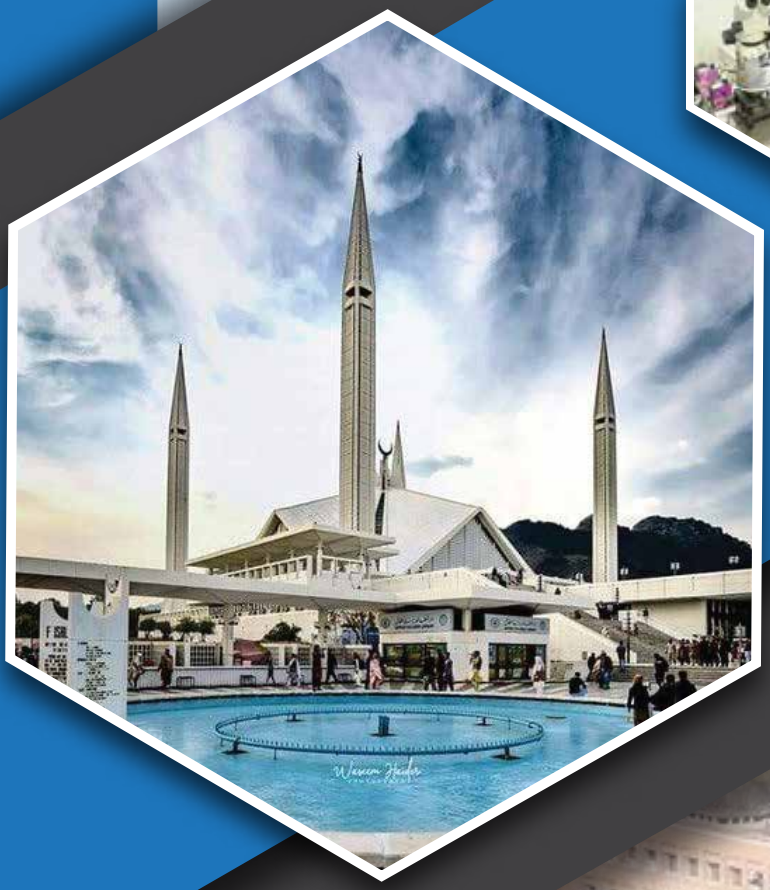
International Islamic University,
Islamabad



TRANSFORMATION, PERFORMANCE AND ACHIEVEMENTS

2020-2023

International Islamic University, Islamabad

TRANSFORMATION, PERFORMANCE AND ACHIEVEMENTS 2020-2023

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PREFACE

This gives me immense pleasure to present the Transformation, Performance, Achievements and Accomplishments Report (July 2020-2023) with the following important initiatives and interventions that I have taken after assuming the responsibility of the President, IIUI, paving the way to transform the university a great deal:

1. Strategic Planning:

By the grace of almighty Allah and then due to the development and implementation of the university's Strategic Plan (2022-26) and its operational plan, the university was turned to an institution with a clear roadmap, where the role of Vice Presidents, Deans, and Chairs was fully activated, with a special focus on activating the role of the academic departments, functionalizing various committees, and convening Departmental Boards on a regular basis.

This was all done to break all the inertia and previous practices where only Deans and Chairs were responsible to take all the decisions without any consultation or futuristic outlook. With the implementation of organograms and strategic plans at the faculty and departmental level, now all the academic and administrative affairs as well as initiatives and proposals are presented to the relevant committees within the departments and approved by the respective boards in the departments and faculties. The same is then submitted to the relevant higher committees of the University for consideration followed by the statutory bodies for the approval by the President according to his powers.

2. Informed and Participatory Decision Making:

SOPs have been made for speedy work in order to overcome the administrative misuse, bureaucratic hurdles and problems. The decisions taken by the President are made after completing the legal and regulatory requirements and after due deliberations from concerned quarters and committees as well as statutory forum to institute the best practices as well as participatory decision making in the university.

3. The Role Definition of the Vice Presidents:

The roles of the Vice-Presidents in the University was activated, each in their respective capacities. Similarly; committee's structure was formulated concerning to various issues from within the respective organograms of the Vice Presidents.

4. Drive for Quality:

Like many other initiatives, the University's Quality Enhancement Cell was revamped to a new identity called Directorate of Quality Assurance and Development. The Directorate began its work by supervising and training on various aspects of quality. As a result, the work for the development of the departments and programs as well as courses and their academic and administrative requirements was effectively completed. With a complete overhaul, 21 programs were reinstated which had been suspended by the Higher Education Commission for not meeting the necessary condition (some of which were stopped in 2015). For the first time, the university obtained a score of 74 in the quality performance evaluation issued by the Higher Education Commission. Previously; the University has never exceeded the score of 50 since its inception.

5. Initiatives Focused on Research, Outreach, Rankings and Enterprise:

Initiatives have been taken in almost all possible dimensions of university affairs. Establishment of new faculties; preparedness for the curricula shift to the outcome based education, launch of the post-doctoral training and fellowship programs as well as several interdisciplinary MS/Ph.D. programs; revitalization of Alumni office and establishment of the Directorate of Graduate Studies, Office of Linkages, Strategic Plan's Implementation Cell; rebranding the Office of the Research, Innovation and Commercialization and Business Incubation Centre with new avenues and programs; initiation of a pilot project of Science, Technology and Business Space; development of several frameworks and policies pertaining to academics, research, innovation, impact and sustainability, commercialization and consultancy; and holistic approach to address national and holistic approach to address national and international rankings have been instrumental to pave the way to a meaningful transformation.

6. Decentralization:

As all the matters were previously routed to the office of the President for guidance, decision and approval even to the extent of the leave matters of junior staff; the governance of the university was made decentralized to create a meaningful impact.

7. Digitalization:

Digital transformation of the university by the means of digitization in all areas of university affairs has been set as a priority. This major task has been underway for the last two years and was inaugurated in February 2023. Comprehensive automation and digitization is being done by adopting the Campus Management System as a main platform for electronic services for all academic and administrative affairs for university employees and students.

8. Financial Stability:

A financial disbursement and rationalization plan was made to preserve the university's financial resources. When I joined the university as President, the university was severely recessed in financial deficit, and there was no operational plan to address this grave issue. Upon my directives, a specialized committee composed of experts from inside and outside the university was formed to develop the university's financial plan in accordance with the new strategic plan. The university's financial plan was developed and following strategies were implemented:

- To expand the extent of the university's financial resources through increase in student admission and launching new programs, rationalizing spending and smart use of financial resources, expanding direct training programs and short diplomas, operating a distance education portal, urging faculty members to bring paid research projects from the public and private sectors;
- Addressing the financial deficit and reducing it gradually on annual basis in accordance with the strategic plan;
- Creating a new Donor's Fund;
- Establishing a company affiliated with the university to manage the university's investments.

9. Balancing the Staffing at the University:

Given that the university has more than 4000 employees, with a ratio of 3 non-academic employees to each faculty member, and they impose a financial burden on the university; the appointments of administrative positions have been stopped except in extremely unavoidable situation.

10. Infrastructure Development:

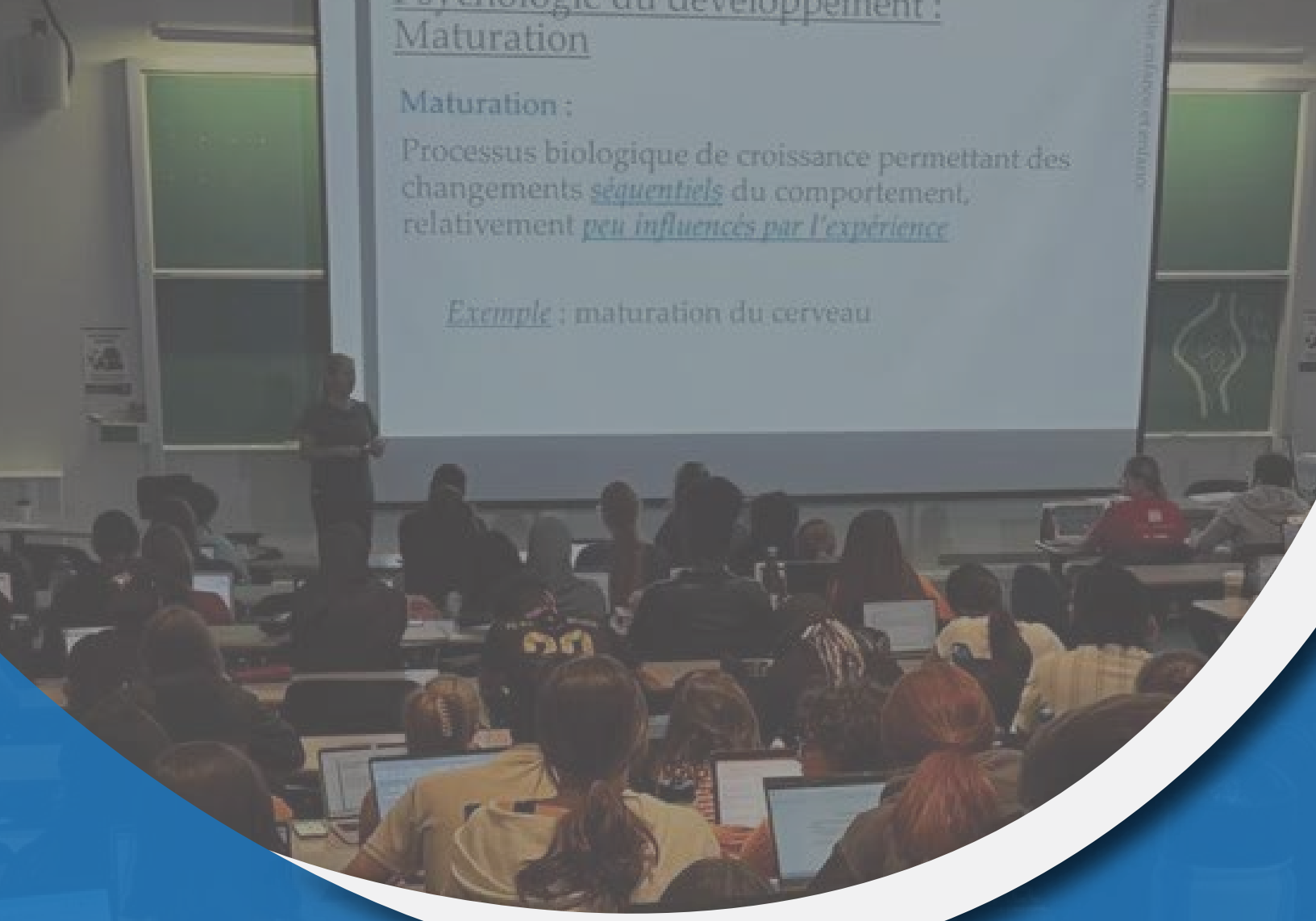
Completing the delayed infrastructure/civil works related mega project at the university, pending since June 2017, was also one of the priority areas. The office of the President directly provided the guidance and advice to solve the problems. Consequently; some of the buildings are completed and others will be ready in the coming months. Two building blocks (Faculty of Engineering and Faculty of Social Sciences in the male section and Faculty of Management Sciences and Faculty of Social Sciences in Female section) were inaugurated by His Excellency Prof. Ahsan Iqbal, Federal Minister for Planning, Development and Special Initiatives on 1st June, 2023. Another specialized block dedicated to the experimental laboratories and research facilities for the Centre for Advanced Electronics & Photovoltaic Engineering and Faculty of Sciences for male and female students has also completed in September 2023. A great deal of IT and laboratory equipment is also procured successfully to build the capacity of the teaching and research programs from this mega project.

11. Depoliticization:

Previously, faculty members (and some on the senior positions) were mobilizing the students to act as pressure groups to take benefits for themselves. Involvement of student groups and such faculty members, responsible to create turbulence for the academic atmosphere of the university, was permanently stopped.

The University is moving in the right direction and we are critically evaluating and mapping our strategies and interventions in a scientific manner. I hope and pray that this University will grow leaps and bound while strengthening its distinct Islamic as well as international character.

Dr. Hathal Homoud Alotaibi
President



Teaching & Learning

Aligning with the Strategic Plan

Target 1

Growth & Academic Excellence

2.1 Teaching, Learning and Quality at Large

Introduction:

Gradual improvement has been witnessed in academic and examination process of International Islamic University, Islamabad from 2020 to 2023. Dr. Hathal Homoud Alotaibi, President of IIUI, has taken new initiatives ever since he joined the University in 2020. These initiatives have all become success stories. Some of these are given below:

Successful Adoption of Online Mode of Teaching and Assessment

Due to COVID-19 pandemic, the University made a swift and dynamic shift to LMS/Online mode of teaching and learning i.e., form a conventional teaching and evaluation mechanism to (Google-based) LMS during Spring 2020 till Spring 2021. However, in Fall 2021, the conventional system of face-to-face teaching and on-campus examination system was resumed after the government/NCOC and HEC decided to eliminate the COVID-19 pandemic restrictions on educational sector. This transition to LMS and back to the conventional system in a short span of time is a success story, which was appreciated by the HEC. The comprehensive mechanism was moderated by examination section for the conduct of examination, submission and declaration of results for both the online and conventional examination systems.

Addition of the New Faculties, Departments, Programs and Accreditations

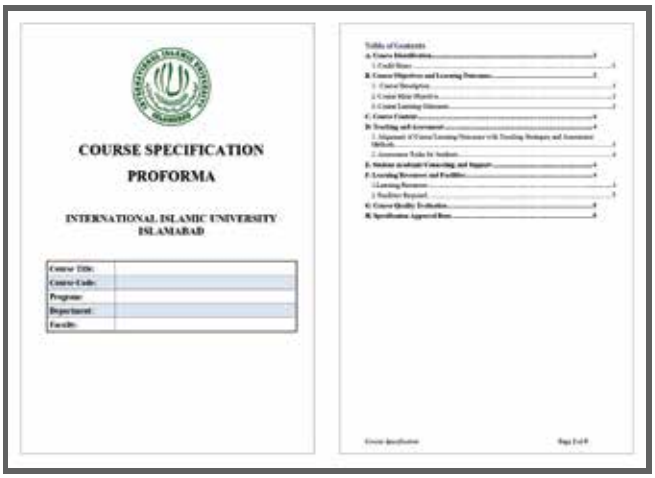
In 2022, two new faculties were established in the University: Faculty of Computing and Information Technology and Faculty of Education. Faculty of Computing and Information Technology has three distinctive departments, whereas Faculty of Education has two departments in its fold.

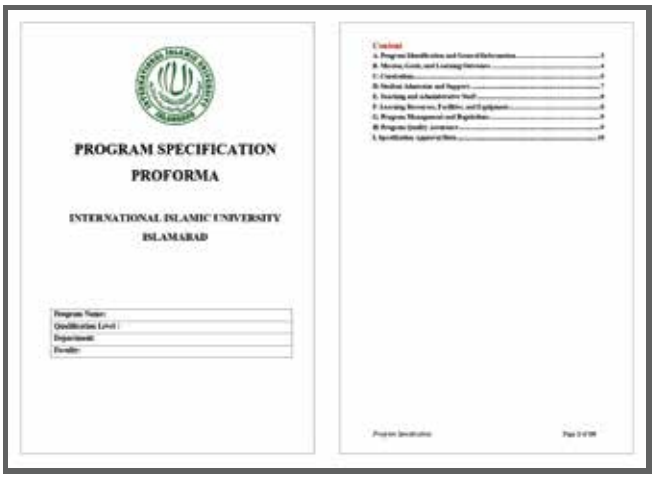
Up Skilling of Teachers

Multiple successful up skilling workshops for IIUI faculty were organized in the Faisal Mosque Campus of the University. These workshops were attended by over 150 teachers of all the faculties. Over100mastertrainers have been prepared to further guide the remaining teachers, especially the newcomers. The master trainers were given workshops by the expert educationists from within the University and beyond.

Initiating Major Program for the Revision of Academic Syllabus

In 2022, University initiated a landmark program for the total revision of all academic syllabi; the academic programs and academic courses. In this regards a major effort was undertaken to link the Program Learning Outcomes (PLO) with the Course Learning Outcomes (CLO). This initiative has been taken to bring the academic standard of IIUI at par with international academic standards.





Initiating Major Program for the Revision of Academic Syllabus

In 2022, the University initiated a landmark program a complete revision of curricula of all academic programs and courses with the purpose of synchronization and updating. In this regard, a major effort was undertaken to link the Program Learning Outcomes (PLO)with the Course Learning Outcomes (CLOs). This initiative has been taken to make curricula more focused, synchronized and at par with international academic standards and best practices.

Establishment of Student Facilitation center (M&F) in newly shifted Directorate of Academics & Examination

A new academic block has been established with Saudi Funding, whereas a center for the facilitation of students has also been set up within the block as per guidelines of HEC, in order to facilitate the students as per international standards and modern and digitized approach.

During July 2023, Federal Minister for Education Rana Tanveer Hussain inaugurated the Academics and Examinations Block, including the Students Facilitation Centre. Senator Dr. Hafiz Abdul Karim, Special Assistant to Prime Minister was also present on the occasion.

The Minister called upon the universities to replicate the approach of IIU that university adopted for students' facilitation, where such a procedure has been adopted to solve the Academics and Examinations related issues of the students under one roof without any delay. The new academic block and Students Facilitation Centre is equipped with modern technology, state of the art gadgets and well-trained staff.

Monitoring and Regulation of Exam System under a Central Committee

In 2021, a central committee was established at the university level to monitor the examination system and the conduct of all the exams in IIUI. The process aimed to bring more transparency and refinement in the existing system of exams. Since its launch, there has been a remarkable improvement in the exam system and timely announcement of results

A new policy for the selection of Visiting Faculty

Since IIUI heavily depends on the visiting faculty (part-time teachers), therefore, a new mechanism has been devised to hire the part-time teachers through a fair process of scrutiny and evaluation. The process includes advertisement for part time teachers in newspapers and the IIUI website followed by selection committees at three levels: department, faculty and university.

A Strategy Adopted to Depoliticize the University Environment

Through the establishment of Student Affairs Directorates (separate for male and female campuses), a massive campaign has been initiated to de-politicize IIUI from all ills and evils harmful for the academic environment. This initiation has met with success. During the last two to three years, all the university-wide programs and events have been organized under the directorate. These officially organized academic and extracurricular activities have attracted large numbers of students actively participating in a new apolitical and vibrant environment.

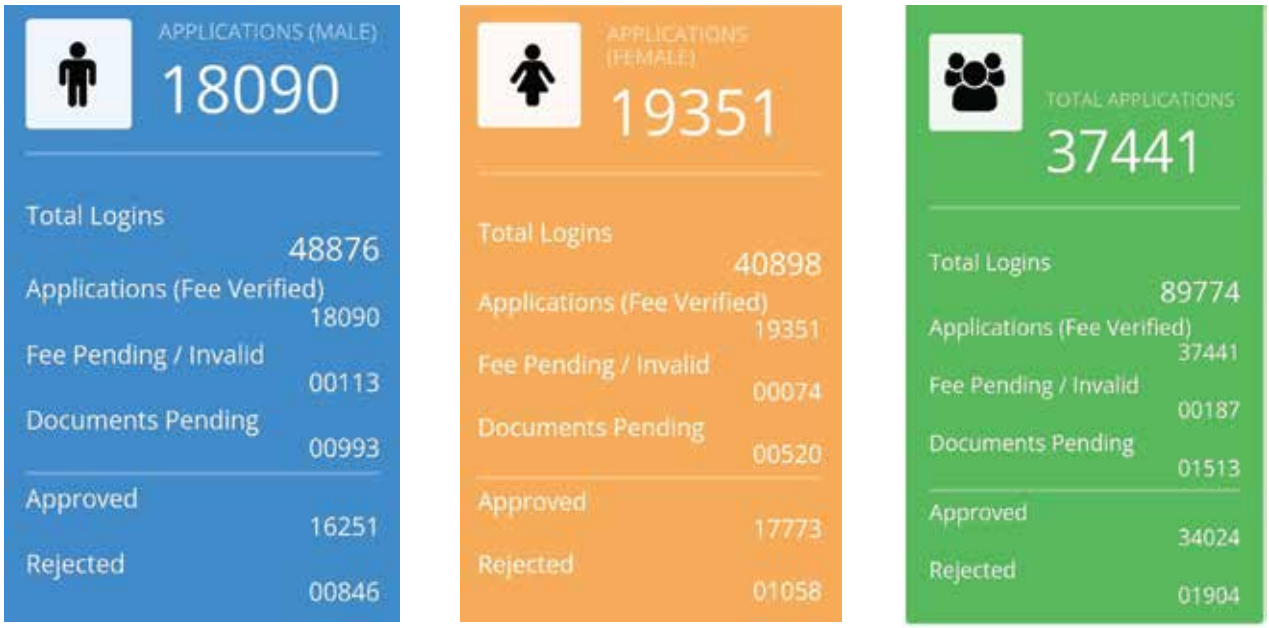
Introducing Monitoring System for the Conduct of Classes

From Spring Smester-2022, a monitoring system has been introduced in the University to monitor the conduct of classes, space management and teaching. A central team under Director Academics and Exam is undertaking the process separately for male and female campuses. The aim is to refine the academic procedure and deal with the irregularities, if there are any.

Improved Admission Process and Gradual Increase in Intake of University

During the time-frame of the last three and half years, the admission process concluded with a record enrolment of around 5062 candidates in Fall 2020, despite COVID-19 pandemic and eventual economic depression in the country, which adversely affected all spheres of life. Fortunately, the admission intake/students' enrollment in the university has been surging, despite negative media propagation going against the University.

In Fall 2021 admissions, the university again saw an increase in enrollment with around 4400 students as new intake. In year 2022, the University embarked on a grand transition for its Spring 2022 admissions by eliminating admission test at undergraduate level (BS and M.Sc./M.A.). The enrollment was recorded at 3000 in Spring 2022, which is highest for Spring semester admissions in the history of IIU. Likewise, Fall 2022 admission intake reached to a highest number of around 6000.



With the grace of Almighty Allah the management in accordance with the vision of the President, IIU achieved its highest ever intake in semester Fall 2023 since inception of the varsity and reached unto the number of around 6400.

Policy to Conduct Mid-term Exam

Mid-term Exams are being conducted centrally since Fall-2021 through a set date-sheet. This has brought an academic discipline in the system of exam and conduct of classes.

Launching of a New Exam Policy

A new exam policy has been launched to improve the existing system of exams. It is students friendly and transparent with maximum output. The rules for the Unfair Means Committee (UMC) have been strengthened to eradicate the use of unfair means. Besides, the policy allows an increase in credit hours for last two semesters of BS Program (7thand 8th). Moreover, passing percentage is revised to be 50% in BS programs.

Launch of New Admission Policy-2022

An admission policy was launched in Fall-2022 with two distinct features:

- Option of applying to multiple programs
- Availability of online roll number slips and fee vouchers.

