> <li>Will establish new focused research clusters, thematic groups and networks dedicated to address contemporary problems in the Islamic perspective in order to uplift the Islamic character of the university such as Qur-anic education and Islamism, inter faith harmony, discourse and narratives on Islamophobia, Islam and human rights, Islam and democracy, Islam and science etc.</li> <li>Will provide research-oriented environment for students and faculty</li> <li>Will enhance the quality of existing ISI Journals and publications</li> </ol>	<ol style="list-style-type: none"> <li>Number of seminars, conferences, publications, funding secured, and qualified faculty inducted in already established research centers per year</li> <li>Number of new focused research clusters and networks in market driven fields established per year</li> <li>Number of new focused research clusters, thematic groups and networks focused on Islamic perspective established per year</li> <li>Number of funded research projects/grants won by the faculty of the university per year</li> <li>Amount of funding by the university for research through local and external sources per year</li> <li>Number of books, journals and high-quality papers published per year</li> <li>Number of patents submitted/filed/accepted per year</li> <li>Number of MSc students produced per year</li> </ol>



		<ol style="list-style-type: none"> <li>Will encourage to launch new journals</li> <li>Will encourage the patents filing and creation of IIU intellectual property</li> <li>Will encourage collaboration with international journals and publishers</li> <li>Will encourage faculty and research students to publish quality research in top tier national and international journals</li> </ol>	<ol style="list-style-type: none"> <li>Number of PhD students produced per year</li> </ol>
Nurturing Entrepreneurship	<ol style="list-style-type: none"> <li>To promote entrepreneurship among the faculty and the students</li> </ol>	<ol style="list-style-type: none"> <li>Will resource ORIC, BIC, etc. to plan and arrange activities including business idea competitions and incubating a greater number of entrepreneurs.</li> <li>Will introduce 'entrepreneurship' course in all the faculties and will arrange frequent workshops related to entrepreneurship.</li> </ol>	<ol style="list-style-type: none"> <li>Number of business idea competitions and job fairs conducted per year</li> <li>Number of incubates per year</li> <li>Number of startups which won funding per year</li> <li>Number of startups which accelerated and leave the incubation centers per year</li> <li>Number of startups which remained sustainable after 1-2 years of their departure from IIU's incubation center per year</li> </ol>
Collaborations	<ol style="list-style-type: none"> <li>To enhance collaboration and build ties with the</li> </ol>	<ol style="list-style-type: none"> <li>Will enhance and activate the already established relationship in the form of MoUs etc. with</li> </ol>	<ol style="list-style-type: none"> <li>Number of active MoUs etc.</li> <li>Number of MoUs signed with national and international corporate,</li> </ol>



	national and international partners and platforms	the national and international partners and platforms 2. Will identify partners and platforms which can be targeted for active national and international collaborations	development and public sector organizations per year. 3. Number of students and faculty exchange program executed per year. 4. Number of projects/activities initiated under MoUs per year 5. Number of projects/activities completed under MoUs.
	2. To serve as an extended research arm for public enterprises	1. Will design and conduct studies for public policy making units of the government	1. Number of policy level interventions carried out
	3. To serve as national center for exhibitions, conferences, and other academic congregations	1. Will provide venue for paid educational activities/conferences and exhibitions. 2. Will develop opportunities to engage more with the society	1. Number of conferences, seminars and exhibitions organized per year 2. Revenue earned through organizing these conferences, seminars, and exhibitions per year
	4. To contribute in the enhancement of quality of education at colleges/schools	1. Will extend helping hands (including in terms of capacity building of the teachers, designing and improvement of the curriculum) to colleges/schools for the improvement of quality of education.	1. Number of teacher trainings organized for colleges/schools per year 2. Number of College level teachers admitted in the university to accomplish the MS level qualification in their disciplines per year

Societal Impact	1. To raise awareness on social issues	1. Will provide educational programs to increase awareness on social issues including gender equality, tolerance, interfaith harmony, Islam and Social values, environmental challenges, etc.	1. Number of programs launched for social awareness per year 2. Number of activities conducted on social awareness per year
	2. To make the students responsible citizens and faculty as contributors to the society	1. Will engage students and the faculty in social projects.	1. Number of students engaged in social activities 2. Number of faculty and staff engaged in social activities 3. Number of joint ventures with social sector organization,



## 3. Financial Sustainability

**Goal:** To get the university out of financial crunch and to gain financial stability and sustainability

Sub-priority Areas	Sub-goals	Strategies & Interventions	KPIs
Financial Stability and Sustainability	1. To develop a business plan for the university	1. Will develop business plan of the university by specifying targets for revenue generation and planning for careful spending	1. Number of initiatives to reduce the budget deficit 2. Number of initiatives to increase revenue
	2. To reduce leakages and wastages	1. Will involve the students, staff, and faculty in generating ideas to reduce leakages and wastages 2. Will analyze the effective and efficient use of university resources	1. No. of ideas/initiatives received/taken from students, staff, and faculty to improve the utilization of resources 2. Set the annual targets to reduce per head utilities expenditures including transports and hostels. 3. No. of awareness sessions arranged for more efficient utilization of resources – for faculty and staff
	3. To increase market share in existing programs and launch new programs	1. Will establish a marketing and promotion directorate 2. Will explore new national and international avenues	1. Number of initiatives and activities conducted during the year 2. Percentage increase in revenues through launching