Introducing a Policy of Peer Review of Teachers

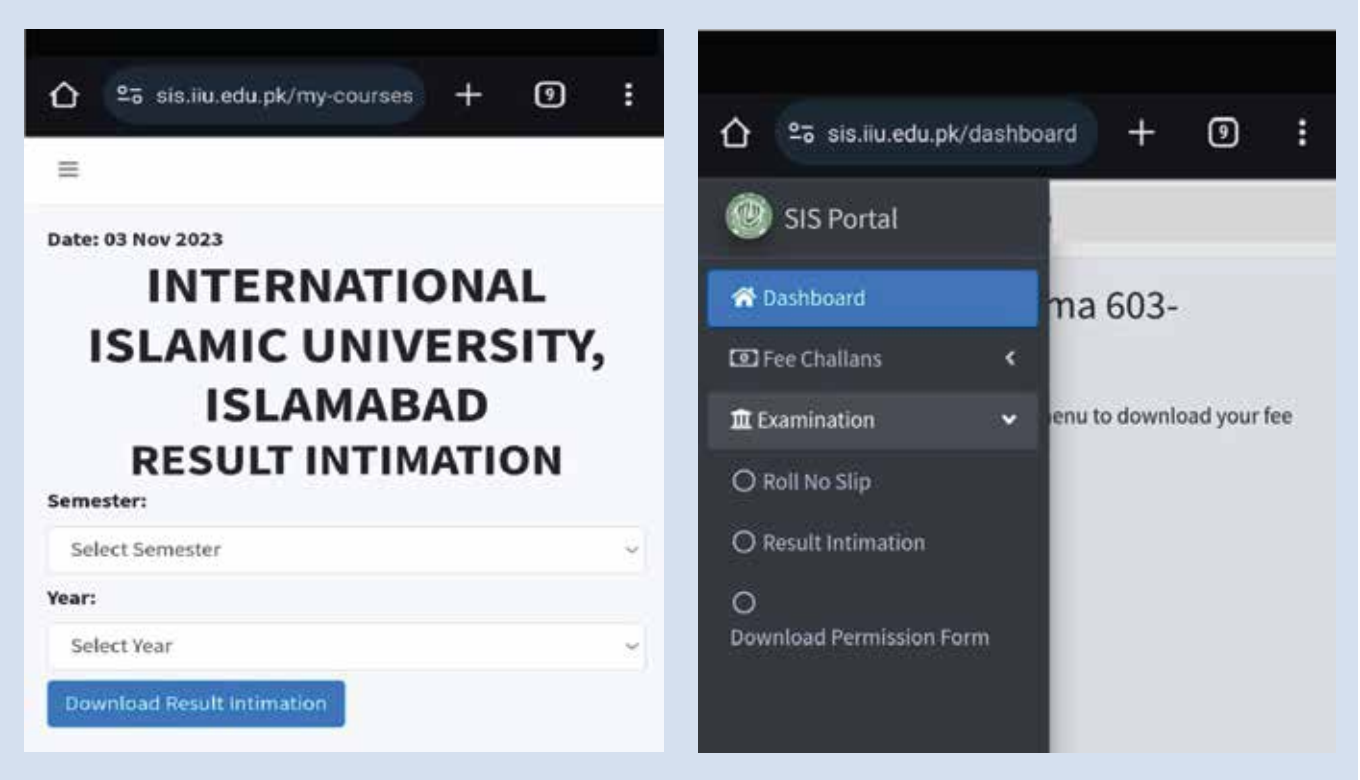
This policy is aimed at improvement in the standards of teaching and inculcating a system of self-assessment and confidence in the teaching process. As per this policy, peer review of the teachers will be conducted at two levels; at Departmental / faculty level under respective Deans and at the university level under the Vice President (Academics). This is in addition to the existing system of assessment and evaluation which is already in practice (students' evaluation of their teachers).

Roll Number on Students Portal

In order to facilitate the students, an initiative has been taken to upload the roll number slips and fee deposit challans through online system of the University. The students can easily access, download and print them at their convenience.

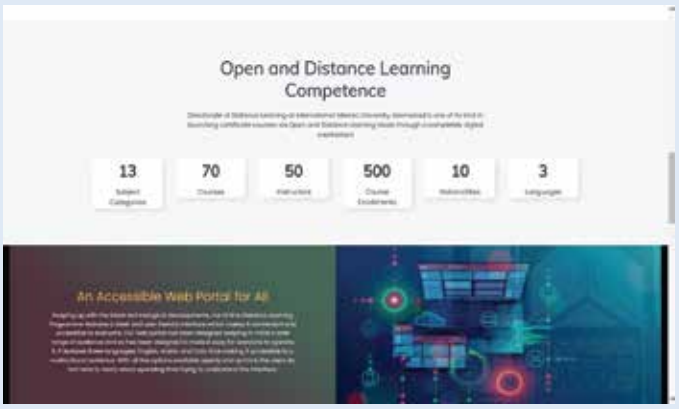
Semester result on Student Portal

This initiative has made it possible to display semester results on students' portal in a timely fashion



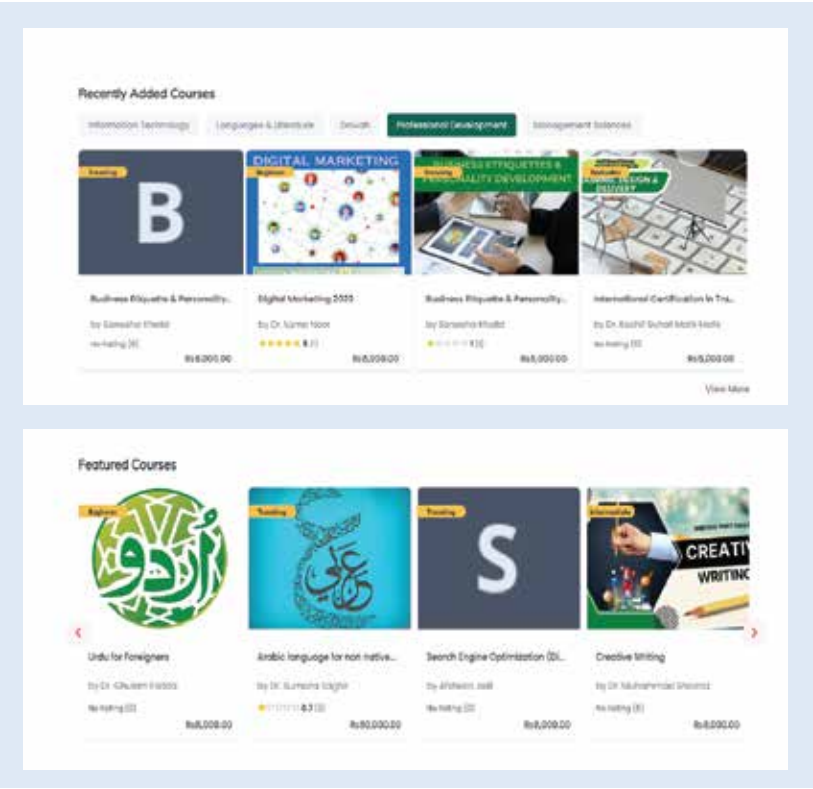
2.2 Distance Learning

The University has established a Directorate of Distance Learning. It aims at achieving higher standards of excellence by offering a wide range of certificate, diploma and advanced diploma programs in the first phase of its course offering. The Directorate of Distance Learning at International Islamic University manages all the activities and tasks for the programs offered through distance mode.



A brief synopsis of the Directorate's performance till date is as under:

1. Development of DDL Policy for certificate and diploma courses that has also been approved by the Academic Council. This comprehensive policy describes the detailed process of Admission and Examinations, Fee and Remuneration, Digital Policy for various courses, Web Portal Privacy Policy and other technicalities & specifications of LMS system.
2. In-house development of the DDL Portal which makes it possible for the students to successfully sail through their journey from the admission to receiving certificates .All the steps like attendance, assignments, exams, students-teacher interaction (synchronous & asynchronous hours) is available on one click. The portal also provides automated solutions and responses to most of the issues and queries of the students.
3. As this Directorate is focusing on local & foreign students, so as per guidance of President, IIUI, the very first time an out of box approach for facilitation of foreign and local students has been adopted i.e. IPG (Internet Payment Gateway). This service minimizes there quirement of Foreign Currency Account, which requires F.E. license from SBP. Then it has incredibly reduced the transaction Turnaround Time. It has eliminated the long documentation and ques of remittance through banks, especially foreign remittance. Now students do not need to visit a bank or any Money Remitting Agency like Western Union or MoneyGram. They can remit their fees from any part of world on a single click. It has also obsoleted the conventional system of Accounts Reconciliation and Book Keeping as the transaction is reported in real time along with the applicant details.
4. As this program is totally automated; the DDL Administration has made the very first- time arrangement of API (Automated Program Interface) in which Bank and the University server will synchronize with each other, making possible a real time reporting without error in a paper less environment.



2.3. Quality Assurance

The QAD has been doing efforts for quality assurance at all levels of academic and administrative processes.

- The Directorate of Quality Assurance & Development has improved the score of YPR (Yearly Progress Report) from 45 to 74+ for the year of 2021-2022.
- The unwavering efforts of the Quality Assurance Department (QAD) have led to a remarkable achievement, reinstating all 12 previously halted / FIS MS and Ph.D. programs.

- The QAD securing NOCs for the launch of 10 new Post Graduate Programs.
- The Directorate of Quality Assurance & Development has verified more than 10500 research articles for various purposes including BPS/TTS promotions or selections, a partial fulfilment for the award of PhD degree, Course Relaxation, and for display at the ORIC Portal.

A GLIMPSE OF IIUI'S INTERNATIONAL RANKING

TIMES HIGHER EDUCATION WORLD UNIVERSITY RANKING 2023

601 - 800 (Overall)

Computer Science: 301 - 400
Engineering: 501 - 600
Physical Science: 301 - 400
QS Asia University Rankings 2023: 241
QS Asia University Rankings University 2023 (South Asia): 48

Reseach & Enterprise

Aligning with the Strategic Plan

Target 1-3

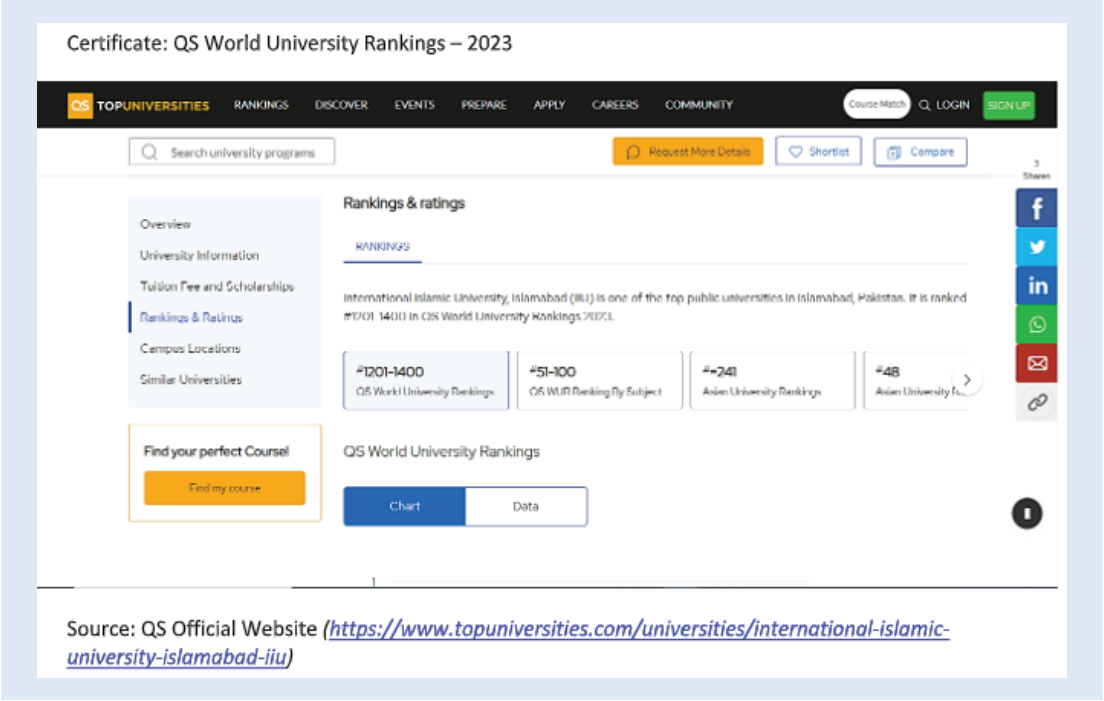
Growth & Academic Excellence
Research & Collaborations
Financial Sustainability

3.1 Initiatives at a Glance

- Preparation of Framework for Implementation of the Strategic Plan and execution of Preparedness Drive for the development of Sub-organograms and Job Descriptions at Institute/Academy, Faculty, Department and Unit levels as well as their strategic plans.
- Initiation of a marathon exercise to "Review, Revise and Update the Curriculum" all the Graduate Programs of the University in terms of their courses and program specifications on Out-come Based Education (OBE) Model.
- Growth in the quantum of Funded Research Projects awarded to the university, patent applications filed from the IIU banner and start-ups created in the year 2021- 22
  University Ranking's Drive resulted in the following outcomes:

  - Times Higher Education rankings 2023 include 1799 Universities worldwide drawn from 104 countries. Universities are evaluated on four ranking pillars including teaching, research, knowledge transfer and international outlook. According to the announced results, International Islamic University, Islamabad (IIUI) has been placed in 601-800 position by Times Higher Education (THE) World University Rankings. In addition, out of 55 universities across the Pakistan, IIUI has been ranked on 3rd position in terms of performance for the year 2023.
  - International Islamic University is also on the top among ten more universities of Pakistan that have secured a spot, for the first time in the world's top 800.
  - IIU has improved its ranking by 200 positions since the last ranking in 2020 from 801-1000 category to 601-800 category out of 1799 total universities ranked worldwide. IIUI stood third out of 55 universities of Pakistan.
  - IIUI ranked as 301-400 in World Universities Subject Rankings of Physical Sciences. This is over 300 places up in the Physical Science Subjects since the subject rankings in 2020.
  - IIUI ranked as 301-400 in World Universities Subject Rankings of Computer Science, sharing the second position with NUST with Quaid-i-Azam University, Islamabad as first in Pakistan.
  - IIUI is first in Pakistan in terms of "citations" in this discipline. IIUI boldly ventured forth by applying for this discipline in the year 2022, and its unwavering excellence allowed it to retain its esteemed position in the year 2023.
  - IIUI ranked as 501-600 in World Universities Subject Rankings of Engineering for year 2023.
  - IIUI shared the thirds place among the Pakistani university in this discipline with university of Lahore.
  - The IIU shines bright, securing the 241st position in the prestigious QS-Asia-World-University Rankings for 2023.

- IIUI proudly holds the 201-250th position in the 2023 Times Higher Education Young University Rankings, recognizing it among the top 250 best young universities globally. These rankings specifically assess universities that are 50 years old or younger, and in this distinguished list, which includes 605 universities worldwide, IIUI secures an impressive 3rd position among the 48 universities from Pakistan that were ranked in this category.
- The Asia University Rankings 2023 revealed that IIUI is 7th in Pakistan with 177thplace worldwide. Similarly; IIUI ranked at 179thworldwide (3rdin Pakistan) in THE Emerging Economies University Rankings 2022.
- IIUI has been ranked at 241 and 48 in QS Asia Universities Rankings 2023 and QS Asia Universities Rankings (Southern Asia) 2023; respectively; whereas 7thin Pakistan with 1201-1400 in worldwide QS Rankings 2023.
- IIUI has been placed for 1stin Pakistan and 50-100 worldwide in Theology, Divinity and Religious Studies in QS Subject Rankings 2023.
- IIUI has been ranked first time; placed for 5thin Pakistan and 301-400 worldwide in mathematics in QS Subject Rankings 2023.



Source: QS Official Website *(https://www.topuniversities.com/universities/international-islamic-university-islamabad-iiu)*

- Revision and Upgradation of IIU Rules /Regulations governing MS and PhD programs after 11 years (earlier framed in year 2009)
- Development of Rules/ Procedures /Policy Frameworks pertaining to the Research & Enterprise such as:
  - Library Rules
  - Travel Grant Policy
  - IIU Research Policy
  - IIU Consultancy Policy and SoPs on the Commercialization of Testing Facilities

- IIU Intellectual Property (IP) Policy
- IIU Research Portfolio with Impact (SDG Alignment)
- IIU Central Labs Services Platform
- IIU Journals Policy
- Framework for Book Publication from IIU Banner
- Framework for the Presentation and Approval of Research Synopses to BASR
- Framework for the appointment of Supervisor/Co-Supervisor, Internal/External/Foreign Evaluators for MS and Ph.D. programs
- SoPs for the Conduct of the Academic Events/Conferences and Seminars etc.
- Revision and up-dation of ORIC Research Grant Management Protocols
- Policy and SoPs for the University Best Teacher, Best Researcher and Best Teaching Department Awards
- Framework for the Interdisciplinary MS and Ph.D. Programs
- Framework for the Post-doctoral Training and Fellowship Programs

- Conduct of frequent BASR meetings and initiation of quality check on current procedures/procedural steps for the evaluation of MS and PhD Theses.
- Successfully Leading the NOC/Clearance drive for IIU's Halted and Further Intake Stopped MS and Ph.D. Programs by HEC.
- Launching new graduate programs and disciplines in line with the market needs as well specialized programs augmenting the Islamic Character of the University for a Wider Societal Impact.
- Devising student focused policies for improving graduate intakes.
- Encouraging the involvement of postgraduate (specifically international) students and faculty in cultural exchange and social projects.
- Organizing periodic training programs for research supervisors as well as graduate students for using various tools and applications related to research.
- Initiation of University's first Research and Commercialization Seed Funds Grant Program for IIU Faculty.
- Initiation of a series of training workshops for the faculty and students dedicated to research, commercialization, entrepreneurship and engagement with the society with round the year activities on the two distinct platforms, namely, ORIC Forum and Entrepreneurship Drive.

- Re-organization of office of the Higher Studies & Research with added dimensions with a number of interventions, policy frameworks, task groups etc. as depicted below:

Directorate of Graduate Studies

As a new initiative, Directorate of Graduate Studies is committed to provide services and support to graduate (MS/Ph.D.) students, scholars and professionals through clear and consistent policies, high standards and efficient procedures that can help in timely completion of their graduate studies. The Directorate facilitates MS and Ph.D. students during their admissions, coursework, research phase, degree completion and in other student affairs. In addition, the Directorate is responsible for the arrangements including preparation and distribution of the agenda and conduct of the meetings of the Board of Advanced Studies and Research (BASR). As per the organogram, the Directorate of Graduate Studies has following four sections:

- Graduate Admissions & Enrollment (Male and Female)
- Graduate Coursework & Exams (Male and Female)
- Research Section
- Help Desk for Graduate Students

During the last two semesters (Fall 2022 and Spring 2023), the Directorate of Graduate Studies has processed the following number of viva voce examinations of MS and Ph. D students of different faculties:

Table No. 3.1

MS and Ph. D students of different faculties

No.	FACULTY	MS	PHD
1.	Arabic	18	6
2.	Shariah & Law	75	15
3.	International Institute of Islamic Economics	31	7
4.	Management Sciences	51	5
5.	Islamic Studies (Usuluddin)	114	20
6.	Social Sciences	111	16
7.	Education	36	10
8.	Engineering & Technology	10	1
9.	Sciences	99	19
10.	Computing & Information Technology	4	0
11.	Language & Literature	12	9
Grand Total		**561**	**108**

Office of Linkages

Establishment of the Office of Linkages in the University is another initiative to take care of the following:

- Initiation, processing, vetting and finalization of national and international MoUs with other universities, industry and businesses, public and private entities/organizations, etc. for strategic partnership with stakeholders and wider societal impact.
- Focal point for the academic and enterprise partnerships/consortia in the form of national and international collaborations including but not limited to exchange and mobility programs, joint projects inclusive of staff development, joint events/conferences/symposia, visits, and sharing / exchange of information & resource etc.
- Record keeping and follow-up of all MoUs and collaborative activities as well as contribution towards University Rankings exercises with the pertinent data and evidence for external engagement/linkages.
- Development of futuristic plans for national and global engagement within the scope of the IIU's strategic plan.
- Currently Office of the Linkages has several active and under process MOUs of IIUI with various industries/commercial entities as well as academic and research entities.

3.2 Research, Innovation and Commercialization

The University has a determined focus on the research and development activities of the researchers and, in this respect, the Office of Research, Innovation & Commercialization (ORIC) was established in 2010 for the promotion of research. The purpose of the establishment of the Office of Research, Innovation and Commercialization(ORIC)is to develop, expand, enhance and manage the university'sresearchprogramsandtolinkresearchactivitiesdirectlytothe educational, social and economic priorities of the University and its broader community.

Table No. 3.2

Research Project Grants Approved (July01, 2020 to October 05, 2023)

S.No.	Program Name	No. of Projects	Total Amount (PKR Million)
1	Competition to Develop Low-Cost Waste Recycling Machine (PSF)	1	0.6
2	Competitive Research Grant Program (PSF)	1	7.91
3	Innovative and Collaborative Research Grant (ICRG)	1	99.68
4	International	3	22.59
5	NESCOM	3	0.32
6	NRPU	16	69.47
7	NCGSA	1	11
8	PSF	1	0.2
9	Enabling Grants (COVID-19)	7	0.91
10	Grand Challenge Fund (GCF)	1	7.5
11	Local Challenge Fund	1	29.02
12	NHCG	1	1.7
13	Pak-US	1	1
14	PSF-COVID-19 Grants	1	16.89
15	SRGP	6	4.18
Total		**44**	**272.86**

Table No. 3.3

Research Proposals Submitted July 01,2020 to October 06, 2023)

S.No.	Program Name	No. of Proposals	Total Amount (PKR Million)
1	Competitive Research Grant Program (PSF)	2	12
2	Collaborative Research Grant (CPEC-CRG)	2	91
3	Developmental Grant from Planning Commission of Pakistan	1	284
4	Grand Challenge Fund (GCF)	25	2,382
5	ICP-DST	1	2
6	Innovative and Collaborative Research Grant (ICRG)	2	192
7	International (University of Copenhagen, Teesside University etc.)	8	50
8	Local Challenge Fund	10	324
9	National Injury Research Competition	2	3
10	NESCOM	3	0.32
11	NRPU	84	778
12	PCST-STI	2	11
13	PSF	3	60
14	PSF-Natural Sciences Linkage Program (NSLP)	2	31
15	PSF-NNSFC China	5	12
16	PSF-TUBITAK	1	20
17	Rapid Research Grant (RRG)	1	5
18	SRGP	6	4
19	Technology Transfer Support Fund (TTSF)	1	15
20	NHCG	2	13
21	PIF-PC	1	20
22	Competition to Develop Low-Cost Waste Recycling Machine (PSF)	1	1
23	Enabling Grants (Covid-19)	17	5
Total		**182**	**4,314**

Table No. 3.4

Number of Publications (July 01,2020 to Date)

Faculty Name	2020-2023
Academies/Institutes	70
Arabic	171
Sciences	1535
Engineering &Technology	321
International Institute of Islamic Economics	261
Islamic Studies (Usuluddin)	284
Languages &Literature	278
Management Sciences	246
Shariah &Law	262
Social Sciences	823
Total Publications	**4251**

BUSINESS INCUBATION & ENREPRENEUSHIP

Business Incubation is a business support process that helps to speed up the successful development of newly formed and emergent companies by providing aspiring entrepreneurs with the selection of pro-active concentrated guidance, value added support & access to critical tools, information, mentoring/coaching, capacity building, networking opportunities, resources & services.

50+
Startups
Businesses

500+
Internships
& Jobs

50+
Entrepreneurs
via training

70 Millions +
Revenue

Over 50%
Businesses
Initiated

BUSINESS INCUBATION & ENREPRENEURSHIP

Distinguished Projects

FATA Economic Revitalization Program (FERP)

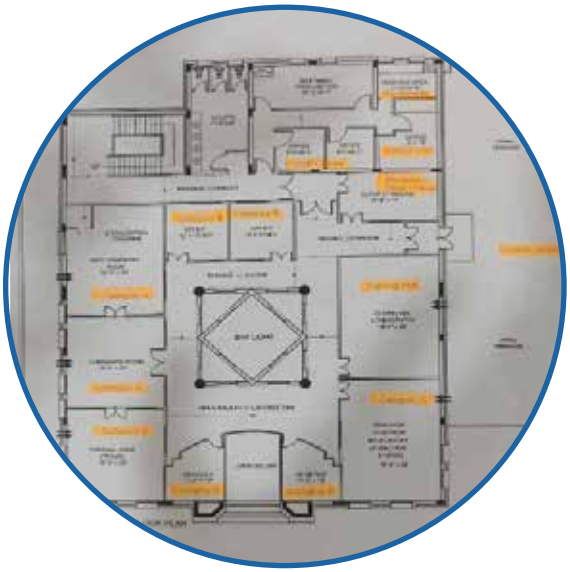
With support from USAID, Bahria University in collaboration with International Islamic University, Islamabad and United Nations Development Program (UNDP) has imparted edits incubation services to 360 entrepreneurs from the North Waziristan, South Waziristan and Khyber District as part of the UNDP's FATA Economic Revitalization Project (FERP). This program resulted in the establishment of 200 plus new businesses in FATA region.

Dream Builder Entrepreneurship Program for Females

With the support from US State Department, IIUBIC and Lincoln's Corner, Central Library IIUI collaborated to successfully impart Women Empowerment Dream Builder Entrepreneurship program at IIUI for more than 200 participants.

Establishment of Science , Technology & Business Space (STBS) Pilot at IIUI

BIC, IIUI has leaped to propose the establishment of Science, Technology & Business Space (STBS) Pilot which is also envisioned in the Strategic Plan of BIC, IIUI 2022-2026. In this regard several meetings under the chairmanship of the Worthy President International Islamic University Islamabad (IIUI) were held to establish a Science, Technology and Business Space (STBS) - Pilot at Al-Farabi Research Complex. The proposal was approved by the worthy President IIUI and in its first phase of completion



Activities at a Glance

Entrepreneurial drive

IIU-BIC as part of its Entrepreneurial drive joined hands with Islamabad Chamber of Small Traders and Small Industries (ICSTSI) to organize a Twin Cities Startup Competition in collaboration with COMSATS University Islamabad, where 35 startups from over 11 universities took part in this event.

HEC Innovator Seed Fund 2021-2022

ISF is a program of World Bank launched in Pakistan in collaboration with HEC Pakistan. 02 of the applicants of BIC, IIUI i.e. Arm Rehab Technologies & Savvy Engineers win the grant of Rs. $35000 each under HEC ISF Call (2021-2022). Both startups under the mentorship of BIC, IIUI pitched in the competition and win the grant.

Meeting with the delegate from ICSTSI

A delegate from Islamabad Chambers of Small Traders and Small Industries (ICSTSI) visited the office of Prof. Dr. Ahmed Shuja Syed (Vice-President (R&E), IIUI), in the presence of Engr. Muhammad Ahsen Mirza (Director BIC). Various avenues for collaborations and collective growth were discussed. VP(R&E) warmly welcomed the delegate and stated that IIUI in close collaboration with ICSTSI would like to conduct multiple activities to improve the academia – industry linkages.

Alibaba Global Digital Talent Training 2023 under Grant of $34000

An excellent training and capacity building opportunity in the field of digital transformation and E-Commerce from Alibaba Global Digital Talent Group was win by the BIC team through various online sessions of pitching held with Alibaba Global Digital Talent Group, Where more than 22 Universities from all over Pakistan applied for the grant of $34000 for the subject training. It is worth mentioning here that only 02 universities (including IIUI) have been selected for the subject training by Alibaba Global Digital Talent Group on Digital Economy.

Activities at a Glance

HEC Innovator Seed Fund 2022-2023

Keeping the previous practices of fostering the Innovation and Entrepreneurship at IIUI. Another startups i.e. Circular Energies (Private) Limited win the grant of Rs. $35000 under HEC ISF Call (2021-2023). Where the startup under the mentorship of BIC, IIUI pitched in the competition and won the grant.

Talk on the Entrepreneurship and Business Incubation for the Science Student

Dr. Nishwa Iqbal (AD, BIC IIUI) conducted a session on "Entrepreneurship and Business Incubation for the Science Students" for the female students of Faculty of Sciences. Later on students accompanied by the faculty members also visited the Business incubation Center.

Talk on Effective Steps to Success at Ibadat International University

Director IIU BIC Engr. Muhammad Ahsen Mirza was invited for a talk on Effective Steps to Success at Ibadat International University, where he shares the key principles and certain disciplines that need to be adopted in life to ensure success as entrepreneurs and professionals.

Talk On Importance And Role Of Entrepreneurship And Bics At HEI

Business Incubation Center IIUI in collaboration with Dr. Abrar Anwar, Faculty of Management Sciences conducted one day talk on Importance and Role of Entrepreneurship and BICs at HEI. Talk was delivered by the Dr. Nishwa Iqbal (Assistant Director) BIC to the students of BBA, Students were provided/given detailed understanding of startup and Business Plan Development and value of BICs to establish a new Startup for students. Students also visited the BIC and startup offices where Mr. Jawad Saeed briefed them about the working and facilities provided by the IIU-BIC.

Talk on Women Enterprenuresip and Sustainable Growth

Assistant Director BIC conducted a session for final semester female students from Faculty of Management Sciences on how a IIU BIC, supports development of female startups and ensures sustainable growth through a safe and dynamic environment with an array of business support, mentoring and networking opportunities.

Business Plan Competition for the Innovative Challenge 2022

Assistant Director IIU BIC was invited as a jury, to evaluate business plan for the innovation Challenge 2022 organized by the MBA Department of SZABIST Islamabad Campus. 50 Shotlisted applicants presented their business ideas/plans in front of the experienced panel of jury (from IIU BIC, Bahria University Innovation Center, Ignite and Industry) in this national-level inter University Business plan competition.

The top three teams (including IIUI) were selected and awarded PKR 60,000; PKR 30,000; PKR 20,000.

Fresher Fair at BIC, IIUI

A two days Fresher's Fair activity was organized at BIC, IIUI for male and female students in 2023. The purpose of this activity was to create awareness among the campus students about BIC and importance of entrepreneurship among the youth. The BIC Startups placed their stalls at BIC, IIUI for information to the students. In addition to this in order to promote the Kids entrepreneurship skills the kid's food stalls were also placed at the event to promote the spirit of entrepreneurship among the school students.

3.3 University Advancement & Promotion

As per University's new organogram the Directorate of University Advancement & Promotion was established in year 2021. This directorate consists of following offices:

University Advancement & Financial Aid

The University Advancement is about creating awareness for higher education, building relationships between higher education institutions and society at large, raising funds and generating revenue for the university.

During the reporting period,the office signed MOUs with:

- Islamabad Chamber of Commerce (ICCI)for industrial linkages.
- 66 TheScholarshipsFoundationsforawardofneedbasedscholarships.
- Baluchistan Education Endowment Fund (BEEF) for award of merit-based scholarships.
- Pakistan Baitul Mal (PBM) for award of need based scholarships.
- 02 MOUs with of Fast Cables Limited in 2023
- MOU with HEC for Revenue Generation

Following MoUs are in progress:

- HEC Higher Education Development in Pakistan (HEDP) for revenue generation
- Extreme Commerce for capacity building projects of students
- Akhuwat Foundation for micro financing to IIUI employees.

The University Financial Aid Office is primarily responsible for providing all information and services in respect of scholarships. It is also responsible for assembling financial resources available to and/or needed by students who are enrolled at IIUI. A list of achievements of this office in the reporting period is as following:

- Development of an online portal to handle scholarships
- Provision of scholarships to Muslim Students of non-member countries by Islamic Devel opment Bank (Separate report has already been submitted for onward presenting in BOT)
- Conducting awareness sessions for award of scholarships.
    - For Afghan Refugees through Hanns Siedel Foundation
    - In the field of technical education for "Iqra College for Technical Education (ICTE) students"
    - Awareness through Social Media, Banners, Circulars & Personnel Gui by creating Student Facilitation Desk at UA.

INTERNATIONAL ISLAMIC UNIVERSITY
FAST EXCELLENCE AWARD
WORTH
PKR 100,000
CONGRATULATIONS
ON RECEIVING FAST EXCELLENCE AWARD
ADDING A SPARKLE

Table No: 3.5

Sr. #	Name of Scholarship Scheme	Nature of Scholarship	FY2020-21			FY2021-22			FY2022-23		
			No. of Applications	No. of Beneficiaries	Fin impact Rs.(M)	No. of Applications	No. of Beneficiaries	Fin impact Rs. (M)	No. of Applications	No. of Beneficiaries	Fin impact Rs. (M)
	Internal Scholarships Schemes										
1	Need Base Scholarships (NBS)	Fully Funded (Fee +stipend)	1,115	449	37.887	963	479	43.887	2,103	292	27.891
2	Student Advancement Fund Endowment (SAFE)	Fully Funded (Fee)	-	3	0.250	-	3	0.250	-	-	-
3	Rector Fund	Partially Funded (Fee)	238	124	4.108	-	35	1.317	20	15	0.950
4	Allied Bank IIU Endowment Fund (ABIIUEF)	Fully Funded (Fee)		6	0.286	-	6	0.286	-	1	0.159
5	Financial Assistance for female Boarders only	Partially Funded (Hostel)	Not offered due to pandemic			152	60	1.182	Not offered by hostel management		
	Total for internal scholarship schemes		**1,353**	**582**	**42.531**	**1,115**	**583**	**46.922**	**2,123**	**308**	**29.001**
	External Scholarships Schemes										
6	OGDCL Need Base Scholarship	Fully Funded (Fee+ Hostel)	-	25	6.403	-	13	2.220	Not offered by OGDCL	13	2.268
7	Frontier Education Foundation (FEF)	Partially Funded (Fee)	-	-	-	-	6	0.670	Scholarship not offered due to change in management		
8	Diya Pakistan Scholarship	Partially Funded (Fee)	-	-	-	-	1	0.010	-	-	-
9	National Endowment Scholarship for Talent (NEST)	Lump Sum (Fee)	-	8	0.36	-	-	-	-	-	-
10	Pakistan Baitul Mal (PBM)	Partially Funded (Fee)	698	563	36.367	338	774	19.737	301	430	29.888
11	Dr. Sadiq Foundation	Partially Funded (Fee)		8	0.916	0	3	0.428	1	1	0.060

- During the Pandemic of Covid-19, PKRs.1 Million was distributed among 50 IIUI students to purchase Electronic Gadgets to help them out in their studies / E-Learning.
- Placement of 165 students for internships in business industry through Islamabad Chamber of Commerce & Industry (ICCI).
- Development of online portal to handle scholarships.
- PKR 500 Million plus worth of scholarships processed.
- 6,000 graduates registered on alumni portal.
- Compiled a data base of almost 3,457 foreign Alumni, both male and female from 75 countries worldwide.

Marketing & Branding

The University's Marketing & Branding Department was established in February, 2022. It worked on more conceptualizing and planning aligned with the IIU Strategic Plan 2022-26. The following tasks have been accomplished:

- **Development of Strategic Plan**:

  The strategic plan for the department is developed and approved by the worthy President, IIU.

- **Admission Campaign plan for Fall/Spring 2022-2023**:

  Fall 2023 and implemented it in the form of customized slogans, banners and how to approach to non-responding applicants.

- **Future Course of Action:**

  Working on students' data at the district level to plan the future course of action.

- **Social Marketing Campaign:**

  The campaign was developed in collaboration with the student who responded to a call for volunteers from OMB. The campaign will be carried out in Fall 2023.

Office of the Alumni

The office of Alumni was established in 2013. Since then the Office aspires to renew and strengthen the extraordinary engagement between the University and our proud alumni community. The office of Alumni has been in constant coordination with its Alumni maintaining coordination and providing assistance where needed. The mission of the IIUI Alumni Office is to promote the interests of IIUI Alumni as a world standard of academic excellence by strengthening the ties of goodwill and communication between the Institute, its alumni and current students, and by maintaining programs to serve their needs. The quality of alumni relations is a criterion by which success of the Institute is measured.

Progress

This brief, highlights some of the Office's accomplishments and activities for the Year 2022-23:

- First Female Alumni Get together is soon going to be organized by the Alumni Office. Where more than 400 prominent female IIUI alumni will participate. The event was planned to come about on November 19, 2022 but due uncertain political situation of the Capital it did not take place.
- The recent Job Fair organized by Faculty of Management Sciences, IIUI in Spring 2022, the Alumni office supported FMS in finding out the possible organizations that can hire students from FMS. Moreover the office already planned job fair for other faculties in December, 2022.
- A series of skill development programs were organized by Alumini office in Fall 2022 e.g. 'Opportunity identification and successful career planning' by IIUI Alumini Mr.Bilal Farooq. The purpose of these programs arrangement was to bridge the academia industry linkages.
- A registration process is streamlined. Where more than13000 graduates registered themselves online.
- Prestigious Alumni Directory is under development and would be published soon. This will contain a list of our prestigious Alumni and their employers.

- The Faculty of Management Sciences under the supervision of Dr. Uzma Noor Deputy In-Charge Alumni Female; organized a webinar on "Ideas generation for entrepreneur", with Alumni Mr Muhammad Ahsen who is currently working as Director at The Business Incubation Centre. He was the key speaker who addressed the unique features on how entrepreneurial ideas can be generated and executed easily. The objective and concept of the webinar was to let the future entrepreneur know how to create and develop visual ideas, be able to improve entrepreneurial skills and learn different ways to start and improve business.

- Online Alumni meet up at International Islamic University (IIU) based on the theme of reconnect with Alma Mater and admission campaign was arranged by the Almini Office. The meet up was also attended by Dr. Ayaz Afsar, Vice President Academics, Dr. N.B. Jumani, Vice President Administration and Finance and Deans of the faculties of the university.
- Moreover, Alumni office is continuously sharing the internship and job opportunities with our current and graduated Alumni.

- During the Fall 2023 admissions campaign, the alumni office played a significant role in showcasing prominent alumni on their social media platforms.
- The Alumni Office Launched a Tree Plantation Campaign by our International Alumni in their Respective Countries.

- In order to give our alumni more opportunities to connect to each other and to academic, research, and professional opportunities, Alumni Office (IIUI) has started Alumni Webinars.

According to the last convocation, the University has conferred 51,113 degrees to its students including 27,275 males and 23,838 females till present. The Office of Alumni managed to compile a data base of almost 3,457 foreign Alumni, both male and female from 75 countries world wide.

3.4 Institute of Professional Development (IPD)

Institute of Professional Development has been mandated with arranging and coordinating with professional development of faculty and staff through need-based trainings indigenously and in collaboration with other institutes. IPD has developed linkages and collaborations with many organizations to achieve its goal in the area of professional development.

Academic/Training Activities in the Reporting Period

More than 100 Curriculum documents, break ups and scheme of work have been designed and reviewed during the mentioned period. At different occasions booklists are reviewed and sent as per change in government policy guidelines. Nationwide Centralized Examinations (NCE) are planned and supervised by IPD. NCE paper were designed, reviewed and sent to the IIUI Schools in the Academic Session 2021-2022 and 2022-2023.

In addition to this the following academic /training activities were done at the IPD:

- In-service training for central library staff.
- Dean's Dialogue Forum: It was aimed at discussion among all the Deans to find out ways and means to improve the quality of education at the campus.
- Online Faculty Training Program was organized to help the teachers to learn effective use of technology during the course of pandemic.
- Improving Teaching and Learning at IIUI: Practical Resources for Teachers in collaboration with VP ACAD office IIUI in September 2021.
- Improving Teaching and Learning at IIUI: Practical Resources for Teachers-2in collaboration with VP (ACAD) office IIUI in March 2022.
- Grooming and Manners Training for serving staff at IIUI.

- Developing effective Arabic teaching, improving language skills, communication skills and learning about the most effective presentation techniques' for IIUI School Arabic and Tajweed Teachers.
- Frequent Consultative Online Meeting with IIUI Schools Heads for effective monitoring and guidance.
- Online IIUI Schools PD Books Circles Assessment.

Trainings in Collaboration with Pakistan Institute of Management (PIM), Learning Well (Pvt) Ltd and Danesh Publications (Pvt) Ltd

IPD has signed an MoU with Pakistan Institute of Management. By virtue of this MoU, 79 trainings in the area of management, finance, taxation, procurement, and personal development have been carried out. One hundred employees of the University including faculty and staff have attended these trainings. Besides a sum of Rupees Rs. 3,780,734/- has been earned as revenue from these trainings. Physical trainings at IPD have also been offered in collaboration with various stakeholders such as Learning Well (Pvt) Ltd and Danesh Publications (Pvt) Ltd etc for a number of 500 trainees.

IIUI Schools: A Flagship Project

IIUI Schools started in 2010 under Institute of Professional Development (IPD),A total of 93 franchises have been awarded by the University. Routine affairs of schools are being monitored by very limited number of human resources posted at IPD through evaluation visits and online meetings. At present 81 IIUI Schools are operational across Pakistan in 42 cities with a number of around 30,000 students.

Trainings Support To IIUI Schools

Another major responsibility of IPD, IIUI is to provide training support to IIUI Schools and 31 online trainings have been offered to the IIUI Schools teachers of various subjects, coordinators, heads, and principals for a total of more than 2000 trainees.

Revenue in the Reporting Period

IIUI Schools are not only a community support project with quality international schooling but also a source of continuous revenue for IPD, IIUI. A sum of Rs. 54.51 million has been generated from these schools from Jan 2020 to Oct 2023.
An additional sum of 7.58 million was generated from Pakistan Institute of Management (PIM) during the period from Jan 2020 to Dec 2022.

3.5. Accomplishment by the Academics, Institutes and Centers of the University

Shariah Academy

During the Years 2022-2023, various training programs have been organized by Sharī'ah Academy, that included a 16-week long Regular Shariah Course for Judges and Law Officers, short programs Academic sessions, Islamic Law Orientation courses for lawyers, Conferences, Seminars, Workshops, and other outreach programs. These programs were related to different fields of Law, Islamic Law, and comparative Law. Where more than 1,544 participants from various segments of society attended these programmes.

Table No: 3.6

Total Publications	**141**
Books	55 (02 multi volumes)
Monographs	06
Translation	20 (04 Multivolume)
Units for Elementary Course	24
Units for Advance Course	24
Units for Family Law Course	12
Total Trainings Conducted	50

Department of Distance Learning is among the four departments of the Sharīah Academy. The main objective of this department of the Academy is to expand the education of Islamic Law through distance learning methods. The department is currently conducting three correspondence courses namely: Elementary Correspondence Course in Islamic Law; Advanced Correspondence Course in Usul-al-fiqh and Advanced correspondence Course on Family Law of Islam. Up till now, 51 such courses have been offered by the department in three different subjects for the last 28 years. A brief history of the Department for achieving its goal is as under:

Table No: 3.7

Course Name	Course Offered	Participated
Correspondence Course in Islamic Law	27	10596
Advance correspondence in Usul-al-Fiqh	17	4411
Family law of Islam	07	581

The Department of Fatwa was established with the approval of the BOG in its 74th meeting held in2014 with the objective to offer training programs, diplomas, and Higher Education in Fatwa Studies. The department launched following new programs in the reporting period:

- Law orientation courses and seminars for Muftis
- One year Post Graduate Diploma in Fatwa Studies

As part of the academy's strategic plan and future roadmap; the academy is preparing to launch indigenous MS, Ph.D. and post-doctoral programs besides the regular trainings, certifications, short courses as well as policy interventions.

International Institute of Islamic Economics(IIIE)

International Institute of Islamic Economics (IIIE) is a pioneer institution in the Muslim World dedicated for the cause of Islamic Economics. It was established in August 1983 with the primary objective to endeavor for an Islamic Economics Paradigm and to prepare scholars equipped with appropriate blend of knowledge in Shariah injunctions and the mainstream economics with critical and creative thinking. The Institute has been offering the academic programs in Economics, Finance and Islamic Banking at the Bachelor, Masters and Doctorate levels from the very date of its inception.

The accomplishment of the institute in the reporting period 2020-2023 is as follows:

Table No: 3.8

S#	Description	Total
i)	Faculty Publications/Research Papers	285
ii)	PhD Thesis Completed/ Defended by Students	24
iii)	MS Thesis Completed/ Defended by Students	85
iv)	Conferences/Seminars/Webinars/Workshops, etc.	11

Da'wah Academy

Da'wah Academy was established as a constituent unit of the University on March 31, 1985. The purpose was to launch educational training and research programs for Da'wah addressing the needs of Muslim communities within and outside Pakistan. The Academy published the following in the reporting period:

Table No: 3.9

Sr#	DETAILS	QTY.
1.	Mercy to Mankind: Junior Level (Part-I) WorkBook	2000
2.	Our Prophet: Elementary Level (P-I) WorkBook	2000
3.	Guldasta Unit No. 01-6	500 Copie Each
4.	Mutalia Islam Course Unit No.11-20	500 Copie Each
5.	Abstract: 2-Days 4th International Conference on Contemporary Challenges Pages 104	150
6.	25 Khutbah No. 335 to 361, 364, 367, 380	1000 Copie Each

Training Department:

The Training Department organises programmes for the training of community leaders, professionals and Islamic workers in pursuit of the objectives of Da'wah Academy.

The Research Department:

The Research Department of the Da'wah Academy was established in 1987. It produced literature on various Islamic subjects for various segments of society During Jan 2022 to Sep 2023 10 units of Seerah Studies Course have been edited and reviewed.

Faisal Masjid Islamic Centre

Faisal Masjid Islamic Centre is one of the basic units of Da'wah Academy which fulfils the responsibility of holding educational, training and religious programs at Faisal Masjid. FMIC organizes Tajweed Al-Qur'an Course, Atikaf, Nikah Masnoona, Khutaba e Jumma, daily prayers and prayers of Eid and also tahfeez al Quran program.

Da'wah Centre for Women

Da'wah Academy established the Da'wah Centre for Women (DCW) in June 1998. Its main aim is to provide basic knowledge of Islam to women. DCW conducted 10 training programs including 'Young Writers' for the IIUIs' Teachers & Students. DCW successfully also arranged a Residential Winter Camp for the students. In 2022 Seerah Conference was arranged by DCW where the First Lady Begum Samina Alvi also attended the conference. While addressing to the attendees she said that education of women in the light of the teachings of Seerah is important in building a well tolerant society.

Islamic Correspondence Department

This department has been tasked to carry out Da'wah activates on the basis of correspondence. Courses launched by the Islamic Correspondence Department (ICD) cater for all segments of the society. Study of Seerah Course is being developed and will be launched soon.

Media Centre, FM Radio

The Media Centre of Da'wah Academy is committed to utilise modern means of mass-communication to fulfil objectives of the Academy. The Media Centre also runs Da'wah Academy's FM Radio. Recordings made by media section from Jan 2022 to Sep 2023 are numerous including Taraweeh, Seerat Conference, Khutba Jummah, Aitkaaf Lectures etc.

Regional Da'wah Centre, Karachi

The Da'wah Academy set up its regional centre in Karachi in 2002. The Karachi Regional Centre works for the same objectives as are set for the main organization. In addition to the above, the academy is also working to launch indigenous MS, PhD. and post-doctoral programs besides the regular training programs.

Islamic Research Institute (IRI)

Academic Education and Training for Capacity Building

The Islamic Research Institute was established in 1960 and was annexed to International Islamic University in 1980. The aims, objectives and functions of IRI are mentioned in International Islamic University (IIU) Ordinance –1985, Ordinance No. XXX of 1985 (Annex I). IRI has been pursuing its goals and creating the difference with the following accomplishments in the reporting period:

The Institute prepared a large-scale academic education and training programs for the students and researchers. In the training program, the researchers were to be trained in various languages as well as Islamic and contemporary sciences so that they could contribute in the research activities of the Institute. The Institute, therefore, has planned to launch academic education formally with MS and PhD programs:

1. IRI Degree Programs
   IRI Degree Programs will be introduced with two research degrees which are under the realm of Islamic Research Institute from Fall,2023. Its detail is in following pages of this report.
2. IRI Research and Academic Writing Training Programs
   IRI Research and Writing Training Programs are formed in three kinds for different participants from all over the world as following:
   - I. Undergraduate Training on Academic and Creative Writing
   - II. Postgraduate Training on Academic Research and Scientific Writing
   - III. IRI International Postdoctoral Fellows Program

Initiative of Paigham-e-Pakistan for Reconstruction of Pakistani Society

In 2017, Chancellor of the University, during meeting of the BOT directed the university to prepare national narrative of Pakistan. This responsibility was assigned to Islamic Research Institute as the contribution in the reconstruction of Pakistani Society is included in the functions of IRI. Accordingly, Islamic Research Institute in collaboration with the Higher Education Commission (HEC) of Pakistan, various Wafaqs of Deeni Madaris and other state institutions has articulated Paigham-e-Pakistan as National Narrativetocounterviolence,extremismandterrorism.Aftercompletion ofthe1stphase of articulation and launching of National Narrative "Paigham-e-Pakistan", the Institute is now busy in the 2nd phase of compliance and implementation of "Paigham-e-Pakistan" through various activities in the community. In this regard, the Institute has initiated various projects to disseminate this message such as:

1) Maimaran-e-Pakistan (Outreach research& training programs for faculty members, religious scholars, and journalists)
2) Saiban-e-Pakistan(for inter faith, coexistence and religious harmony)
3) Dukhtaran-e-Pakistan (for engaging daughters of the nation in peace building)
4) Naghaban-e-Pakistan (for engaging elected representatives and members of the civil society)

5) Naujawanan-e-Pakistan (for the purpose of advancing inclusiveness among youth through training and education)

All these initiatives have been made part of the "Plan of Action for Advancing Inclusiveness and Preventions of Incitement to Violence through Paigham-e- Pakistan: National Narrative of Pakistan" that is going to be implemented in all major universities of Pakistan with the help of Higher Education Commission of Pakistan. Members of the parliament, Members of the law enforcement agencies, social welfare organizations and civil society is also engaged through this plane of action.

Research Articles Published in IRI Research Journals in the Reporting Period

S. No.	IRI Journal's Name& Category	Total Received Article	Total Rejected Article	Total Published Article	Vol. No.	Total Issue
1.	***Islamic Studies***,Y Category	154	117	37	59:3to 61:02	08
2.	***Al-DirasatAl-Islamiyyah***,Y Category	66	06	39	55:3to 57:01,	07
3.	***Fikr-oNazar***, Y Category	60	30	30	58:4 to 58:1	06

IRI Publications in the Reporting Period

No.	Status of the Publication	Total
1.	Newly Published books	12
2.	Reprinted Books	10
3.	Books in Press	05
	Grant Total	**27**

Conferences/ Seminars / Worships /Symposiums /Meetings and other events arranged

IRI has organized several important activities to yield meaningful research output in the reporting period, as tabulated below:

S#	Nature of Events	No of Events	No. of Participants
1.	Conferences	15	6750
2.	Seminars	34	14450
3.	Workshops	20	700
4.	Exhibitions	2	630
5.	Symposiums	3	900
6.	Meetings	3	150
7.	Others	8	545
Total			**24125**

- Re-organization of office of the Higher Studies & Research with added dimensions with a number of interventions, policy frameworks, task groups etc. as depicted below:

Iqbal International Institute for Research & Dialogue(IRD)

The Iqbal International Institute for Research & Dialogue (IRD) is a global centre of excellence in Islamic Studies which aims at encouraging interdisciplinary approaches to the study of contemporary Islamic thought, with particular emphasis on areas such as human rights, law, pluralism, tolerance, democracy, Islam and the West, inter-faith dialogue and relations, and Islamic responses to religious extremism and violence.