		3. Will make our programs competitive	new and more market-oriented programs
	4. To mobilize financial resource through alumni engagement, donations, grants, scholarship, sponsorships, etc.	<ol style="list-style-type: none"> <li>1. Will establish new donor fund</li> <li>2. Will sell the ideas such as 'supporting a future leader' to the alumni</li> <li>3. Will organize Annual Alumni Reunion on regular basis.</li> <li>4. Will approach corporate sector for sponsorships and scholarships</li> <li>5. Will establish scholarships, libraries, buildings, seminar halls, roads etc. on the name of renowned donor personalities</li> </ol>	<ol style="list-style-type: none"> <li>1. Amount raised through the donor fund</li> <li>2. Revenue generated from Alumni – 'supporting a future leader' program</li> <li>3. Revenue generated from Alumni – Annual Reunion</li> <li>4. Number of scholarships and the amount of funds obtained from corporate sectors.</li> <li>5. Number of sponsorships received per year through donors</li> </ol>
	5. To reduce financial deficit of existing 'subsidized' facilities	<ol style="list-style-type: none"> <li>1. Will provide better hostel facilities on competitive rates</li> <li>2. Will provide transport facilities on competitive rates</li> </ol>	<ol style="list-style-type: none"> <li>1. Percentage increase in revenue from hostel facilities</li> <li>2. Percentage increase in revenue from transport facilities</li> <li>3. Number of private-public partnerships for providing transport and hostel facilities</li> </ol>

## 4. Improving Quality of Life on the Campus

**Goal:** To improve the quality of life of the students, staff, and faculty on the campus

Priority Area	Sub-goals	Strategies & Interventions	KPIs
Improving Quality of Life on the Campus	1. To bring harmony among faculty, staff, and students	1. Will encourage employees and students to use campus facilities for curricular and extra-curricular activities 2. Will organize events for the interaction among the stakeholders	1. Number of Societies, Clubs etc. 2. Number of social events organized 3. Number of social projects initiated by stakeholders
	2. To promote responsible citizenship behavior in general and in the wake of Islamic identity in particular	1. Will organize awareness programs for more responsible usage of university's resources 2. Will launch awareness campaign in the university for professional and disciplined behavior in general and in the wake of Islamic identity and values	1. Number of awareness programs, workshops, seminars, walks, etc. 2. Number of training, presentations, and information sessions for staff
	3. To improve the outlook of the campus	1. Will improve the infrastructure of the campus 2. Will increase green belts and plantation 3. Will keep the campus and grounds clean 4. Will increase parking lots	1. Area of green belts increased per zone 2. Number of plantations drives and plants planted per year 3. Number of cleaning initiatives taken per year 4. Number of new parking lots and increase in existing parking size

### 5. Improving the Governance and Internal Control Mechanism.

**Goal:** To make the governance system more lean, responsive, responsible, and accountable by improving the Internal Control Mechanism.

Priority Area	Sub-goals	Strategies & Interventions	KPIs
Better Governance System	1. To 'right size' the administration	<ol style="list-style-type: none"> <li>Will revisit and redesign IIU's administrative structure while considering 'work' driven mindset.</li> <li>Will readjust employees against the new initiatives taken such as distance learning department. etc.</li> </ol>	<ol style="list-style-type: none"> <li>Improve the Student vs Non-teaching staff ratio and Faculty vs Non-teaching staff ratio as per HEC standards</li> <li>Number of employees readjusted to new departments</li> </ol>
	2. To enhance the performance of administrative employees	<ol style="list-style-type: none"> <li>Will further define the Job description of all the positions including VPs, DGs, Deans, Directors, Chairpersons, etc. in line with the IIU ordinance</li> <li>Will redesign and implement the performance evaluation matrix</li> </ol>	<ol style="list-style-type: none"> <li>Number of notified job descriptions</li> <li>Launching online evaluation system for performance measurement</li> <li>Execution of online performance evaluation per year</li> </ol>



Improving Internal Control Mechanism	3. To rationalize various processes at the different hierarchies (vertical and horizontal)	<ol style="list-style-type: none"> <li>1. Will evaluate administration processes from a critical perspective to enhance efficiency.</li> <li>2. Will establish benchmarks for processing time and steps required to process various applications/cases</li> <li>3. Will conduct surveys to get feedback from the students, staff, and faculty</li> </ol>	<ol style="list-style-type: none"> <li>1. Number of days reduced in Processing time for various students' applications against the benchmarks</li> <li>2. Number of Processing steps reduced for various students' applications against the benchmarks</li> <li>3. Score obtained based on the student and employee feedback through survey</li> </ol>
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## 6. Digitization of the University

**Goal:** To increase digitization for academic excellence and administrative efficiency & effectiveness

Priority Areas	Sub-goals	Strategies & Interventions	KPIs
Digitization of the University	1. To provide infrastructure for digitization	1. Will update hardware, software, and networking	1. Amount of spending in hardware 2. Amount of spending in software 3. Amount of spending in networking
	2. To reskill and upskill faculty members, administrative staff, and students	1. Will organize periodic training programs to improve IT related skills of administrative staff, faculty members and the students 2. Improving the IT skillset of all the students admitted in the university through short courses/diploma and certifications etc.	1. Number of training programs organized for reskilling and upskilling in IT – for the faculty members 2. Number of training programs organized for reskilling and upskilling in IT – for the administrative staff 3. Number of training programs/short courses/certifications organized for reskilling and upskilling in IT – for the students
	3. To enhance the implementation of information technology for	1. Will use latest applications to create, share and integrate real time data	1. Percentage of digitization of monitoring systems at the faculties 2. Launching of LMS

# STRATEGIC PLAN 2022-2026

	improving academic and administrative activities	2. Will develop an in-house Campus Management System (CMS)	3. Number of modules shifted from traditional solutions to CMS
	4. To integrate all administrative units with each other through information technology	1. Will integrate administrative units through IT	1. Number of administrative units integrated per year