IRD Activities for 2020 to 2023		
Conferences/ Seminars/ Webinars/ Lectures/ Book Launches	Training/ Workshops	Publications
71	12	56

Centre for Advanced Electronics & Photovoltaic Engineering (CAEPE)

Originating from the Islamic Development Bank's Funded Advanced Electronics Labs and Photovoltaic Energy Engineering Labs; the Centre for Advanced Electronics & Photovoltaic Engineering (CAEPE) at International Islamic University, Islamabad is a university-wide Centre and a National Level experimental facility aimed to create knowledge and develop the cross-disciplinary market-driven research focused on the applications of Advanced Electronics & Photovoltaic Engineering via processes, components and systems. This R&D is important for the convergence of energy, photonic and nano-scale electronics avenues for economic growth in the country. The overall objective of the Centre is to establish a sustainable source of research training for developing qualified manpower with a focus on future requirements, and facility access services in these fields that are applied to the national needs.

Since its formal inception in 2017; the Centre has been the major apex for the R&D within and outside the university with the following highlights for the reporting period:

- CAEPE is a university wide indigenous Centre spanning over 20,000 sq. ft of experimental user-access facilities with Class 100 Clean room (**Pakistan's First ISO-5 Cleanroom for device fabrication)**
- Number of Scientific Projects Utilizing the Facilities in the Centre **~ 510+**
- The Centre is also providing paid services by partnering with the Higher Education Commission and Pakistan Council of Scientific and Industrial Research (PCSIR) programs namely "Access to the Scientific Instrumentation" and "Research Support ", respectively, besides being the largest service provider of experimental facilities in the University on Virtual Charge Model devised by the Board of Governors.
- Enabling to target **4** Sustainable Development Goals (**SDGs**); Centre's indigenous research problems are focused to create knowledge in Micro- and Nano-scale Engineering of Devices, Materials and Systems to enable solutions for **Big Problems** such as **Energy and Sustainability** (Next-generation solar cells and power devices, Supercapacitors and Nano-harvesters, Energy storage devices), **Semiconductors for Future** (Energy efficient nanoelectronics, Graphene electronics, III-V device engineering) and **Information & Communication Technologies for Future Applications** (Photonics, Sensing & Detection, Future devices, circuits and systems).
- Knowledge dissemination in form of numerous publications in world class Journals and **5 patents** filed in the reporting period as part of the innovation drive.
- The Centre is one of the stakeholders and partnering with the Faculty of Engineering & Technology and Faculty of Sciences for the MS and Ph.D. Programs in Electrical Engineering, Energy Systems Engineering and Nano-science and Engineering, and providing teaching, supervision and research support.
- The Centre is currently running a PSDP-funded development grant of Rs. 164 Million for the experimental capacity building and dedicated development of civil works worth Rs. several hundreds of Millions.
- The Centre is a hub of national and international research grants focused on cutting-edge technological problems. During the reporting period, the Centre has been able to acquire research funds from national and international agencies more than any other entity in the University. An **"Artificial Intelligence based data mining platform"** grant oriented towards COVID-19 funded by the Pakistan Science Foundation and **"Flexible Supercapacitors for Energy Storage Applications"** jointly funded by the Pakistan Science Foundation and Natural Science Foundation China were successfully accomplished during this period. New grants on the theme of **"Self-powered Energy Systems"** jointly funded by the British Council-Higher Education Commission in the tune of Rs. 100 million and "Wearable Electronics for Medical Applications" funded by the Higher Education Commission are running with appreciable progress. Similarly; the academic and scientific part of the **"IsDB-funded Photovoltaic Energy Engineering"** grant is also continuing with tangible output.

- CAEPE is also advising on several national and international forums pertinent to the Science, Technology and Innovation (STI) interventions. CAEPE team is contributing a great deal in developing the **first National Electronics Policy** as well as contributed to the development of **Pakistan's first National Semiconductors Plan-2022.**

With a number of experimental facilities added to the Centre in the reporting period, trainings and workshops conducted, research problems undertaken as part of the MS/Ph.D. program as well as funded projects; Centre has raised its profile in the following internationally competitive research strengths, which are reflected in detail as part of Centre's yearly progress and portfolio reports published separately:

- Technology behind the Chip (Physical Layer Design)
- Semiconductor Fabrication
- Process Reliability
- Materials & Device Characterization
- Internet of Nano Things
- Power & Energy Electronics
- Photonics
- Novel Materials and Devices, Circuits & Systems for Sensing, Detection, Communication & computing and Wearable Sensing Devices

SA-Centre for Interdisciplinary Research in Basic Sciences (CIRBS)

- Interdisciplinary Research is the priority are a that particularly provides platform for collaboration and connections that lead to the generation of new knowledge. Without adopting the new concept of interdisciplinary sciences, we will not be able as a nation to inspire the young generation for the solution of complex indigenous problems.
- Design, development and execution of HEC approved directional and quality MS and PhD programs in Chemistry, Biosciences and Environmental Sciences.
- Design and development of relevant curricula for quality and relevant strong knowledge.
- Published 35 research articles in HEC recognized and international Peer review Journals of high repute and impact.
- Published 3 book chapters in internationally reputed books published by international publishers of high repute.
- Ongoing research projects are of 8.00 million Pak Rupees NRPU Project completed (5.00 million Pak Rupees) NRPU Project submitted (10.00 million Pak Rupees)
- Two developmental projects of Rs. 289.00m and 69.00m prepared and submitted in HEC/ Planning Commission.
- The centre has completed/ installed/ procured advanced equipment of worth140 million Pak Rupees.
- State of the art equipment, such as GC/ MS, HPLC, ICPMS, FTIR, Real time PCR, Confocal Microscope, are now installed at central facility of SA-CIRBS.

Governance, Finance & Planning

Aligning with the Strategic Plan

Target 4-6

Financial Sustainability
Improve the Quality of Life at the Campus
Improve the Governance & Internal Control
Mechanism through the Datalization of the University

4.1. A Thriving Female Campus

The female campus at IIUI has made a great progress in the last few years including up- gradation of the campus infrastructure through a new block as well as beautification of the campus. Female Campus is a step toward empowering women to reach their full potential academically and professionally.

Overall details of the progress are mentioned below:

Collaborating with different Banks in the Year 2023:

Various CSR initiatives were taken at female campus in order to promote clean & green campus e.g. donating dustbins for female campus. These initiatives will help to promote waste management practices among students at the campus.

Collaboration with different organizations for facilitation of students and employees:

Collaborations were done with various banks to open stalls for two days in order to facilitate account opening.

Day care policy launched with revised fee structure: Improvement in Day Care Center:

For providing better services to female faculty, officers, staff and students in female campus Daycare' s rules and regulations were reformed to ensure discipline, smooth functioning and congenial atmosphere. In order to collect the valuable feedback of respective parents a suggestion box was affixed at the entrance of the center. By taking in consideration the inflation rate category vise (include Faculty, Students and Employees) fee structure was also revised and implemented.

Sitting Arrangement for Female Visitors

Installation of benches under the shed outside Day Care Centre for the convenience of Female Visitors and Students.

Establishment of Book Corner at Academic Blocks

Initiative has been taken regarding establishment of reading corner at every academic block. It serves as a reminder of the importance of reading and encourages students to engage with books and other reading material. To promote the habit of reading book shelves are going to be

Placement of Newspaper stands at the reception of academic blocks

Newspaper stands create a welcoming and informative atmosphere at the reception area. The presence of newspapers encourages reading and cultivates a culture of staying informed among students.

Increased green area

Female Campus has a large green area. For improving the general environment at the Campus, the request was made to Ministry of Climate Change and National Agriculture Research center to donate some plants for improving the green area. About six thousand plants and trees were donated and planted at the different areas of the Campus.

Establishment of proper taxi stands, parking for Employees & visitors at the Campus

The parking facility of day to day visitors' was also arranged outside the main gate of the Campus. The limited parking slots were increased for employees.

Installation of New Fire Extinguishers

During visits of the blocks it was observed that the fire extinguishers installed in the campus were expired and the water hoses were out of order. So, new fire extinguisher were installed in both blocks of Female Campus.

Space allocation and functioning of new academic blocks (Shared Block and Hazrat Ayesha Block) at Female Campus

For smooth conduction of classes and proper utilization of space, allocation plan was made and handed over to the respective departments.

Shuttle Service for Female Students

For convenience of Female Students an initiative has been taken to dedicate a shuttle service between Female Campus and the Directorate of Academics and Examination.

New Café & SOPs to ensure the hygienic and quality food at canteen

Various surprize visits were made at cafeterias of Female Campus in order to ensure the hygiene and quality of food for students. Moreover a suggestion box was also installed at the cafeteria to collect the suggestions/complaints of the students.

Affixed suggestion boxes at Female Campus

In order to collect the valuable thoughts and ideas from students and employees of the University the suggestion boxes were affixed at different places of Female Campus in the year 2022 i.e. Day Care Center, Female Medical Complex, Hazrat Fatima tu Zahra Block, Hazrat Maryum Block, Hazrat Ayesha Block, Cafeteria and Gymnasium.

Vending Machines installed at Campus and Hostels in Female Campus

In order to facilitate the students of Campus and Hostels, Vending Machines were installed at the entrance of blocks of Female Campus.

Establishment of Career Counselling Center at Female Campus

Career Counselling is a process that focuses on assisting individuals in better understanding one's own self, as well as current workplace trends, allowing them to make more educated decisions regarding their careers and education. Career Counselling is appropriate for anyone, including freshmen, juniors, seniors and event alumni. The sooner students begin making deliberate decisions about their future, the better equipped they will be. Career Counselling enable students to gain understanding in various fields of life like applying for post graduate scholarship national and International level, developing professional CV and statement of purpose, job interviews etc. Counseling Services were provided to number of student's referred from Female Medical Centre with adjustment issues, academic stress and anxiety.

Newsletter of Female Campus started publishing biannually

To provide the details of all events of Female Campus, a newsletter will publish twice a year on regular basis.

Streamlined the student transport arrangement

For smooth working during pick and drop timings of buses, the fleet of buses shifted outside the main gate of the Campus. The students 'buses will pick and drop the students in front of Female Campus at designated points. Moreover, the students' vehicles will be parked in parking area in front of Campus.

Anti-Bullying Policy Approved

A comprehensive policy to address bullying cases on campus was subsequently approved by the Worthy President.

SOPs/ guidelines for the Female Medical Center developed and implemented

A committee was constituted to propose standardized and comprehensive guideline/mechanism for the functions of Medical Centre for faculty, officers and students. Revised SOPs/ guidelines for the Female Medical Centre were developed and implemented. Daily visits were made to the Female Medical Complex in order to ensure the implementation of updated mechanism in its true form. Electronic Health Records System has been introduced to Female Medical Centre.

Celebration of Important Days like Ramadan Program

Keeping in view the importance of the month, special classes to understand Quran were organized by the office of Vice President Female Campus in collaboration with Dawah Center for Women (DCW) and Faculty of Usulluddin (FUD) during the month of Ramzan 2022. The classes started from 2nd of Ramzan and concluded on 26th of Ramzan. A large number of students and employees attended the classes during the month.

An initiative of Place of Kindness

"Place of Kindness" is established at one of the outer corners of Hazrat Fatima tu Zahra Block. The place was inaugurated in the month of December 2022. The place will serve as direct channel from the rich to the needy. It will allow students and employees to leave goods they do not need nor do they want to give them as charity

Celebrate Christmas for Christians Employees

"The Office of the Vice President, Female Campus (FC) organized an event in connection with Christmas for the Christian employees serving at Female Campus. The event was attended by all the Christian employees of female campus.

Enhanced beautification of Female Campus

To enhance the beautification of Female Campus many initiatives were taken like there was no proper arrangement/ mechanism for the collection and disposal of garbage of Female Campus. So, a proper mechanism for collection and disposal of garbage was made. An uneven land was landscaped near back side of Day Care center and old cafeteria. Old cafeteria and furniture store was demolished located near gate of Female Campus. For proper sitting arrangement in lawns garden benches were fixed. Damaged driveways in front of campus gate were repaired that become muddy during rain. To facilitate the students in evening program street lights in front of Female campus were repaired.

Extra-Vaganza & Sports Events 2022

This event was organized purely for the female students to engage them and encourage them to participate in extra-curricular activities including specially sports to boost up the morals. The ceremony witnessed very exciting games among female players as they participated very actively and enthusiastically in both events.

IIUI
Extravaganza

INTERNATIONAL ISLAMIC UNIVERSITY ISLAMABAD
محفلِ مشاعرہ

INTERNATIONAL ISLAMIC UNIVERSITY
ISLAMABAD
IIUI
Extravaganza
2022
Beyond the ocean
6th to 9th December, 2022
Book Fair
Fun Fair
Food Gala
Mehfil e Mushaira
Art Exhibition
Flower Exhibition
Arabic Literary Festival
Mega Sports Gala
Literary Events
Hussan Qiraat & Naat Contest
E-Gaming
Speed Programming
Poster Designing
Adventures Activities
Arts Contest
Calligraphy
Oil Painting
Sketching
Media Hunt
Live Reporting
Live Anchoring
Videography
On Spot Photography
For Further Details:
Directorate of Students' Affairs (Male & Female)
International Islamic University, Islamabad

2022
MEDIA HUNT
LIVE ANCHORING

4.2. Planning & Development Directorate

Infrastructure Development at IIUI

In 1990, the Government of Pakistan allotted the entire Sector H-10 of Islamabad measuring 704 acres for developing the new campus of the University. Master plan of the new campus was prepared in 1992. The development work started in 1998 on the basis of a Master Plan prepared by NESPAK, a leading architectural/ engineering consulting firm. Keeping in view the immediate needs of the University, the development works was initiated. In stage-I, 3-Faculty blocks (two for men and one for women) and 6-Hostels (4-for Men and 2-for Women) and its infrastructure had initiated without any financial assistance from the government of Pakistan. The master plan has its nucleus, a grand Central Mosque around which the rest of the University buildings are planned. The possession of land was given by the CDA in the year 1998 after which the University launched its development program. The University started to develop physical infrastructure at its new campus in 2002. The focus remained towards the development of academic infrastructure. The University employed all possible means of financing such as own sources, donations and Government's Public sector Development Program to build infrastructure at its new campus. However, after phase-I, the Government of Pakistan had approved number of PSDP projects for the University. When fully developed, the University will turn out to be a unique seat of Islamic learning with large participation of students, lecturers and scholars from all over the world. Since possession of land from the CDA, the Directorate of Planning & Project has been involved in the development activities by planning new schemes of development, constructing buildings and maintaining the existing infrastructure, so that their life may be maximized for better utility.

Achievements

Contribution of Directorate of Planning and Development remained significant in development of IIU H-10 Campus, where following functional facilities evolved since its start i.e. 1998:

Infrastructure Detail	For Male (No.)	For Female (No.)	Common Facility	Total (No.)
Academic Blocks	6	4	1	11
Hostel Blocks	6	7	2	15
Library Blocks	1	1	-	2
Administration Block	-	-	1	1
Student's Facilitation Center	-	-	1	1
Gymnasium/ Sports Center	1	1	-	2
Darul Muneera	-	1	-	1
Play Grounds	Various	Various	Various	Various
Café & Shops	Various	Various	Various	Various

Total covered area of all buildings at IIUI H-10 Campus is around 2,200,000 sft.
Moreover, number of PSDP projects prepared by the Planning & Development Directorate of the University, executed and completed under PSDP grant of Higher Education Commission.

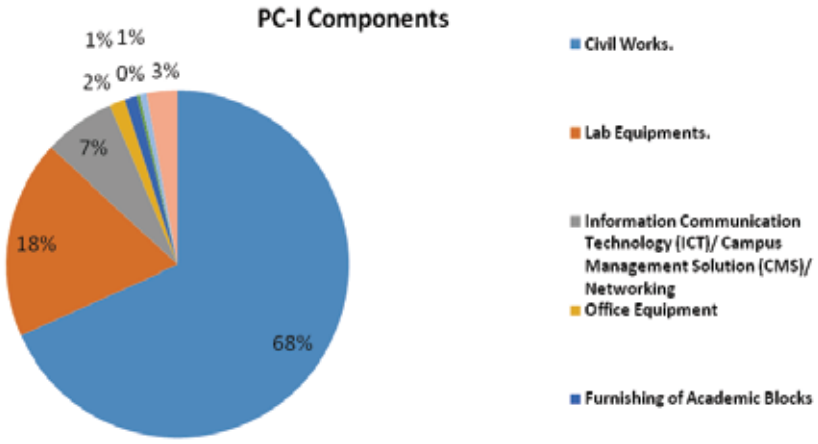
Accomplishments 2022-23

Following PSDP projects are ongoing with the HEC/ Government funding:

PC-I Titled Expansion & Up-gradation of IIUI:	
Approval from the CDWP:	September 15, 2017
Cost of the Project:	Rs.2524.358 million
Revision of Cost Date:	September 14, 2023
Revised Cost of the Project:	Rs.2875.846 million
Extension of Time Granted:	June 30, 2024

Recently, the P&D has successfully secured a significant amount of Rs 351.488 million in funding from the HEC for our project as revision of cost. Total cost of the project has now been enhanced/ revised from Rs.2,524.358 million to Rs.2,875.846 million.
Primary objective of the project was to strengthen, enhance, improve and upgrade the existing academic infrastructure of the University including construction of 6 buildings and strengthening of Labs, keeping in view the projected growth of student's in the coming years. With the increase in the strength of students, the requirements of the academic and physical infrastructure like faculty, class rooms, teaching aids, labs and office equipment, furniture, books etc will correspondingly increase. Major components of the PC-I were construction of three academic blocks, one library, medical center and a hostel for Shariah academy. Enhancement of research by use of latest Laboratory equipment and effective campus management through Campus Management System are other two objectives.

After implementation, it is expected that the increase trend in student intake will gather momentum due to better facilities. The project will contribute to achieve the key result areas of the vision 2025 i.e. to increase access to Higher Education form 7% to 12%. The project aims to transformation of a leading University in addition to Social Science and Arts to Basic & Applied Sciences, Engineering & Technology



At the moment, project is at final stages. Construction work of all six buildings is almost completed. It is expected that all activities will be completed within six months' time. Here are some pictures of the new buildings:

Project Just Started

In addition to above Mega PSDP Project "Expansion & Up-gradation of IIUI" following two more PSDP projects have been started at IIUI and is in design finalization stage:

i. HEC Umbrella Project "Provision of Accommodation Facilities for Female Students in Public Sector Universities." (Under construction)

ii. HEC Umbrella Project "Establishment of National Cricket Academy at IIUI"

Project In Pipeline

King Salman bin Abdul Aziz Masjid at IIUI

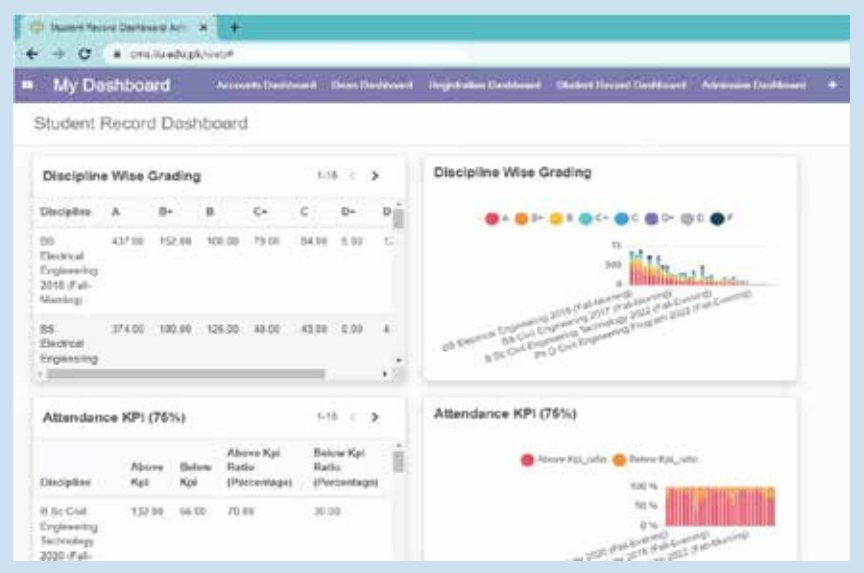
His Highness the custodian of the Two Holy Mosques, King Salman bin Abdul Aziz has decided to build King Salman bin Abdul Aziz grand mosque at the New Campus of the International Islamic University. The concept of the design of the Mosque is inspired from the verse no 35 of Surah An-Nur "Allah is the light of the havens and the earth". This huge complex will also be a hub of research, dialogue and learning where scholars and students will benefit from the facility.

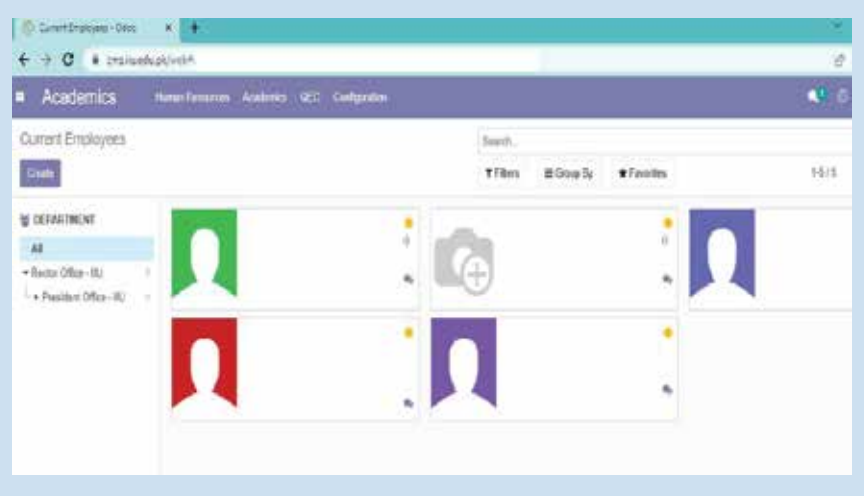
4.3. Digitization Drive: Information Systems

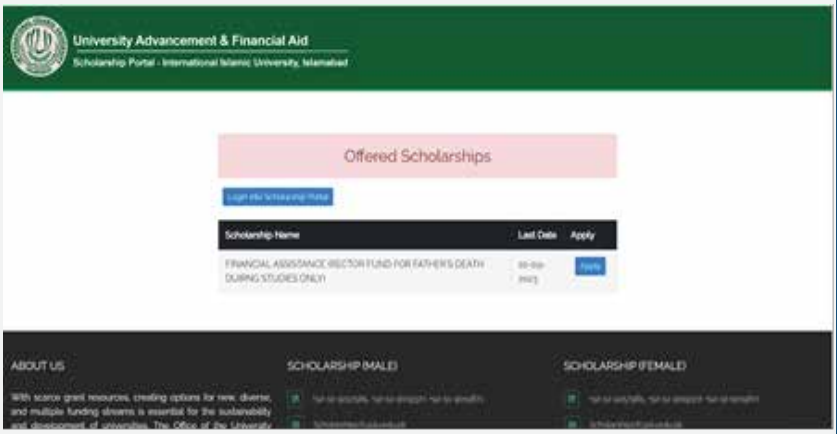
The Directorate of Information System (DIS) is also part of the new initiatives in the university as part of the new organogram. Besides day to day activities related to IT and networking needs of the university, Learning Management System, Campus Management System and Enterprise Resources and Smart Class Rooms have remained the main focus of the directorate in the reporting period:

Project Title	Progress/ Accomplishment
Learning Management System (LMS) Learning Management System (LMS) is an indigenously developed online integrated software for creation and delivery of the online courses offered to IIUI students. It tracks the complete cycle of academic activities from course content monitoring, mid-term and final-term result submission, course feedback and teacher feedback from students.	Completed June 2020
Support System The purpose of this system is to address the queries/issues of students and employees in real-time. This is a web based system and can be accessed from anywhere by simply using the IIU email address. - https://support.iiu.edu.pk/	Completed December 2020

Project Title	Progress/ Accomplishment
Content Management System & Enterprise Resource Management (CMS & ERP) The University is in the process of transformation from manual to digital means. In this context, an enterprise level software is being implemented to fully automate the student life cycle and university financial and administrative operations through a single platform. Two deliverables out of seven(2/7) have been completed .As Per project plan, the expected date of completion is October 2022.	In-progress, Expected Completion October 2022

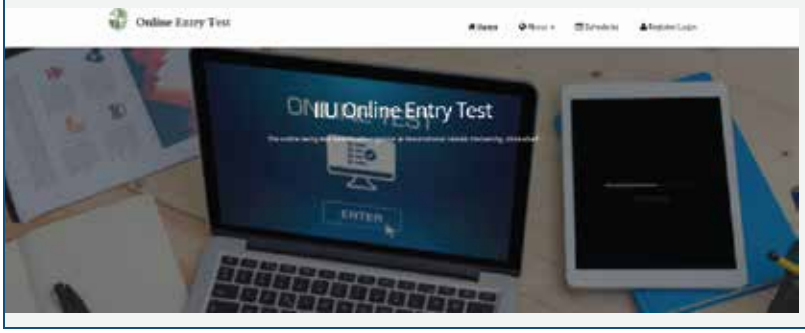




Scholarships Portal for UA&P The software caters the requirements of the University Advancement and Promotion (UA&P) department by providing an online facility to students to apply for the opened scholarships. The software provides the detailed reports to UA&P for the smooth functioning of the department.  	Completed June 2022
New IIUI Website The new IIUI website has been launched. It is based on the state of the art technology that meets all necessary web standards. The website is multi lingual and responsive which automatically adjusts According to the screen size of the smart devices.	Completed June 2022
Smart Campus IIU in collaboration with HEC has deployed Wi-fi system under Smart Campus project to provide wireless internet services to its students and employees. Under the project, 648Wi-Fidevices were installed along with all allied equipment.	Completed June 2021
Establishment of New Datacenter A state-of-the-art Datacenter has been established in the Faculty Block-III and the existing one will be used as a disaster recovery site. The purpose of the data store is to facilitate the stakeholders in Respect of Computation al power, Storage and Network services.	Completed June 2021

Structure Cabling and Network Upgradation The DIS has upgraded the passive network cabling of Admin Block, Faisal Masjid Campus, IIIE and Faculty Block-1 and approximately installed 1650 new Network Points.	Completed August 2021

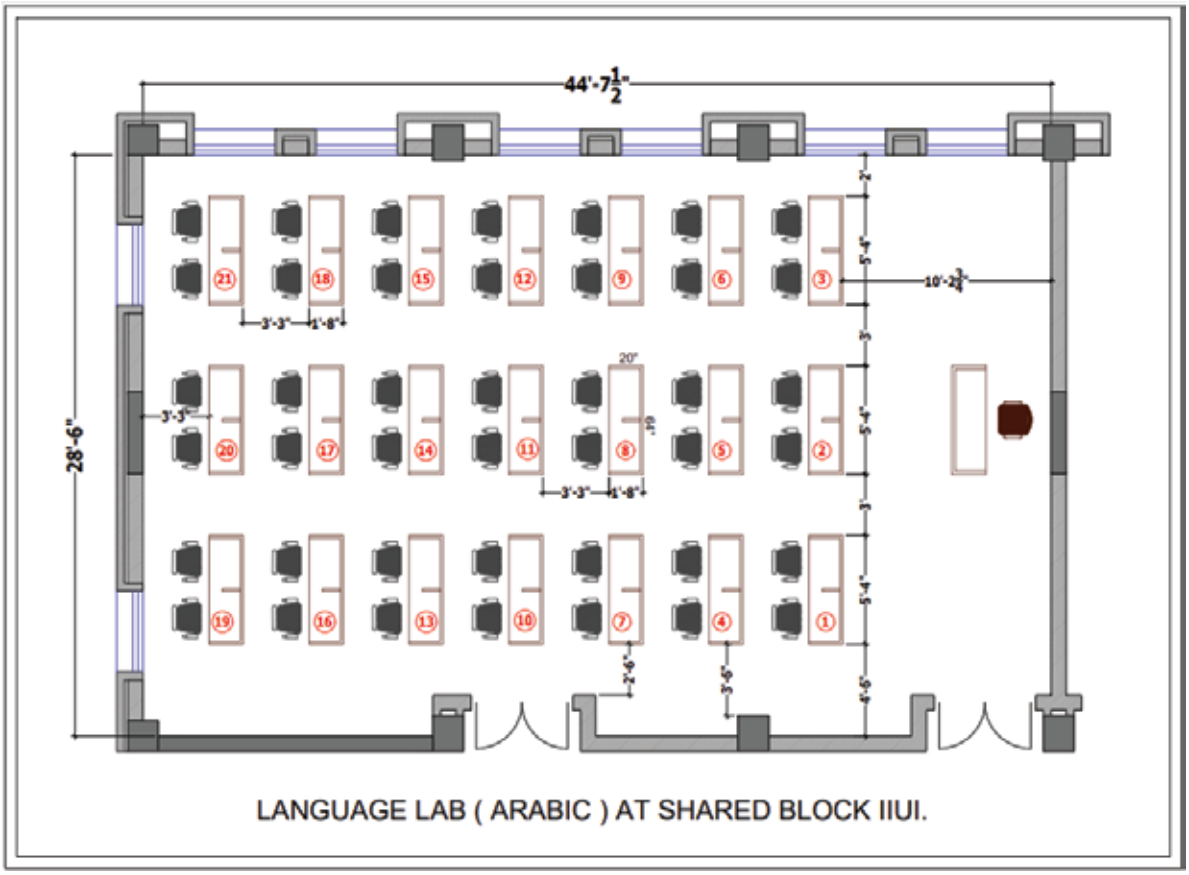
Smart Classroom IIU in collaboration with HEC has developed Smart Classrooms unit's male and female campuses to facilitate its students and faculty. In this project, 60 VDI Clients along with Electronic Boards and all allied equipment were deployed. The classrooms are also directly connected with HEC Data Center and all other classrooms. Established under this project.	Completed August 2022

MegaPC-1 Network Upgradation IT Center received 98 Million Grant in Mega PC-1 for network upgradation. For this, the entire University Network has been upgraded from 1Gto 40G Link between Blocks and 1Gto 10G inside the blocks and 7000 meters of new fiber optic cable has also been installed within the University.	Completed June 2022
Virtual Desktop Infrastructure (VDI) The DIS along with the Computer Sciences Department has started the project in which the University purchased a thin client base system for longer life and less power consumption. The University has purchased 200 thin clients, four servers and virtualization Software.	Completed July 2022
Computer Based Test An automated system for conducting admission tests for applicants seeking admission to IIU. More than 10,000 students were evaluated using this system. 	Completed May 2023

Donation Portal An online portal seamlessly integrated with a bank's payment gateway, allowing for secure online payments from anywhere in the world. The portal's primary goal is to collect funds for deserving students of IIU, in partnership with employees, alumni and generous donors. https://donate.iiu.edu.pk/ 	Completed September 2023
Convocation Portal A web-based portal enables students to register for the upcoming November 2023 convocation. **https://convocation.iiu.edu.pk/** 	Completed October 2023
Connectivity of Newly Constructed Blocks with Centralized Network 03 newly constructed blocks have been successfully connected with centralized network with complete network infrastructure in 2022-23. In addition upgraded the network of Student Facilitation Center & connected with Centralized network. Moreover following blocks connectivity is in progress: • Hazrat Aisha Block • Civil & Social Block- IV • Medical Block • Sharia Block • New Central Library	Completed April 2023

CCTV Control Room A new State of the art CCTV room was established in January 2023. The CCTV Room is equipped with all modern recording & monitoring equipment. The recording & monitoring of 424 cameras are available. 	Completed January 2023
Safe Campus IIU in collaboration with the HEC has deployed CCTV System (Safe Campus) which is the integral part of the Smart Campus Project completed in June 2021. In the Safe Campus Project 97 Cameras installed along with allied accessories and Video Wall.	Completed December 2022
Connectivity of Newly Construction Blocks Connectivity of Newly Constructed Blocks with the Centralized Network. 03 newly constructed blocks have been successfully connected with a centralized network. Moreover, following blocks connectivity is in progress: • Hazrat Ayesha Block	Completed 2022
• Civil & Social Block- IV	Completed 2022
• Shared Block	October 2023
• Medical Block	Will be completed Nov 2023
• Sharia Block	Will be completed Nov 2023
• New Central Library	Will be completed Nov 2023
Ticketing System for Student Facilitation Centre New QMS (Queue Management System) has been installed in the newly established Student Facilitation Centre.	Completed 2023

Computer Lab Upgradation of Faculty of Computing & IT The purchase of 210 state of the art computers for FoC/IT are in process. The tender has been opened and the computers will be delivered to the faculty soon. The funding is provided from the Saudi Fund.	Will be completed Nov-Dec 2023
Establishment of the Language Labs for Faculty of Arabic & Faculty of Language & Literature As per vision of the Worthy President, four state of the art Language Labs will be established in two Phases. In the first phase two Language Labs will be established. One at Faculty Block1 for male students in the Faculty of Arabic, the second will be established in the Shared Block for female students in the Faculty of Language & Literature. The tender has been published. In the second phase two more Language Laboratories will be established. The funding is provided from the Saudi Fund.	First Phase will be completed Nov 2023



LANGUAGE LAB (ARABIC) AT SHARED BLOCK IIUI.

4.4. Human Resource: A Management and Development Perspective

The Directorate of Human Resource Management and Development has been established as per IIUI Organogram approved by the Board of Governors comprising following offices:

1) Office of Human Resource Management
2) Office of Meetings
3) Office of Professional Trainings

The key output/progress/accomplishments of the Directorate of Human Resource Management and Development during the reporting period are as under:

- 07 Selection Boards have been convened (from 92nd to 98th) wherein appointments/promotions of 59 employees have been made on the recommendations of Selection Board duly approved by the Board of Governors.
- 04 meetings of the Departmental Promotion Committee have been convened wherein 1128 employees have been promoted/elevated to next higher scales.
- A number of pending court cases/litigation arising out of service matters have been followed through legal counsel and decisions have been received from the honorable courts.
- Recovery of outstanding pay & allowances in a number of cases from scholars or their guarantors who did not join duties after availing study leave to pursue higher studies and were therefore liable to pay liable amounts to IIUI in terms of personal surety bonds submitted by them.
- Formulation of policies and standing committees on social media usage, anti-bullying, anti-harassment and time management etc.
- Implementation of IIUI Strategic Plan:2022-2026 and IIUI Organogram approved by the BoG for different Faculties, Institutes, Centers, Directorates and Offices of the university.
- Capacity building of 482 employees through 43 training programs as per the training need assessment based on actual requirements of their jobs.
- Managing attendance through job-rotation and online mode during spread of global pandemic of COVID-19 to manage official work.
- Convened a number of meetings of the IIUI Authorities and Statutory Bodies, details of which are as under:

#	Statutory Bodies	Number of Meetings				Meetings held
		2020	2021	2022	2023	
i)	Board of Trustees	01	-	-	-	01
ii)	Board of Governors	02	02	02	01	07
iii)	Academic Council	02	02	03	02	09
iv)	Selection Board	01	02	02	01	06
v)	Finance & Planning Committee	02	01	01	01	05
Total Meetings						28

4.5. Finances of the University

Finance Department is focused to provide financial management, planning and budgeting in support of education, research and to achieve the strategic goals of the University. Additionally, the following goals have been achieved by the Finance Department in the last two years:

- Finance Department has developed a comprehensive software with the help of IT Team. The software helps in recording financial transactions, preparing funds utilization reports, and integrated reports of all financial records.
- Finance Department focused on imparting trainings & educational sessions of the finance personnel. In last two years, several trainings and workshops have been attended by Finance officers/officials to improve their knowledge and professional skills.
- Approximately, 110 Nos. HEC sponsored Research Projects have been completed in the last two years following all core formalities, documentation and utilization.
- Financial reports of HEC Research Projects have been shifted to a new software and now, all the reports are readily available.
- A step was initiated for Biometric attendance of all employees of the University. Finance Department has already shifted its attendance to biometrics for the last two and a half year.
- Payment of overtime allowance/claim has been shifted on biometric attendance system through this activity the University has saved a significant amount in the last two years.
- "API fee collection system" has been adopted/operative and now the students can deposit their fee at any relevant branch of University's designated banks i.e Habib Bank Ltd, Allied Bank Ltd, Bank Alfalah Ltd & Faysal Bank Ltd all over Pakistan.
- Employees are evaluated according to their performance and given assignments according to their expertise.
- The Finance Department is working on 03 Nos. PSDP Projects amounting to PKR's.3,30000 (Million).
- The Finance Department has facilitated the University in importing the highly sensitive Lab equipments from across the Globe amounting to PKR's. 400.00 (Million) approx. and saved around PKR's. 160.00 (Million) of the University.
- Now students are able to print their fee challan from student's portal.
- Conducted the Commercial Audit for the last four years through M/s Crowe, Hussain Chaudhry & Co (Chartered Accountants) nominated by Board of Governors, IIUI under the obligation of "IIU Financial Rules-1992".
- Federal Government Audit (FGA) has been conducted by the team nominated from AGPR, Govt. of Pakistan and completed the audit of fiscal years 2019-20 and 2020-21.
- Special Federal Government Audit (FGA) for last five years has also been conducted by the team nominated from AGPR, Govt. of Pakistan and completed the audit of fiscal years 2018-19 and 2022-23.

- Successful settlement of Audit Observations in Departmental Accounts Committee (DAC) and Public Accounts Committee (PAC), Govt. of Pakistan.
- Conducted actuarial calculation of pension liability of the university employees.
- Various avenues for income generation have been explored. Finance Department has invested the University's funds in different portfolios of higher returns with remarkable increase of PKR's.1, 391.110 (Million) over the last three years.
- Several steps have been taken-out to curtail the expenditure of around PKR's.135.50 (Million) i.e. 30% reduction in POL Charges, revised/ reduced rates of mobile celling, seized Additional Charge allowance policy, introduction of ACs usage policy, strict implementation of medical reimbursement, conveyance & house rent allowance policies.
- Increase in revenue for the university upto PKR's.1200.00 (Million) during the last two years by revision of various fee components/charges for students & employees i.e. transport charges, smart campus fee, thesis evaluation fee, hostel/guest house resource charges etc. which were seized from last few years Revision in the rates of payment for pathology lab tests performed in the "IIU Medical Centre" has been notified.

Contribution to the Financial Sustainability of IIUI (Austerity Measures):

The university has successfully implemented the austerity measure with the guidelines of the Worthy President, IIU and Vice President (A&F) to meet all expenditures within the budgetary position during the previous financial year. For the current year, university have the following austerity measures to fulfill the financial liabilities, detail is as under:-

	Austerity Measure	PKR (In Million)
1.	Full deduction of Conveyance Allowance of Employees for pick & Drop	11.000
2.	Adoption of National Health Card Scheme Govt of Pakistan for Indoor medical treatment	33.000
3.	Reduction of upper limit of mobile ceiling	5.000
4.	Discontinuation of Additional Charge Allowance	6 .000
5.	Conversion of House Rent Allowance Subsidy to House Rent Allowance (for Spouse)	33.000
6.	Conversion of House ceiling to house rent allowance (Spouse)	35.000
7.	30% cut in provision of petrol facility of officers	30.000
8.	Revision of rates/charges of pathology lab tests for employees and students	5.000
9.	Stoppage of honorarium	5.000
10.	Reduction in Photostats & Stationary items.	20.000
11	Stoppage of Chairman/Chairperson allowance	3.000
12	Managed transport vehicle routes (Stay)	35.000
13.	Stoppage of usage ACs from 08 to 11AM and after 03:00PM.	60.000
	TOTAL	**283.000**

The austerity measures taken have successfully added value of PKR's. 283 (million) towards the financial sustainability of IIUI. Using such measures will also be helpful in future to ensure the optimal use of resources available at IIUI.

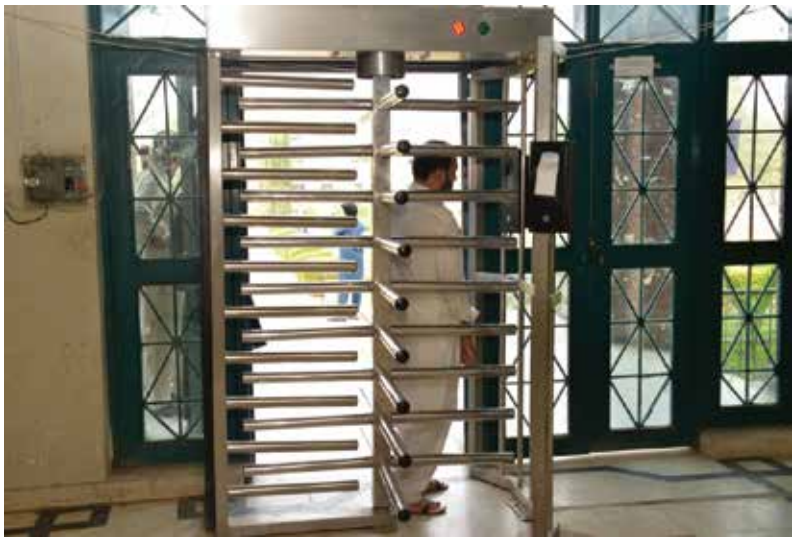
4.6. Purchase and Procurement

The Purchase & Store Section of the International Islamic University, Islamabad, plays a pivotal role in the procurement of goods and services, meticulously following the university's regulations, procedures, and the guidelines of the PPRA (Public Procurement Regulatory Authority) Rules. Over the last three years, from 2020 to 2023, the section has exhibited remarkable performance, finalizing, procuring, and issuing approximately 4000 items in response to demands from various university offices and departments. Several ongoing cases are also at various stages of completion, including assessment by the Assessment Committee and fund confirmation by the Budget Section.

Here are the key accomplishments of the section during this period:

- Establishment of Engineering Labs: The section successfully established dedicated laboratories for the Departments of Civil Engineering, Electrical Engineering, Mechanical Engineering, and the Centre for Advanced Electronic & Photovoltaic Engineering, and SA-CIRBS (Sitara-e-Imtiaz Dr. Abdul Qadeer Khan Institute of Research).
- Lab Equipment Procurement: Procured state-of-the-art laboratory equipment for the Department of Biological Sciences (Female) from the Trust Fund.
- Network Operation Centre (NOC): Set up a cutting-edge Network Operation Centre to enhance IT infrastructure.
- Smart Classrooms: Established smart classrooms at both the Male and Female Campuses to facilitate modern teaching and learning methods.
- Quaid-e-Azam Auditorium Renovation: Successfully renovated the Quaid-e-Azam Auditorium, a significant space for academic and cultural events.
- Fiber Deployment: Deployed fiber optic infrastructure throughout the campus, improving network connectivity.

- Auction of Unserviceable Items: Conducted auctions to dispose of unserviceable items efficiently.
- CMS Award Letter Issuance: Issued Award Letters for the implementation of a Campus Management System (CMS).
- Turnstile Security System: Procured and installed Turnstile Security Systems at Male Hostels and upgraded those at Female Hostels, enhancing security measures.



- VDI Solution: Procured and installed Virtual Desktop Infrastructure (VDI) solutions for both the Male and Female Computer Science Departments.
- Classroom Furniture: Procured classroom chairs for newly constructed academic blocks, ensuring comfortable learning environments.
- Furniture Procurement: Acquired furniture for newly constructed academic blocks and the library, enhancing infrastructure.
- Medical Supplies: Procured medical supplies for the Medical Centers (Male & Female) through a one-year agreement, ensuring health services for students and staff.
- Paint Materials: Procured paint materials for the Project Directorate, IIU, through a one-year agreement, supporting infrastructure maintenance.

- PVC Cards and Consumables: Procured PVC cards and consumable materials for the ID Card Section and Provost Office (Male & Female) through a one-year agreement, streamlining administrative processes.
- Stationary items: Procured stationary items for Central Store (Male & Female) and Faculties/ Departments for smooth functioning of the administrative activities.
- Sanitary Material: Procured sanitary and allied material for Project Directorate Section for upgrading sanitary condition of Hostels Blocks, Faculty Buildings and administrative Buildings

The Purchase & Store Section has demonstrated exceptional dedication and competence in fulfilling the university's diverse procurement needs, contributing significantly to the enhancement of infrastructure and overall efficiency across the campus.
These accomplishments from 2020 to 2023 reflect the team's commitment to excellence and its pivotal role in supporting the university's academic and operational objectives.

4.7. Internal Auditing

The Directorate of Financial Audit is the prime department of the International Islamic University to ensure accountability and fiscal transparency in its operations. The department is expected to bring about improvement and transparency in the financial discipline and internal control environment in all departments to minimize the possibility of waste and fraud. Some of the accomplishments for the reporting period are as follows:

- The expenditure of recurring grants and own sources and other accounts of IIU. Reviewed all construction projects, PC-I of expansion and gradation of IIUI and the Female Student Hostel under the umbrella project.
- Also, deals in HEC, and Foreign Funded Projects. Processed PC-I expenditure amounting to Rs. 2.52 Billion in the F/Y 2020-2023 and Rs. 43.10 Million against the Umbrella Project till F/Y 2022-2023.
- The Audit Dept. scrutinized the bills/ IPCs thoroughly and pointed out many valid observations thereby making all payments as per the approved PC- I rules/ TORs and stipulations.
- Oversaw all the research projects, payments, and claims funded by external agencies like HEC, PSF, etc. The Audit processed all payments for Research Projects inline with the rules and regulations imposed by the funding agency.
- Reviewed all payments related to GP Fund, CP fund, Pension, Welfare fund A/c etc. The audit has computerized all payments of GP, CP and Welfare Fund thereby removing any chance of duplication.
- Examined all Leave Encashment bills of IIU including review of Leave records and payment of Leave encashment bills.
- The audit team thoroughly checked the leave accounts of employees toward the payment of Leave encashment and recommended the amendments found in the leave record.

- Oversaw and examined the verification of monthly pension claims of about 800 pensioners, increase in pensionon a yearly basis. Commutation bills and final payments to each pensioner at his/her retirement. The audit team alsocomputerized all Pension and Commutation calculation records and successfully removed shortcomings in calculations.
- Reviewed the monthly payment on account of all utility bills of IIU.
- Examined the advances, adjustments and reimbursements of indoor Medical treatment. The audit pointed out many discrepancies in Medical bills which were addressed at competent forums thereby saving millions of rupees.
- Reviewed the advance and reimbursement bills for Transport expenses. The audit examined all bills of the Transport Unit and streamlined the procurement made by CTU as per PPRA Rules.
- Checked and passed all the bills of Students including Fee Refunds, Scholarship payments and Security refunds. Audit processed a huge bulk of student bills on a daily basis and streamlined refunds as per university and HEC Rules. In the current year, the Audit team also made it possible to computerize all the records of payments made by the students.
- Vetted the monthly salary of all employees of IIU Main and its Constituent units Rs.3106 million for the Financial year 2020-2021 and Rs.3560 million for the Financial year 2021-2022 and Approx. Rs. 4413.409 Million for the Financial year 2022-23. Audit streamlined the Salary disbursement and automated all salary payments through software.
- Vetted the Part-time teaching claims of all Faculties of IIUI amounting to Rs.243 million for the Financial year 2020-2021 and Rs. 241 million for the Financial year 2021-2022 and Approx. 200.6 Million for the year 2022-23. The audit has stream lined the Part-time teaching bills as per the rules and directions of BOG.
- Vetted the pay fixations of employees of the university by raising valid observations on pay fixations
- Vetted GP/CP fund statements of Officers and Staff members of the university on account of final payments as well as routine advances.
- Vetted the Advances and adjustments related to academic activities and Vetted the Payment related to these valuations (foreign supervisor only)
- Since 2020, the competent authority has directed to perform an Internal Audit of different academies of IIUI at the old campus. So far, the audit dept. has completed the Internal Audit of the Shariah Academy, and the Dawah Academy and currently the Internal Audit of the International Research Institute (IRI) is underway.
- Upon the direction of University Authorities, the Directorate is conducting the Internal/Performance and Operations Audit of different Constituent Units of the University at the old campus and the main campus. The Directorate has completed the Internal Audit of the Islamic Research Institute, the Female Hostel Mess, and the Male and Female Medical Centers. During the course of the Internal Audit, a lot of discpancies were unearthed by the Audit Team by establishing the inefficiencies of the Personnel performing the functions/duties and recommending for the betterment of these departments.

4.8. Campus Infrastructure Management

The main task of the Campus Physical Infrastructure Management Section is to take care of University's physical assets, upkeep the physical infrastructure and to ensure supply of utilities like Gas, Water, Electricity and Telephone etc. During the past two years, several issues critical to the infrastructure management are being dealt rigorously, such as:

Property Tax: The case is subjudice in Islamabad High Court (IHC). The Court has granted stay to the University.

Asphalt Plant: The case is sub judice in Islamabad High Court (IHC). The CDA has field Petition against Islamabad High Court judgment to remove the plant from IIUI Premises.

Darbar Land Issue: The CDA has not yet informed outcome of the inquiry committee constituted by the CDA, Chairman.

Payment of Outstanding bills of Electricity of Faisal Mosque (Rs101 million): The case is regularly followed with CDA. D.G (Works) CDA has forwarded the request of the University to their Maintenance Division.

Construction of Remaining Service road around IIUI/H-10: The matter is under process for approval at CDA. The work will be tendered by CDA after approval.

Extension of Lease of Kuwait Hostel Land: The CDA has reduced their claim of Rs.752 million to Rs.110.000 million. They were requested to further reduce it to Rs.70 million by excluding un-justified claims.

Annual Ground Rent (AGR) issue with CDA: The CDA claimed Rs.260 million as Annual Ground Rent up to June 2021. The CDA has been requested to charge token ground Rent of Re.1 per Acre per year as mentioned in the Lease Agreement.

Water and Conservancy charges claimed by the CDA: The CDA has claimed Rs.113 million. The water supply has been disconnected by CDA since 2010. It was informed to CDA that no water charges are payable by the University. However, conservancy charges are required to be settled with CDA.

Maintenance of Faisal Mosque: The work of repair of Faisal Mosque has been approved by the CDA authorities. It will be carried by them.

Carpeting of Dual Carriage Way leading to IIUI's Main Gate: Carpeting of Dual Road has been carried out by the CDA.

Linking of Service Road north (IIUI) of H-10 with Service Road North of H-11 to facilitate access to IIUI to Police Line Chowk at Srinagar Highway: the Service Road has been linked by the CDA. However, Carpeting of this portion is yet to be done by CDA.

Carpeting of Service Road North and road portion from IIUI Entrance/Boundary wall to Srinagar Highway: The work will be carried out by the CDA after approval of funds as informed by concerned Deputy Director (Roads), CDA.

Development of Rain Water harvesting sites for ground water recharge: Two Rain Water Harvesting sites have been developed by Pakistan Council of Research in Water Resources (PCRWR).

KING SALMAN MASJID

His Highness the custodian of the Two Holy Mosques, King Salman bin Abdul Aziz has decided to build King Salman bin Abdul Aziz grand mosque at the New Campus of the International Islamic University. The concept of the design of the Mosque is inspired from the verse no 35 of Surah An-Nur "Allah is the light of the havens and the earth". This huge complex will also be a hub of research, dialogue and learning where scholars and students will benefit from the facility.

Establishment of National Academy of Cricket at IIUI

The HEC has assigned establishment of National Academy of Cricket at IIUI as a part of umbrella project approved for different universities. The cost approved by the HEC is Rs.115.531 million. Later, the cost was enhanced by HEC to Rs.132.561 million. The designing and supervision work have been assigned to M/s NESPAK. The revised BOQ's for the building and ground are being prepared by NESPAK along with tender document. The work will be tendered after finalization of BOQ's and drawing by NESPAK.

Green Campus

The IIU Horticulture Department is working hard to turn its campus into a fully green campus. With its focus on the floriculture, flowers, oxygen producing and shady plants, and lawn grasses have been grown making the land beautiful, attractive, charming and soothing. The International Islamic University, Islamabad Campus covers about 700 acres of land and 60% of it is green area. About 5000 different types of rockery plants from our own maintained nursery were planted near the CDA Gate, Gate No. 1 and 2, Faculty Blocks, Male Hostels, Teacher's club, Old campus, Female campus and hostels. Environment and Mangrove Protection "SEMP" donated 10500 plant saplings which were planted in different areas of the University. Also; NARC provided 7000 Olive plants which were planted in front and back areas of Admin Block and on the backside of the under construction Medical Center. Besides, several initiatives have been taken to address the solid waste management in the University.

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4.9. Protocol & Public Relations: An External Window of IIUI

The office of Protocol and Public Relations (P&PR) is known as the face of the International Islamic University Islamabad (IIUI). The P & PR office mainly deals with two main domains, firstly, Protocol and secondly, Public Relations. Both of the portfolios have a unique duo to achieve goals as sometimes both are hand to hand and sometimes tasks are different in nature.

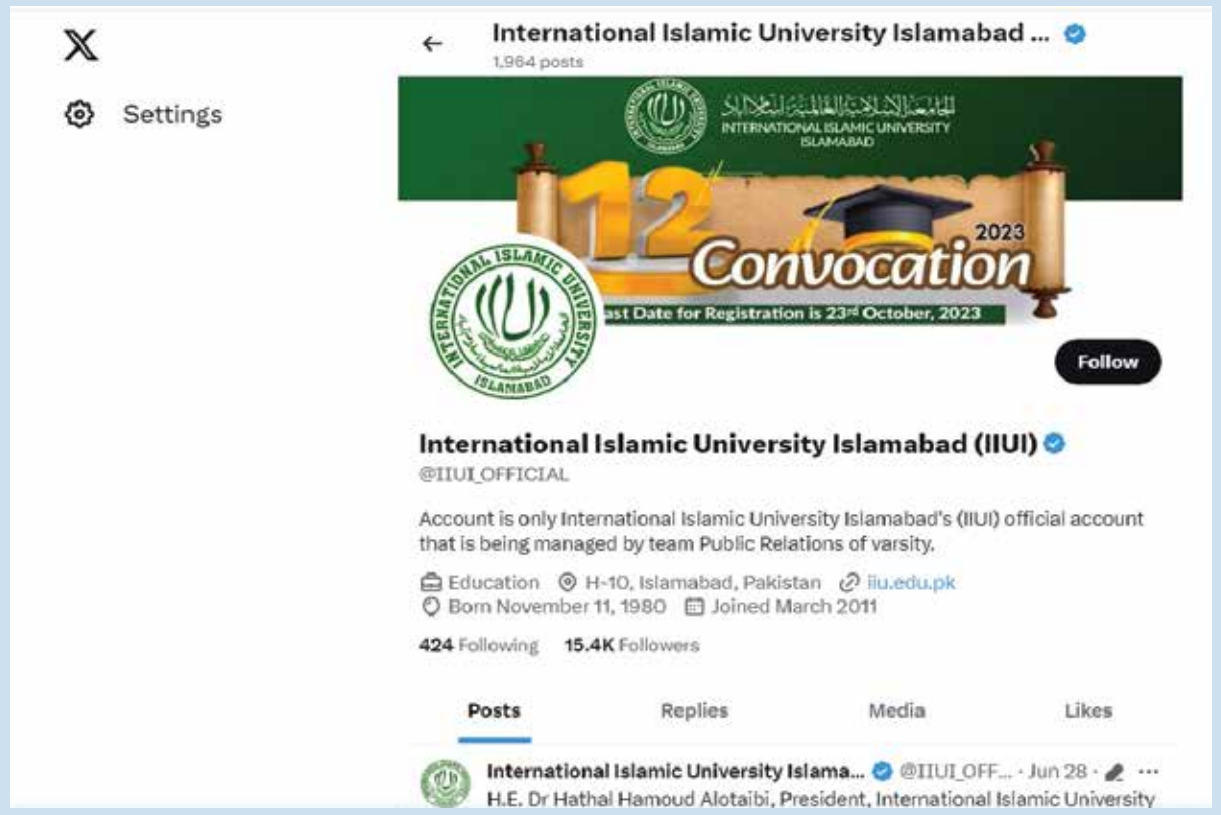
Advertisements: In 2020, the department has reconciled around 10 million rupees that was an unattended issue and the university was about to be suspended being a client at the Press Information Department. This was done in the absence and severe shortage of the staff amid Covid-19.In the previous two years, the department has been busy in managing the cash flow of the advertisements, its releases, its payments and coordination with university's finance.

Media Campaigns: Press Information Department and advertising agencies that approximately include dealing of more than 10 million rupees in the form of admission campaigns, advertisements of vacancies, advertisement of tender notices, advertisement of short course, show cause notices, etc. The department keeping in view the university austerity drives and shrinking budgets, has readjusted its media campaigns/ brand activities. The most mentionable achievement in the year 2023 is the paid image building campaign of the important events such as a series of inaugurations by Worthy President IIUI that was disseminated in the form of generic posts, and videos on facebook and twitter.

News and Media Management: In previous two years, around 700 or more news have been uploaded on the university website. The IIUI is one of the most published Universities in terms of promotional news and press releases. The clippings of the university's published news are in hundreds and the university gets published in around 150 news items of Urdu and English dailies every month. In the previous two years, the university faced many witch hunts, defamation campaigns and media crises in which the University Public Relations Department timely disseminated the most balanced and truthful rebuttals as and when needed to nullify the ambiguities. Further; the most recent admission campaign was hailed across the campuses due to strong themes and utilization of all forums such as YouTube, Twitter, Instagram, Face book and Google Ads.

Social Media: The P&PR department after a work of years has managed to establish one of the most populated pages of universities across Pakistan with over 244,000 followers and it is being updated by the team within limited resources on a daily basis. The team P&PR has also managed to verify the twitter account of the university that is also updated on a daily basis and it is also getting populated with the passage of time with the efforts of our officials as it now has over 15 thousand followers.

In addition, keeping in view the importance of new media forums, in 2023, special emphasis was given on Instagram and now it has gained an audience of around 9 thousand followers to date. In the previous two years, there are 4 major campaigns that have been managed organically and on payment basis as well by this office in addition to day to day routine based promotional and constructive happenings and rebuttals of the defamatory contents.



Protocol: The department in previous two years, dealt with a number of international and national events, delegations, refreshments, dinners, luncheons, Hi-tea arrangements, allied arrangements of carpets, screens, chairs catering and marquees right from the start of previous years when university decided to go for new strategic plan. There are a number of events of high and low profile visits including international delegations where such up to the mark arrangements were made as per desire of the respected authorities.

Guest Houses and Auditoriums: Since the department has been given a responsibility to deal with the auditoriums and guest houses, in previous three years, dozens of private and official programs were booked and coordinated after a due process of approval. The department also managed the bookings of dozens of the university officials at the Khanaspur venue in addition to the bookings of the IRD, Dawah guest house and auditorium complex bookings. The IRD facility was also utilized for the stay of the honorable members of the selection boards and statutory bodies. It is pertinent to mention here that for the first time in the history of university, the income of the IRD guest house has raised from 1.5 million to 3.5 million in the reporting period.

4.10. The Directorate of Services

The Services Department is also part of the new initiatives taken in the last one year. It has been performing prescribed duties pertaining to different kinds of services to the university students and employees in an efficient manner. It pertinent to mention here that during the said period Services Department has recovered/earned more than twenty million other than regular monthly income from different commercial setups operating in IIU. Some of the achievements made in the years 2022-23 of the office are as follows:

Installation of Vending Machines in IIU Premises:

Vending machines have been installed at various locations of male and female sides to facilitate the students and employees of the university. Initially, five machines have been installed and the number of machines will be increased gradually.

Rent agreement with HBL Bank

As per agreement tent free period of HBL bank was 10 years and it expired on 2018. The matter of rate of rent was taken up by Services Department and pending amount of Rs.4,500,000/- was recovered and it was decided at the time that w.e.f July 01, 2021 to onward all the banks operating in IIU will be dealt at par i.e; Rs.125 per square foot which has boosted the rental income of the University.

Extension in Lease Agreement of ABL Bank:

Deed of lease/agreement with Allied Bank Limited has been extended and signed @125 rupees per square foot. The services department recovered from the ABL Bank, IIU a pending amount of Rs. 1,583,082/- which the rental income as part of the revenue.

Installation of Zong BTS tower in IIU:

The Zong BTS tower has been installed on rent of Rs.1500,000/- per annum. Outstanding amount of Rs.2,122,152/- was recovered from CMPAK ZONG on account of annual rent for the period of June 01st 2022 to May 31st 2023 for ZONG BTS TOWER installed in premises of the University.

Extension in Lease Agreement of Ufone BTS Tower:

Ufone BTS tower was installed in IIUI premises in 2019 but the company was neither paying the rent, nor willing to sign the extension agreement. Later on, all outstanding amount of Rs.5,151,173/- was recovered and extension was also signed with mutual understanding.

Recovery of rent arears from First Women Bank, IIU

First Women Bank, IIU was operating in the University without paying any monthly rent on the basis of rent-free agreement signed with the University in 2003. However, the matter was taken up with the administration of Bank and made them agreed to pay monthly rent @125 rupees per square feet. Total amount recovered from FWBL is Rs.665,000/-, till their eviction from the University.

Deed Agreement with Bank Alfalah Limited (Islami)

On eviction of First Women Bank from the Premises of the University, a leading bank named as Bank Alfalah Limited (Islami) was contacted to serve the IIU community. After procedural correspondence, the agreement has been signed @83500/- monthly rent with 10% annual increase and branch & booth of Bank Alfalah Limited (Islami) has been opened and started to serve the IIU community.

Hostel Allotment

Provost office has achieved the target of maximum seat allotment after the Covid-19 and almost 3200 students have been allotted the seats in Hostel.

Renewal Process in the Hostels:

In every semester the provost Office renews the seats of hostel students. Almost 90 % seats were renewed, and fee was collected accordingly.

Turnstile Gates for the Hostels:

Turnstile gates were installed and all the data of the 3200 students were entered in the Middle-ware Software.

Hostel Employees and National/Foreign students Sports Activities:

The provost Office has scheduled and arranged the Hostel Employees Cricket Tournament in November 2021.

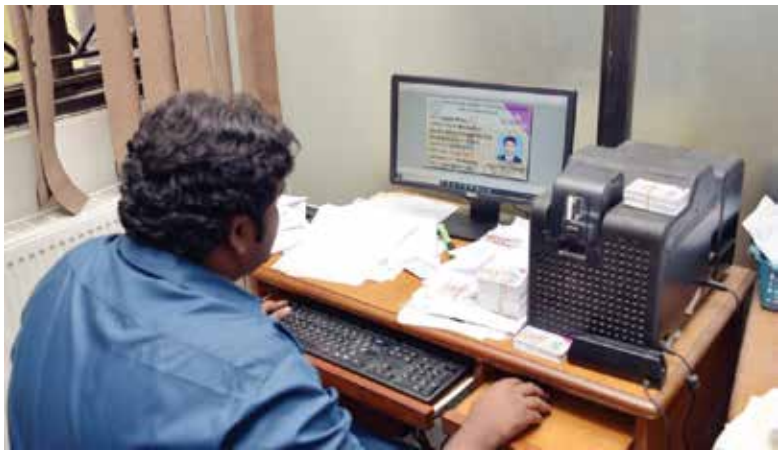
It also arranges the Sports Gala for local and foreign students. The Sports Gala 2023 at IIUI organized was by the sports section of the Directorate of Students' Affairs. As many as 1000 students from 11 faculties of universities participated in it. The games include competitions of tug of war, table tennis, badminton, volleyball, basketball, cricket, football, hockey, chess and competitions of athletics.

The event was inaugurated by President IIUI H.E. Dr. Hathal Homoud Alotaibi. The opening ceremony was also attended by university Vice Presidents, Deans, DGs, Student Advisors male, Incharge female campus, students' advisor female, senior faculty members and a large number of students.

Dr. Hathal Homoud Alotaibi said that this is the best platform for students to showcase their talent. He vowed such constructive activities shall continue in future as well.

Hostel Card Printing:

The provost Office has printed almost 3200 hostels cards in every semester, always in time. All other routine matters of Mess, Cleanliness, and Maintenance of the Hostels were also monitored regularly by the provost Office.



Deed of Site Sharing Agreement M/S Telenor, Pakistan:

The proposal of M/S Telenor regarding sharing of the site- IIB239 with M/S Ufone (8115) to make separate agreement w.e.f February 01, 2022 to January 30, 2032 was approved by the competent authority of the University. After due procedure, the site sharing agreement has been signed and annual rent of Rs.3,150,000/- per annum has been received for the year 2022-23 & 2023-24 with 10% annual increase.

Deed of Agreement with Newly Awarded Contractors

On the successful completion of due process of Expression of Interest (EOI), different food and non-food setups have been established / operationalized in the University. Total monthly rental income from newly established/operationalized setups is Rs.644,500/-.

New Cafeterias in Male Campus

The University cafeterias play an important role in shaping the positive behavior of students and employees of the University. Since a long time, the improvement in condition of cafeterias at IIU was much needed. There were limited variety of food and beverage options, the meals and inadequate capacity were increasing the level of dissatisfaction among community of the University and providing satisfactory food services had been challenging.

As per vision of Worthy President, IIU, despite these challenges, there are always opportunities to enhance student's & employees' satisfaction by bringing good quality food providers and establishing new cafeterias to improve the environment, wide variety of food and beverage options, adjusting the prices and seating capacity, for the students and employees of the University.

In the light of vision of Worthy President, IIU, the Services Department has taken initiative to improve the environment of cafeterias at IIU by advertising new cafeterias to be established/renovated in the premises of IIU for provision of good quality and hygienic food services to the students and employees of the University.

In continuation, following food/non-food setups were advertised and top-quality service providers were awarded contracts accordingly, to serve the IIU community. Some of the achievements made in the years 2022-23 in this regard, of the office are as follows:

(1). ANAA CAFÉ (FOOD STREET) IN FRONT OF "C" BLOCK

The newly established food street for the students of the university at male campus was inaugurated on September 14, 2023 (Thursday) by H.E. Dr. Hathal Homoud Alotaibi, President, International Islamic University (IIU).

The guest of honor Capt. (Retd.) Anwar ul Haq, Chief Commissioner / Chairman CDA/ was also accompanied by the President. The food street has been established to provide a variety of food to students such fast food, traditional dishes and beverages with best dining facilities in the light of the vision of IIUI President to facilitate the students on top priority.

(2). The Jungle Hut Refreshment Center at Female Campus, IIU

H.E. Dr. Hathal Homoud Alotaibi, President, International Islamic University (IIU) on September 21, 2023 (Thursday), inaugurated the newly established Jungle Hut Refreshment Center at female campus of university.

The food street has been established to provide a variety of food to students such fast food, traditional dishes and beverages with best dining facilities in the light of the vision of IIUI President to facilitate the students on top priority.
The President, IIU visited all the food chains, stalls and cabins dedicated to different food items. The IIUI President also met with the students whom he told that the IIUI leadership is focusing to provide international level facilities to the male and female students. He said more such facilities will be included in the near future and said that more such Cafes will be inaugurated.

(3). The King's Café at Boy's hostel behind Habib Bank Limited

A cafeteria to serve the students of boy's hostels, IIU at new campus has been established and operationalized since September 01, 2023.

(4). The Islamic Nutrition Hub at Students' Facilitation Center, IIU

A cafeteria to serve the students of boy's hostels, IIU at new campus has been established and operationalized since September 01, 2023.

(5). Admin Block Canteen at Faisal Masjid Campus, IIU

A cafeteria has been established/renovated and operationalized to serve the students and employees of the Constituent Units of IIU at Faisal Masjid Campus, since August 15, 2023.

(6). Kuwait Hostel Cafeteria at Faisal Masjid Campus, IIU

A cafeteria has been established/renovated and operationalized to serve the students and employees of the Kuwait hostel, Faisal Masjid Campus, IIU, since September 01, 2023.

(7). Tailoring Shop at Student Activity Center (Male), IIU

A tailoring shop that is established for the facilitation of IIUI students and officials in the light of the vision of Worthy President Dr. Hathal Homoud Alotaibi, was inaugurated by Vice President Administration and Finance Dr. N.B. Jumani.

(8). Agreement Signed between IIUI & Coca-Cola Beverages Company-Pakistan

The practice of buying unhygienic beverages were causing very serious health issues to students and staff of the University. So, this practice was much needed to be stopped. Moreover, generation of income from other sources, without compromising on quality, is the necessity of time.

In continuation, an agreement has been signed between IIUI & Coca-Cola Beverages, Company-Pakistan for provision hygienic authentic beverages to the community of IIU. In response on achieving s specified sale target of beverages of Coca-Cola, a handsome amount i.e Rs.3,200,000/- (Rupees 3.2 million) would be received to IIU on achievement of every 40,000 physical cases.

Corporate Social Responsibility/Donation received from the Contractors

The successful contractors of the setups have committed to contribute in the development of the University in shape of donation/corporate social responsibility as per following detail:

S.NO	NAME OF SETUP	CSR/DONATION
1.	Jungle Hut & Refreshment Center, Near Hazrat Maryam (R.A) Block, Female Campus	As per requirement, he will have to work of amount Rs.10,00,000/- in the University
2.	Smart Choice Cafeteria & Refreshment Center, At Block-C, Male Campus	Maintenance of Mosque of Rs.800,000/- 04 Water Coolers of Rs.400,000/- Donation for fruit Trees of Rs.200,000/-
3.	Students Café, behind HBL, IIUI	Rs.750,000/- Cheque
4.	PC WORLD Photostat	Rs.100,000 Cash
5.	Safeer Photo state at FMS BLOCK F.C	Rs.100,000 pay order
6.	MS Fouzia Photostat	Rs.100,000 pay order
	TOTAL	**Rs.3,450,000/-**

Moreover, the President, IIU has constituted a committee for transparent and genuine utilization of amount of CSR/Donation.

Strategic Plan

Aligning with the Strategic Plan

2022-2026

IIU's Strategic Plan (2022-26), its Implementation & Organograms and Futuristic Outlook

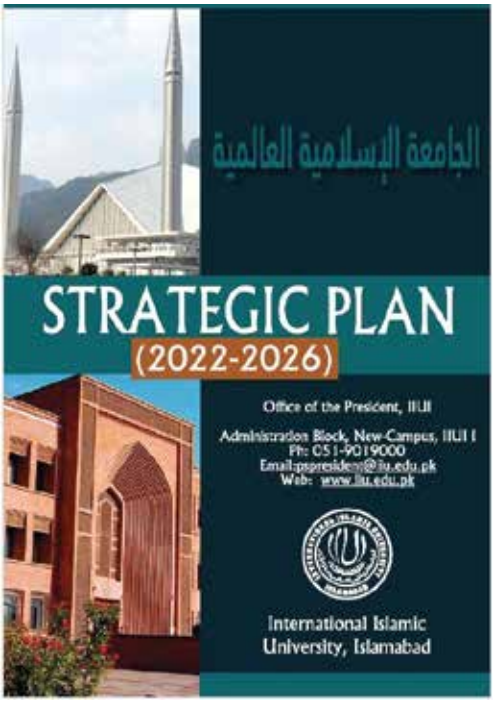
5.1 IIUI Strategic Plan (2022-2026) A –Way forward for the University

In view of the directives from the BoT's last meeting and the vision of the President, Dr. Hathal Homoud Alotaibi, the new strategic plan (2022-2026) of International Islamic University was prepared after a thorough SWOT analysis and extensive exercise and suggested six target areas prioritized for the next four years:

Growth and Academic Excellence	*Improve the Quality of Life at the Campus*
Research and Collaboration	*Digitization of the University*
Financial Sustainability	*Improving the Governance and Internal Control Mechanisms*

These areas have been conceptualized on the basis of the following two basic requirements and deliberations upon them:

1. The socio-economic, technological, political, and natural environment of Pakistan as well as international trends.
2. The governance of the university and changes in the stakeholders' expectations. The trends and gaps identified led to the prioritization of the above six areas for a better utilization of the IIU resources.

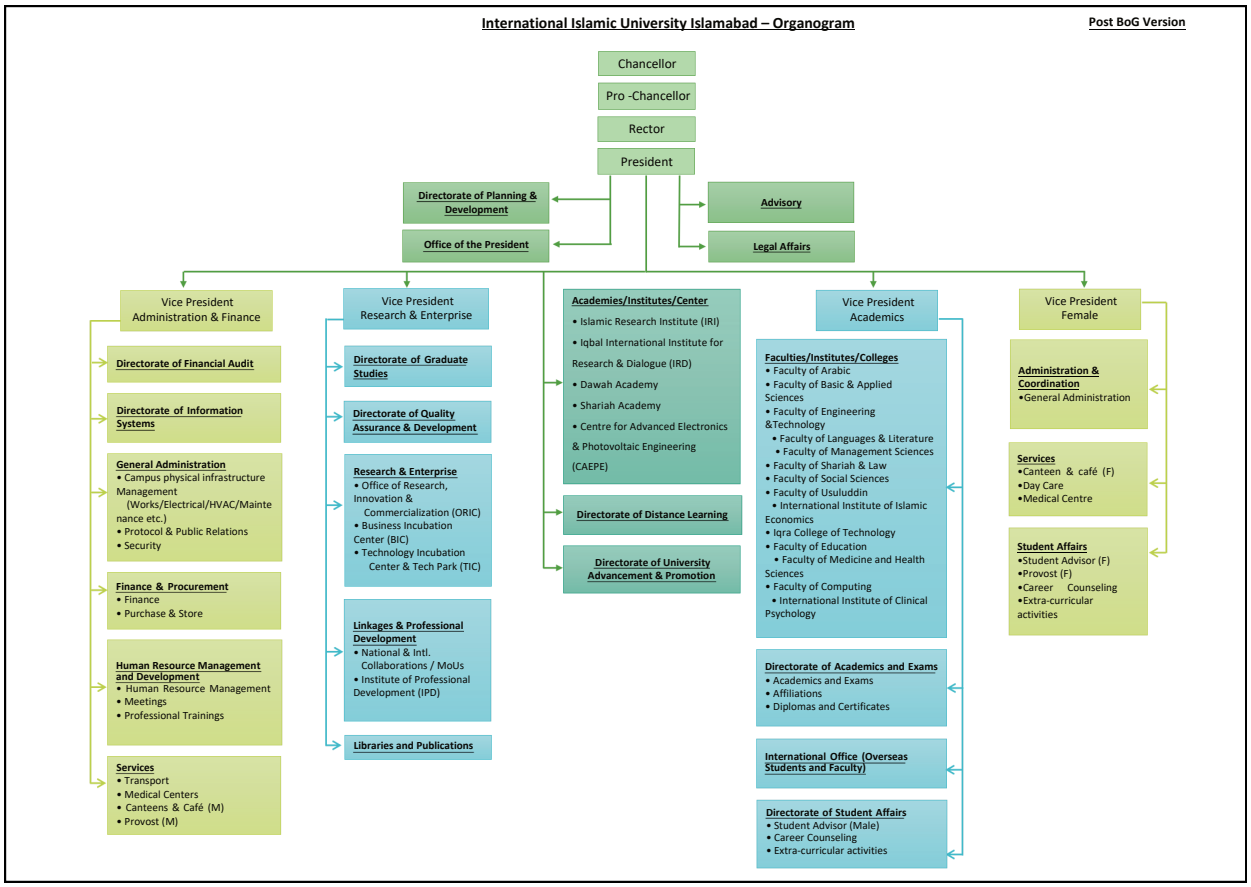


To add clarity to the objective, priorities have also been identified followed by goals, sub-goals, strategies, and specific interventions to achieve the goals. Key performance indicators (KPIs) have also been assigned to each sub-priority area **(Annexure 1).**
While preparing this strategic plan, at the fore front of our minds were the major strengths of IIUI including its Islamic character, location, diversity (our international character), priority access to the market, and the spacious and rich infrastructure. It was also suggested as to how to build on these strengths and overcome the risks posed to its sustainability.

The strategic plan (along with the new university organogram) was approved by the University's Board of Governors in its 87th meeting held on 15th April, 2021.

5.2 New Organograms

On the initiative of the President of the university, Dr. Hathal Hamoud Al-Otaibi, the University constituted a committee for the development of the IIU Strategic Plan 2022-2026, 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. As per the direction of worthy President, IIUI the committee incorporated the analysis from the individual faculty/administrative functional unit 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.
The workshops held in this regard also discussed the current IIUI Organogram, which needed a revision for quite some time. As a result of these great efforts and continuous work, a new organisational map (IIUI New Organogram) for the University was produced. It was approved (within the University's new Strategic Plan 2022-2026) by the Board of Governance at its 87th meeting held on April 15th, 2021.



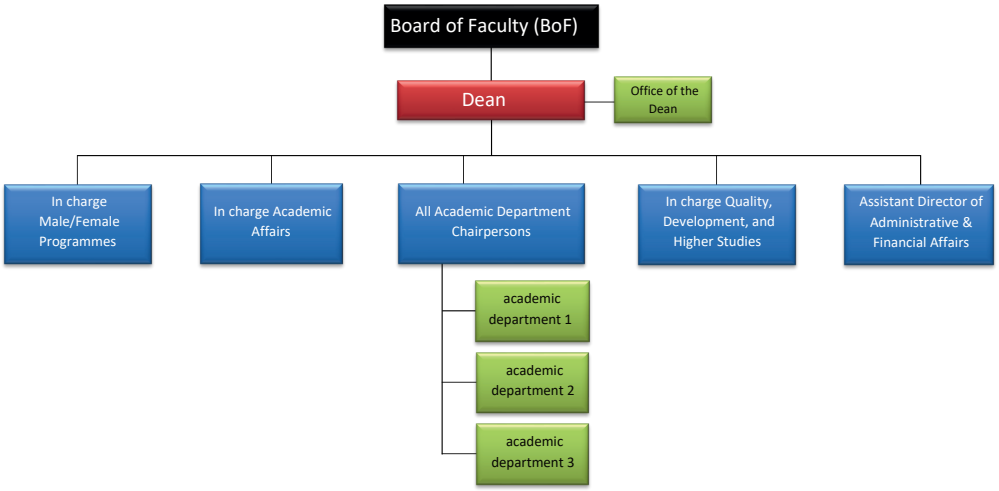
Similarly, in Phase-II, workshops in all nine (09) faculties (now 11) for the preparation of departmental and faculty organograms and their Strategic Plans were held. It is worth men- tioning here that, there were no uni ed organograms for both the faculty and department; thus, it was the need of the hour because of being a large university having more than 40 teaching departments (with separate faculty members at male and female campus) as well as 11 faculties covering disciplines from basic sciences, engineering, economics to Islamic Stud- ies, Shariah & Law, and languages, it was direly needed.

After an extensive exercise for the development of the organograms for the university, its faculties and teaching departments, the Strategic Plan Committee with the approval of the President of the university, nalized the three organograms, in addition to specifying the Job Description for each unit. The idea and main driver for the development of restructuring of the University units was to streamline the reporting channels and tasks of individual section/o ce/department/directorate. Beside that, involving all University sta and department members in decision-making process. Also, creating and activating the various committees in the scienti c department with the participation of all faculty members, and most importantly establishing the Departmental Board (DB), giving it the importance that it deserves in the decisions issued by the department, and not leaving decision-making to the department chairperson alone.

Similarly in Phase-III, workshops were held in six (06) academies/institutions such as Iqbal International Institute of Research & Dialogue (IRD), Islamic Research Institute (IRI), Institute of Professional Development (IPD), Dawah Academy, Sharia Academy, Libraries and Centers for the preparation of their Strategic Plans, organogram along with their job descriptions.

Organogram of a Faculty

Feb 2022



Board of Faculty

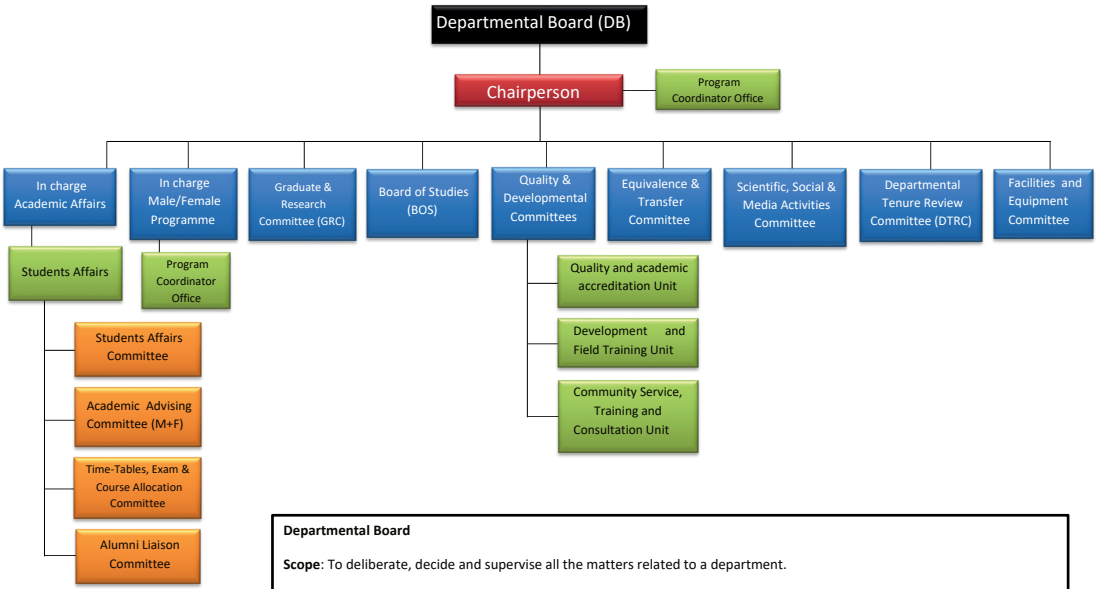
Scope: To deliberate, decide and supervise all the matters related to a faculty.

Members: As per IIU Statutes.

Co-opted Members: In charge Academic Affairs, In charge male/female programmes, In charge Quality, Development, and Higher Studies.

Organogram of a Department

Feb 2022



Departmental Board

Scope: To deliberate, decide and supervise all the matters related to a department.

Members: Chairperson of a department (Chair), In charge Academic Affairs, in charge male/female programme, and all PhD holders in the department.

5.3. Strategic Plan Implementation Cell (SPIC)

Strategic Plan Implementation Cell (SPIC) was established with the approval of the Worthy President, IIUI. The newly formed office has been operational since March,2022. The core function of SPIC is:

- Periodical assessment/ measures taken to ensure swift implementation of university-wide Strategic Plan 2022-26.
- Generate KPI Attainment report for Higher Authorities (thrice a year + 1 annual report for the BoG).

The SPIC team prepared an action plan template for all functional level offices/ departments and has been able to create a conducive and congenial environment through coordination with all the offices holding various capacity building activities including meetings with individual offices as well as a week-long workshop for all academic and administrative offices, to provide guidelines on preparation of four-year Strategic Plan and an Action Plan (2022-23). SPIC has provided training to 98 functional units to develop their strategic plans and subsequent action plans.

5.4. Implementation of IIU Strategic Plan (2022-26) and KPI Mapping (1st July 2021- 31st December 2022):

Strategic Plan Implementation Cell (SPIC) carried out IIU Strategic Plan (2022-26) KPI Mapping Exercise in the month of May 2023 for the mapping period 1st July 2021 – 31st December 2022. To ensure effective implementation, the SPIC team prepared and shared a KPI Mapping Tool Kit. The concerned functional units (categorized as the Primary Responsible Departments (PRDs)) carried out the self-assessment scoring exercise on the Google form while looking at the criteria in the KPI Mapping document and gathered evidence/ documents as per the relevant KPIs. The results and documentary evidences were then endorsed by the concerned Implementation Focal Point (Office of the President and all Vice-Presidents) who shared them with SPIC.

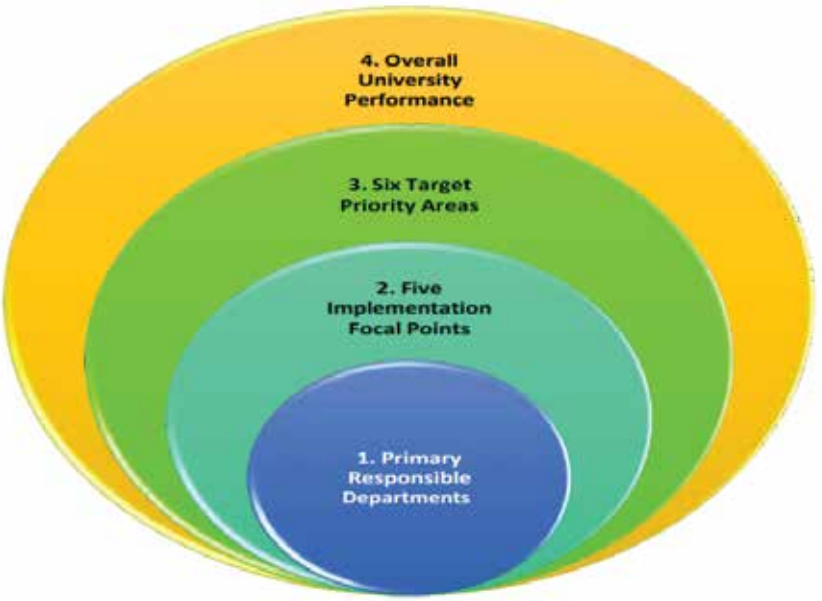
Overall data collection and evaluation was done in 4 Steps shared below and presented through a detailed report Primary Responsible Departments (PRDs)

1. Five Implementation Focal Points (IFPs)
2. Six Target Priority Areas of IIU Strategic Plan
3. Overall university performance for the concerned mapping period

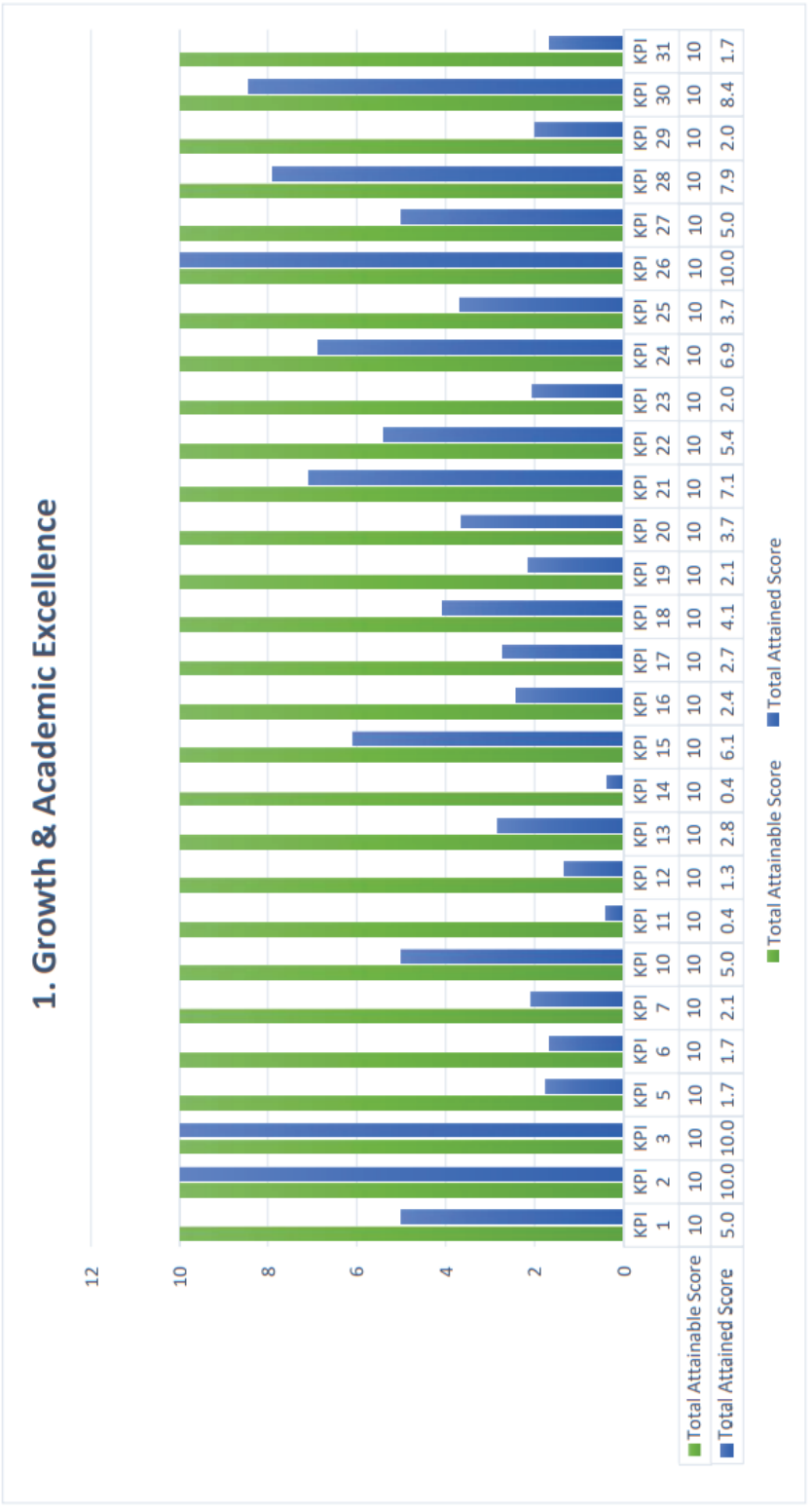
A comprehensive report is prepared separately, however, a summary is being presented as following:

Through the 04 Steps of quantifying the information provided by relevant PRDs and IFPs under Six Target Priority areas of IIUI Strategic Plan (2022-26), the overall performance and achievements IIUI has achieved for the concerned mapping period (1st July 2021 – 31st December 2022) shows a positive growth in major areas with a room for further improvement in years to come. The table below provides brief outputs on the performance achieved through each Target Priority Area for the concerned mapping period against the targets that were committed when the IIUI Strategic Plan (2022-26) was approved by the BoG in 2021

Target Priority Area	Total KPIs	KPIs Addressed	Total attainment	
			Committed (2022-2023)	**Attained (2022-2023)**
1. Growth & Academic Excellence	31	28	Target 40%	43.4%
2. Research & Collaborations	31	27	Target 20%	62.7%
3. Financial Sustainability	15	7	Target 5%	16.9%
4. Improving Quality of Life on the Campus	9	9	Target 45%	47%
5. Improving Governance & Internal Control Mechanisms	8	4	Target 15%	17.1%
6. Digitization of the University	10	4	Target 20%	35%



Target Priority Areas	% Attained (2020-2021)	% Target Set (2022)	% Attained (2021-2022)
1. Growth and Academic Excellence	34.59	40	43.4
2. Research & Collaborations	18.37	20	62.7
3. Financial Sustainability	1.24	5	16.9
4. Improving Quality of Life on the Campus	36.90	45	47.0
5. Improving Governance & Internal Control Mechanisms	3.13	15	17.1
6. Digitization of the University	10.50	20	35



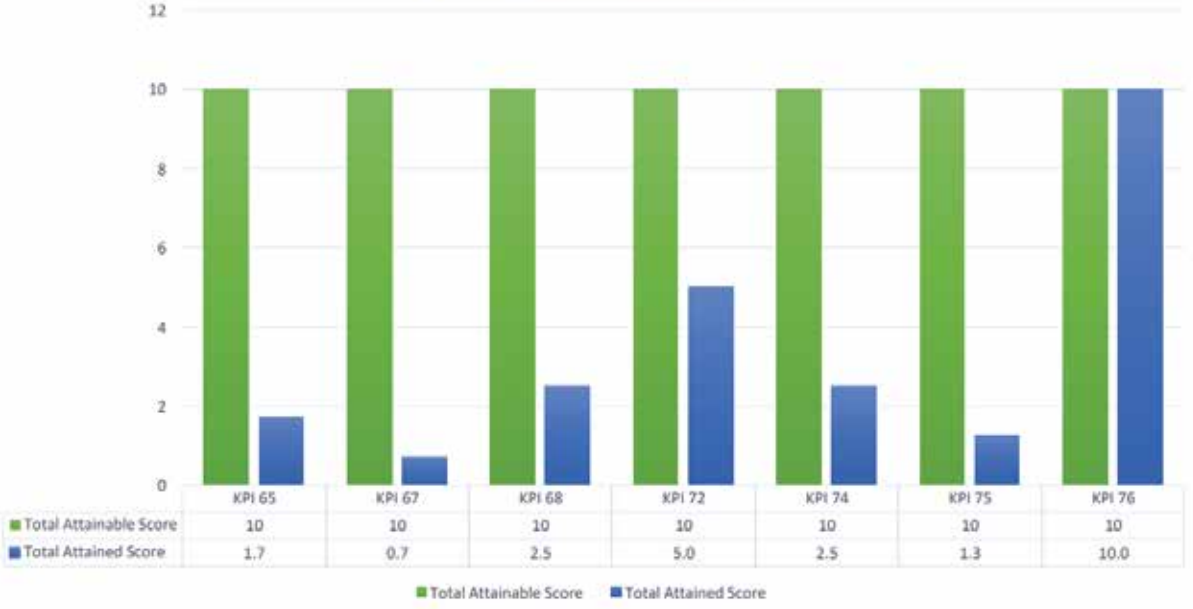
Total KPIs	KPIs Addressed	Attained Score	Total Attainable Score	(%)
31	28	4.34	10	43.4

2. Research and Collaborations

	KPI 32	KPI 33	KPI 34	KPI 35	KPI 36	KPI 37	KPI 38	KPI 39	KPI 40	KPI 41	KPI 42	KPI 43	KPI 44	KPI 45	KPI 46	KPI 47	KPI 48	KPI 49	KPI 53	KPI 54	KPI 55	KPI 56	KPI 58	KPI 59	KPI 60	KPI 61	KPI 62
Total Attainable Score	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
Total Attained Score	10.0	10.0	5.0	5.0	2.5	10.0	5.0	5.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	5.0	2.5	10.0	7.1	3.2	1.3	10.0	10.0	10.0	2.9	8.0	2.0

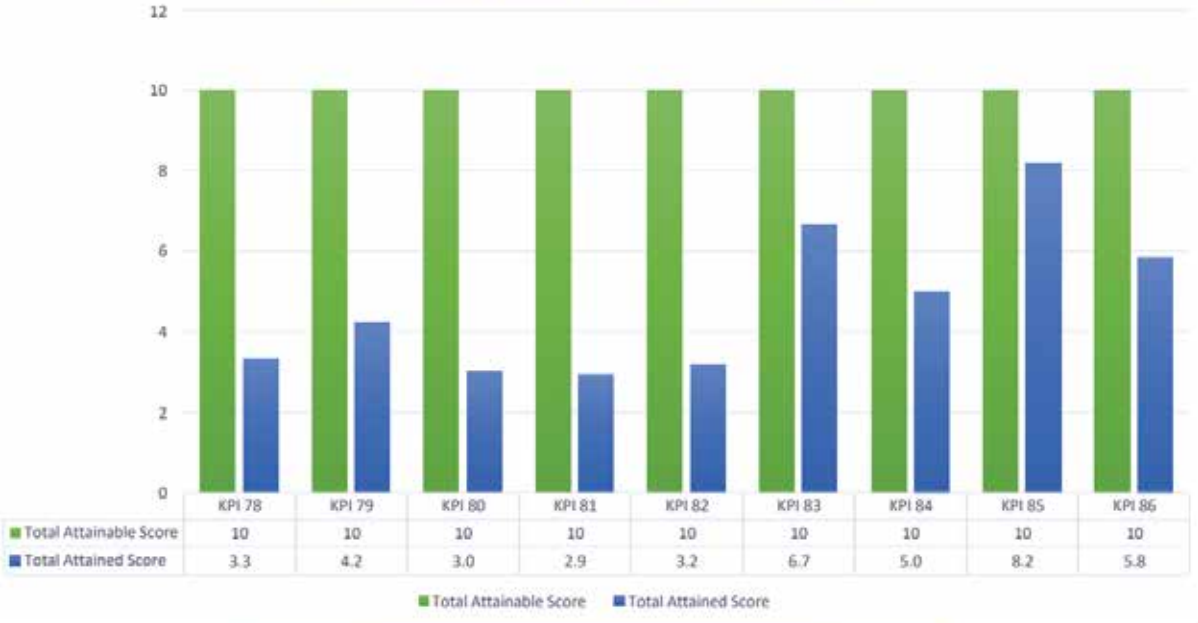
Total KPIs	KPIs Addressed	Attained Score	Total Attainable Score	(%)
31	27	6.27	10	62.7

3. Financial Sustainability



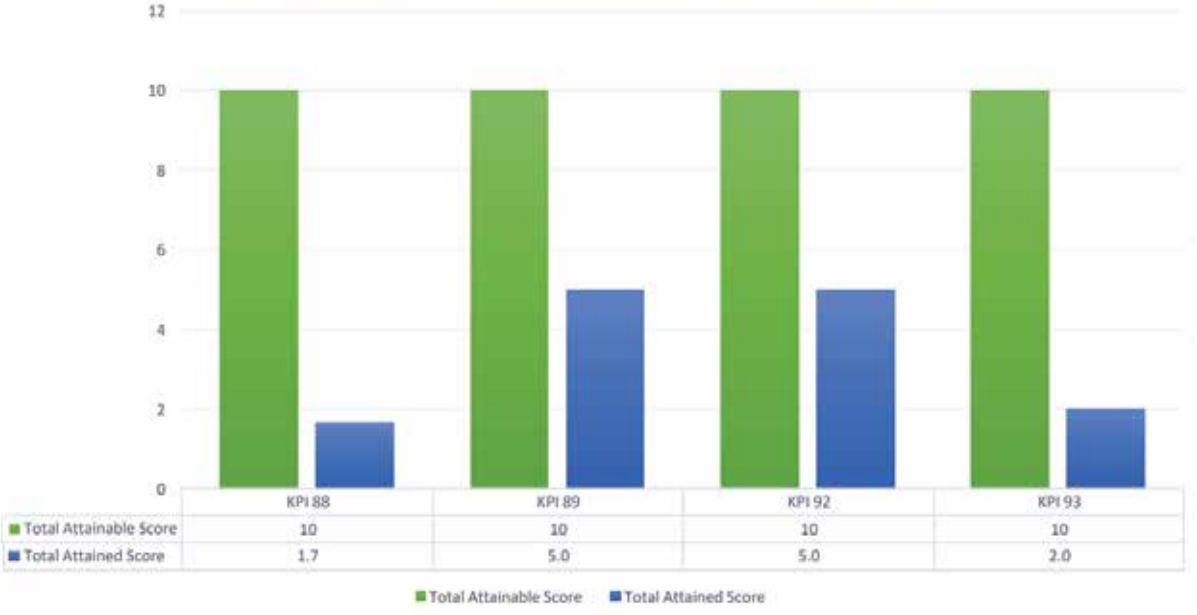
Total KPIs	KPIs Addressed	Attained Score	Total Attainable Score	(%)
15	7	1.69	10	16.9

4. Improving Quality of Life on the Campus



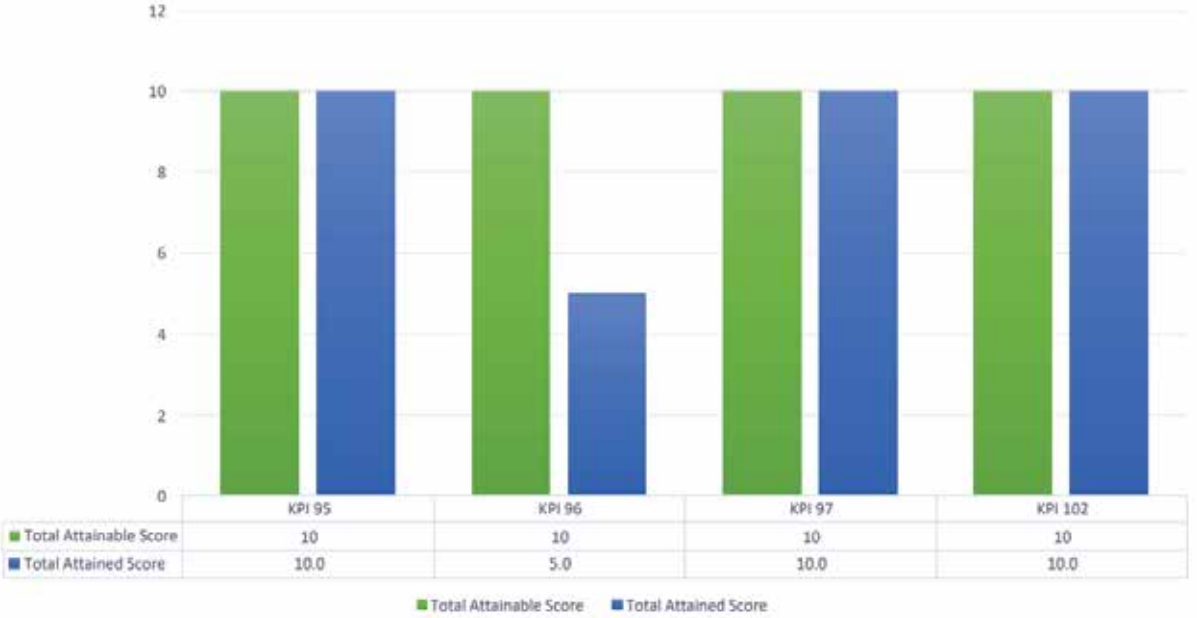
Total KPIs	KPIs Addressed	Attained Score	Total Attainable Score	(%)
9	9	4.7	10	47

5. Improving Governance & Internal Control Mechanisms



Total KPIs	KPIs Addressed	Attained Score	Total Attainable Score	(%)
8	4	1.71	10	17.1

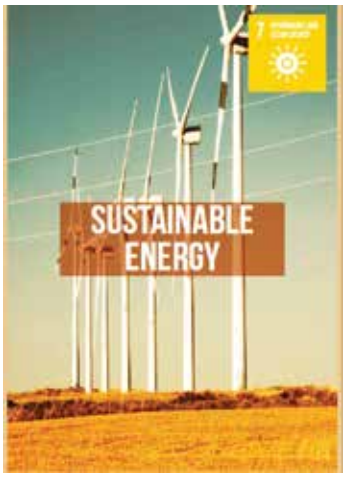
6. Digitization of the University

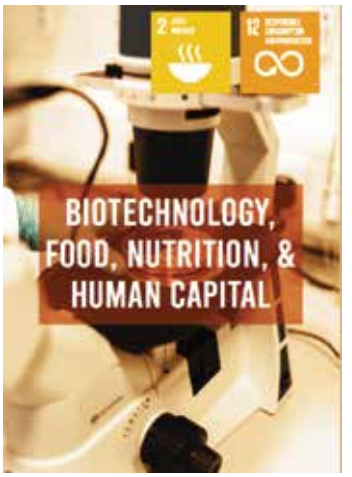


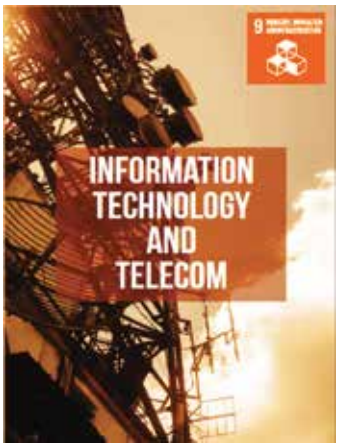
Total KPIs	KPIs Addressed	Attained Score	Total Attainable Score	(%)
10	4	3.5	10	35

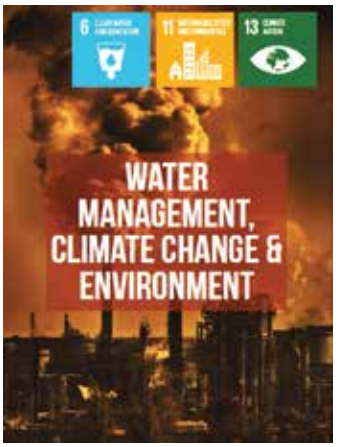
5.5. Impact-Centric Research & SDG Alignment

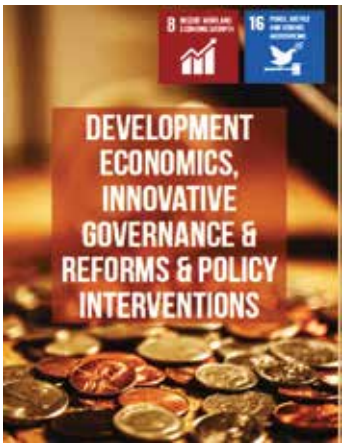
The impact centric approach of research along with the 11 key thematic areas has successfully led the university to achieve the Institutional Transformation during 2020-2023. The transformation of IIUI in the light of performance and achievements is well aligned with the following Sustainable Development Goals.

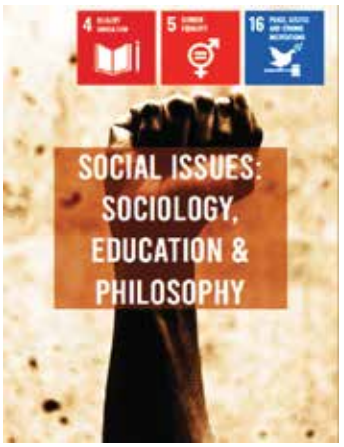


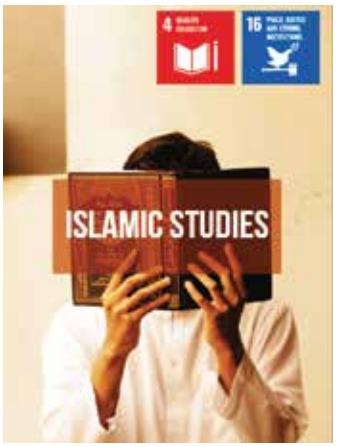


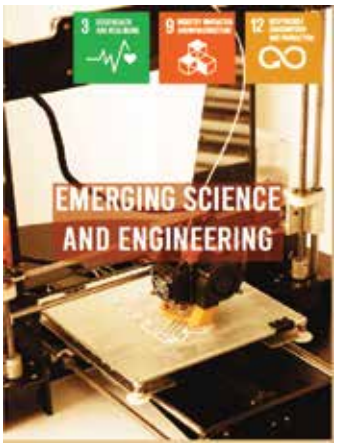












5.6. Futuristic Outlook

Futuristic Outlook (Where do we see IIUI going?):

1. University with trained future leaders with strategic vision and forward looking approach to make it one of the best places of higher education in the world.

2. University with the financial stability and robust business model connecting it to the core values.

3. A true international University with world-class faculty, impact, relevance and societal connect with its unique Islamic character reflected.

4. An inclusive university with a flag bearing of traditional disciplines and a dedicated focus on modern and emerging Programs.

Annexure 1

الجامعة الإسلامية العالمية

STRATEGIC PLAN

(2022-2026)

Office of the President, IIUI

Administration Block, New-Campus, IIUI I
Ph: 051-9019000
Email:pspresident@iiu.edu.pk
Web: www.iiu.edu.pk

International Islamic
University, Islamabad

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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

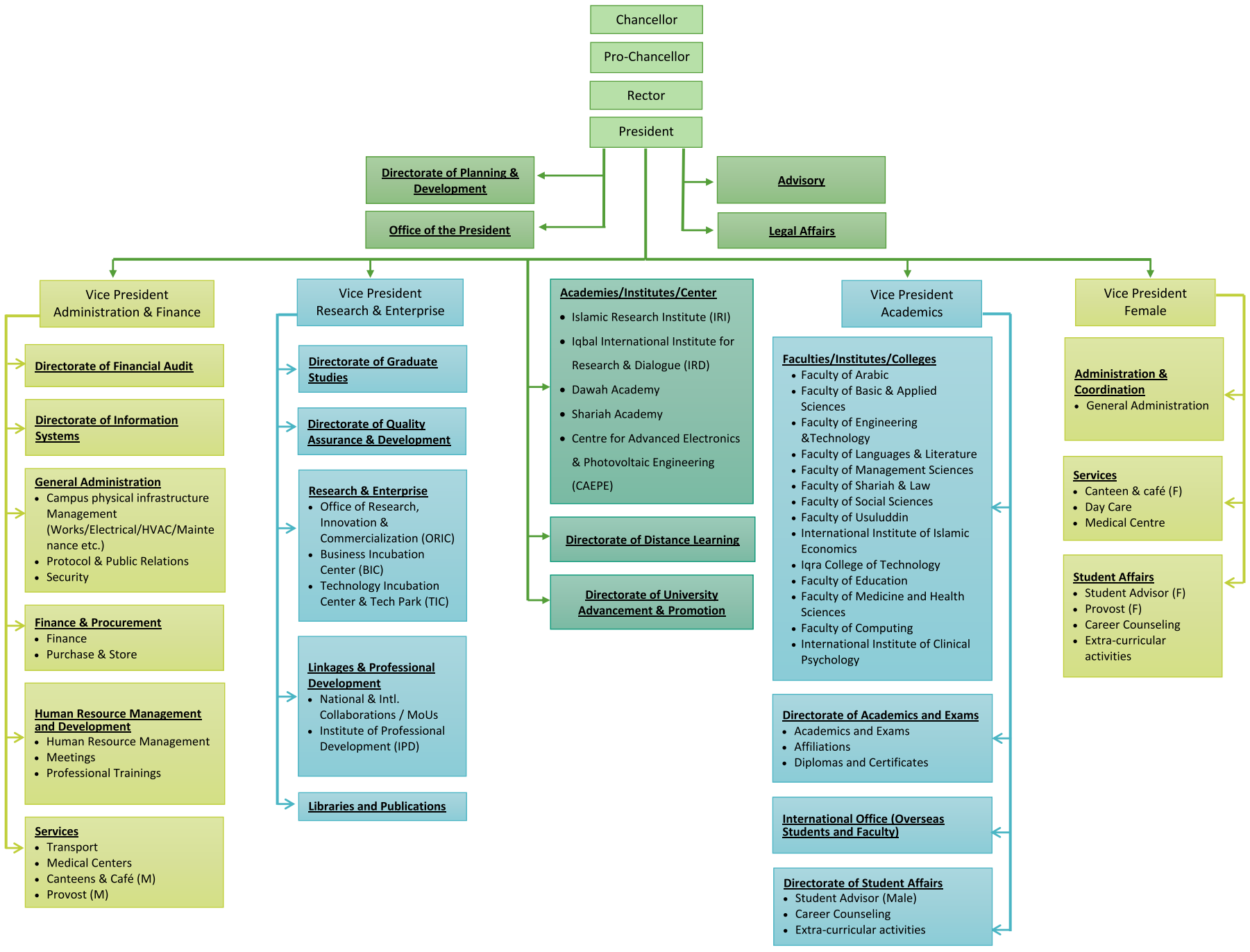
These areas are conceptualized based on two considerations. First, the socio-economic, technological, political, and natural environment of Pakistan, as well as international trends. Second, governance of the university and changes in the stakeholders' expectations. The trends and gaps identified led 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 'strength' of IIU including its Islamic character, 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.

This strategic plan is approved by the University's Board of Governors (BoG) in its 87th meeting held on 15th April, 2021. The suggestions and input given by the worthy members of the board are duly incorporated in this plan.

International Islamic University Islamabad – Organogram

Post BoG Version



Introduction

International Islamic University, Islamabad, 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 Homoud Alotaibi, 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. Alotaibi 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 'strength' of IIU including its Islamic character, 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 & 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* **Subject to the approval of the Board of Trustees owing its directives to the university to consolidate the academic programs/expansion plans in its 11th meeting held in 2015.*	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 planned 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 planned 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	1. Will increase marketing efforts in existing markets 2. Will activate 'select' number of MOUs with the countries/international universities to make them functional	1. Number of National students admitted per year 2. Number of International students admitted per year
Academic Excellence	1. To attract qualified and specialized faculty. 2. To attract quality intake of students	1. Will strengthen the tradition of merit 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.	1. Number of students enrolled with 80% and above marks 2. Number of PhD faculty members inducted 3. Number of Professors and Associate Professors in the University. 4. Number of Foreign faculty hired during the year.

		3. Will create congenial environment for teaching, research and innovation	
	3. To improve the quality of teaching, learning and assessment	1. Will improve curriculum and support educational infrastructure, including IT labs, laboratories etc. 2. Will develop educational technology enabling campus 3. Will strengthen the library with addition of new resources 4. Will bring greater transparency in academic affairs 5. Will make quality assurance processes more stringent 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	1. Number of course syllabus revised in line with the market demand and in collaboration with the industry. 2. Number of labs upgraded or added per year 3. Number of books, journals, computers, magazines, and databases added on annual basis 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	1. Number of CAB meetings conducted per year. 2. Number of BOS and BOF meetings with corporate members. 3. Number of internships for students in different

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	1. Will enhance already established research centers 2. Will establish new focused research clusters and networks in market-driven fields 3. 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 de-radicalization and tolerance, interfaith harmony, discourses and narratives on Islamophobia, Islam and human rights, Islam and democracy, Islam and Science etc. 4. Will provide research-oriented environment for students and faculty 5. Will enhance the quality of existing IIU Journals and publications 6. Will encourage to launch new journals 7. Will encourage the patents filing and creation of IIU intellectual property 8. Will encourage collaboration with international journals and publishers 9. Will encourage faculty and research students to publish quality research in	1. Number of seminars, conferences, publications, funding secured, and qualified faculty inducted in already established research centers per year 2. Number of new focused research clusters and networks in market-driven fields established per year 3. Number of new focused research clusters, thematic groups and networks focused on Islamic perspective established per year 4. Number of funded research projects/ grants won by the faculty of the university per year 5. Amount of funding by the university for research through local and external sources per year. 6. Number of books, journals and high-quality papers published per year 7. Number of patents submitted/filed/accepted per year 8. Number of MS students produced per year 9. Number of PhD students produced per year

		3. Involvement of Industry and Alumni in the BOS and BOF as co-opted members	industries, offices, and educational institutions.
	5. To pursue national and international quality accreditation and certification	1. Will enhance the overall ranking of the university in national, regional, and international level ranking platforms 2. Will enhance the rankings of the already accredited programs 3. Will work with the regulators and the accreditation agencies closely 4. Will apply for national level accreditation and certification 5. Will apply for international level accreditation and certification	1. Rank achieved in the national, regional, and international level ranking platform per year 2. Number of programs with enhanced ranking per year 3. Number of programs with national level accreditation and certification per year. 4. Number of programs with international level accreditation and certification per year 5. Number of programs for which national level accreditation and certification is applied per year 6. Number of programs for which international level accreditation and certification is applied for per year

		top tier national and international journals	
Nurturing Entrepreneurship	1. To promote entrepreneurship among the faculty and the students	1. Will resource ORIC, BIC, etc. to plan and arrange activities including business idea competitions and incubating a greater number of entrepreneurs 2. Will introduce 'entrepreneurship' course in all the faculties and will arrange frequent workshops related to entrepreneurship	1. Number of business idea competitions and job fairs conducted per year 2. Number of incubates per year 3. Number of startups which won funding per year 4. Number of startups which accelerated and left the incubation centers per year 5. Number of startups which remained sustainable after 1-2 years of their departure from IIU's incubation center per year
Collaborations	1. To enhance collaboration and build ties with the national and international partners and platforms	1. Will enhance and activate the already established relationship in the form of MoUs etc. with the national and international partners and platforms 2. Will identify partners and platforms which can be targeted for active national and international collaborations	1. Number of active MoUs etc. 2. Number of MoUs signed with national and international corporate, 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 designed 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	1. Number of teacher trainings organized for colleges/schools per year 2. Number of college level teachers admitted in the university to accomplish the

		improvement of quality of education	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 utility expenditures including transport 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 3. Will make our programs competitive	1. Number of initiatives and activities conducted during the year 2. Percentage increase in revenues through launching new and more market-oriented programs
	4. To mobilize financial resource through alumni engagement, donations, grants, scholarship, sponsorships, etc.	1. Will establish new donor fund 2. Will sell the ideas such as 'supporting a future leader' to the alumni 3. Will organize Annual Alumni Reunion on regular basis. 4. Will approach corporate sector for sponsorships and scholarships 5. Will establish scholarships, libraries, buildings, seminar halls, roads etc. on the name of renowned donor personalities	1. Amount raised through the donor fund 2. Revenue generated from Alumni – 'supporting a future leader' program 3. Revenue generated from Alumni – Annual Reunion 4. Number of scholarships and the amount of funds obtained from corporate sectors. 5. Number of sponsorships received per year through donors

	5. To reduce financial deficit of existing 'subsidized' facilities	1. Will provide better hostel facilities on competitive rates 2. Will provide transport facilities on competitive rates	1. Percentage increase in revenue from hostel facilities 2. Percentage increase in revenue from transport facilities 3. Number of private-public partnerships for providing transport and hostel facilities

4. Improving Quality of Life on the Campus

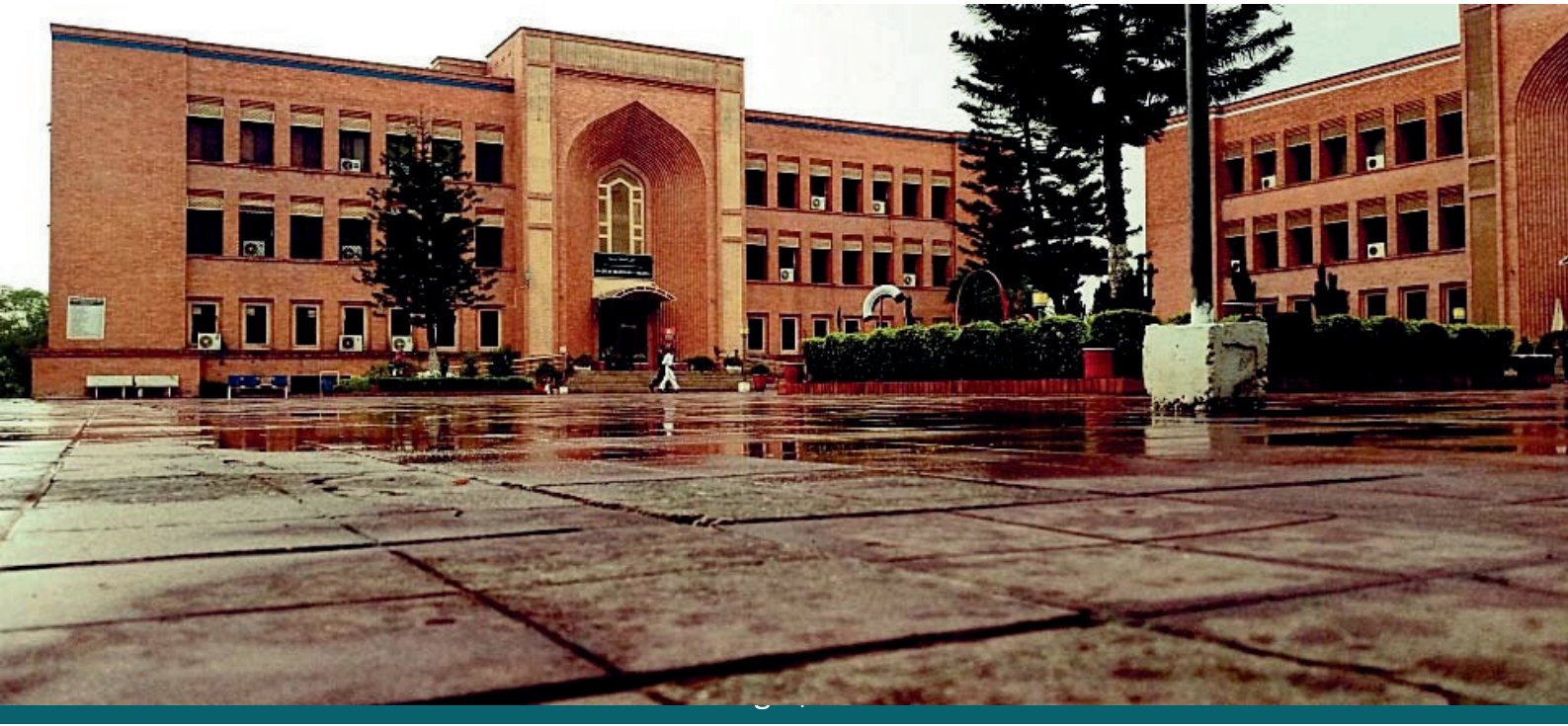
Goal: To improve the quality of life of the students, staff, and faculty on the campus

Sub-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 plantation 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.

Sub-Priority Area	Sub-goals	Strategies & Interventions	KPIs
Better Governance System	1. To 'right size' the administration	1. Will revisit and redesign IIU's administrative structure while considering 'work' driven mindset. 2. Will readjust employees against the new initiatives taken, such as distance learning department. etc.	1. Improve the Student vs Non-teaching staff ratio and Faculty vs Non-teaching staff ratio as per HEC standards 2. Number of employees readjusted to new departments
	2. To enhance the performance of administrative employees	1. Will further define the Job description of all the positions including VPs, DGs, Deans, Directors, Chairpersons, etc. in line with the IIU ordinance 2. Will redesign and implement the performance evaluation matrix	1. Number of notified job descriptions 2. Launching online evaluation system for performance measurement 3. Execution of online performance evaluation per year
Improving Internal Control Mechanism	3. To rationalize various processes at the different hierarchies (vertical and horizontal)	1. Will evaluate administration processes from a critical perspective to enhance efficiency. 2. Will establish benchmarks for processing time and steps required to process various applications/cases 3. Will conduct surveys to get feedback from the students, staff, and faculty	1. Number of days reduced in Processing time for various students' applications against the benchmarks 2. Number of Processing steps reduced for various students' applications against the benchmarks 3. Score obtained based on the student and employee feedback through survey



6.Digitization of the University

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

Sub-Priority Areas	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 improving academic and administrative activities	1. Will use latest applications to create, share and integrate real time data 2. Will develop an in-house Campus Management System (CMS)	1. Percentage of digitization of monitoring systems at the faculties 2. Launching of LMS 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

Credits

Under the kind guidance and patronage of Dr. Hathal Homoud Alotaibi, President, International Islamic University, Islamabad "Strategic Plan Committee" comprising of the following members prepared the plan:

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