



**Balochistan University of Information
Technology, Engineering & Management
Sciences, Quetta**



STRATEGIC PLAN

2019-2023

BUIEMS THE ROAD TO SUCCESS

Our Vision

To be among the leading universities of the world - accessible to all, imparting quality education and promoting cutting edge research.

Mission Statement

At BUIITEMS, we are committed to providing quality education with focus on research and to equip students with the art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.

Quality Policy Statement

BUIITEMS contributes in defining standards and systems for the up-lift of socio-economic order through quality education and services by:

- ❖ Providing an environment conducive to learning, teaching, academic inquiry and innovation
- ❖ Maintaining academic excellence and professionalism
- ❖ Adhering to established systems for ensuring good governance for management and transfer of knowledge
- ❖ Benchmarking with other leading institutions of higher education for improvement
- ❖ Enhancing efficient and effective operations by encouraging participation of stakeholders
- ❖ Pursuing continuous improvement through creativity, team work and adaptation to change

For

Playing a catalytic role to achieve the national, regional and global harmony

Foreword

Undergoing a strategic planning process is a monumental task, especially for higher education institutions that are dealing with complex and futuristic models for producing quality human resources in this day and age. Proper planning provides an institution with a vision to move ahead, make assessments on its major operations, allocate resources for its academic and administrative endeavors, and serves as effective monitoring tool to measure its progress and achievements. BUIITEMS successfully implemented its first Strategic Plan 2014-2018. In order to continue the journey of success, the 2nd edition of BUIITEMS Strategic Plan 2019- 2023 is published as an endeavor not only to standardize its planning process, but also to have a reference that provides guidance on how to sustain success. BUIITEMS is ready to move forward, and to realize the goals articulated in this document. This Strategic Plan is in large measure a roadmap setting the millstones to help the university achieve targets enunciated in its Vision and Mission.

BUIITEMS Strategic Plan 2019-2023 is written to provide a practical overview of the strategic planning for the development and growth of BUIITEMS. The contents are a product of retrospective understanding of the previous plan and a rigorous exercise of envisioning the future of the university. As a rule, it is believed that strategic planning as a process is linear to cross organizational functionaries and achieve institutional transformation. Nevertheless, we have attempted to create a multidimensional target broadly based on the legacy and tradition that the university has acquired through years of operating in a diverse way. The university's exceptional growth---in terms of enrolment, number of courses and programs offered, research and publications, development and promotion of student services – is an evidence of its dedication to its mission, the Strategic Plan and its success in achieving these milestones. Accomplishing the goals articulated in the BUIITEMS Strategic Plan 2019-23 will stand as a testament to the university's values and represent a significant step toward the fulfillment of its mission. It will strengthen the university's commitment to the principles of accessibility, research and excellence over the next five years.

Ahmed Farooq Bazai (S.I.)
Vice Chancellor

BUITEMS Strategic Plan 2019-2023 – The Philosophy

BUITEMS operates under the rationale of creating positivity, primarily through imparting better education, and also through creating cultural and intellectual stimuli that inspire hope in the society. Our journey has been one of rapid evolution and our ideology the revival of hope and aspiration for cherishing national and global growth while celebrating diversity. Incorporating an ideology of this magnitude in a Strategic Plan requires empirical precision and artistic skills. The plan at hand is a step in this direction.

BUITEMS is an organization which, at its core, finds institutionally comprehensive planning significant to many of its academic and administrative activities that give it a unique and dynamic character. The emergence of strategic planning for this seat of higher learning is aimed at facing the challenges of academic transformation, change in the student demographics, and issues of inconsistent funding to the institution over the years. With this road map, the university plans to find ways to strategic planning as one solution for developing a proactive stance in the environment of changing demands and declining resources.

The BUITEMS Strategic Plan 2019-2023 shall serve as a planning document that describes the institution and motivates its processes through the development of standards for assessment and learning outcome measures. The main idea of producing this planning guide is to ensure realistic initiatives to be implemented incrementally, so they would not put a strain on the limited resources and serve the purpose of institutional understanding of the role of a Strategic Plan with the key elements that are necessary for the plan to function.

Executive Summary

BUIITEMS's mission has been reconfirmed in this Strategic Plan through an extensive strategic planning process, which ensures promoting access to university education for all learners, achieving excellence in teaching, research and scholarships and in service to the community. The student experience is the university's main focus, following which the University will continue to build on its strong base of programs and services, its network of partnerships and its national and international reputation for excellence in imparting quality education.

Many of the challenges faced by the university, however, also stem from that same remarkable record of steady growth. The technological and physical infrastructure of the university is to expand at a rate comparable to that of its student body and that of the staff needed to serve the student body for upcoming five years (2019-23).

This plan highlights the areas of governance and leadership, environmental scan, academic programs and students. It deals with detailed chapters and course of action in the areas of research and consultancy, international academic network, infrastructure and facilities of the university. The Strategic Plan covers an in-depth analysis of Human Capital of the university and throws light on its financial position. The other important factors like Networking, Linkages with national and international donors, Quality Enhancement initiatives and marketing strategy are detailed in the plan. These chapters deal with the existing situation of the University and mention the gap with detailed analysis in each core section. The gap further widens when the plan for the upcoming five years is kept ahead, thus, making this plan difficult, yet logical. These gaps and targets not only ensure removing of constrains in the current university operations but also serve as means to discover opportunities for growing enrolment, for introducing and expanding research projects and for developing and expanding academic programs. Addressing these deficiencies and achieving the targets mentioned in each core section is, therefore, a primary focus for BUIITEMS as it moves forward to actualize its Strategic Plan.

BUITEMS is uncompromising in its commitment to excellence in academic standards, in instructional design, in human resource recruitment and development, in research and in student services. This commitment to excellence and rapid growth in enrolment have been driving both technological innovation and ongoing recruitment of academic and support staff. The university’s teaching staff component has increased, with the number of PhD teachers increasing from 09 to 121. These growth trends are expected to continue resulting in a projected student enrolment of 12,500 by the year 2024.

BUITEMS at a glance: Past (2007), Present (2019) & Future (2023)

	2007	2019	2023 (Projected)
Students enrolment	2100	11344	12500
Teaching staff	122	616	650
Number of PhD teachers	09	121	250
Number of MS/ M.Phil teachers	18	336	400
Number of Teaching Faculties	4	5	7
Number of Teaching Departments	15	31	38
Degree Program Offerings	17	59	82
Number of Administrative Units	05	22	25
Number of research and practical laboratories	12	42	60
Number of research publications	28	202	416

To support this projected growth, BUITEMS plans to add, over the next five years, substantial new infrastructure, hire faculty staff with PhD and to expand its facilities in all its campuses and constituent colleges. In the next five years, technology parks, research centers, new academic programs at graduate and under-graduate level, national and international conferences, seminars, exchange and outreach programs and entrepreneurial projects are highlighted in this planning document.

During the five years 2019-23, BUIEMS will continue to build on its strong base of programs and services, its network of partnerships and its national and international reputation for excellence. The university's priorities, detailed in this plan, are as follows:

- to develop new academic programs and courses, particularly in professional and technical areas,
- to provide the support needed to maintain quality in rapidly growing programs,
- to expand opportunities for research and publication through the creation of new research institutes/ research centers,
- to find means of funding other than the public exchequer, for the planned teaching, learning and research facilities,
- to maintain and expand the university's capital and technological infrastructure, and
- to enhance marketing strategies and financial support in order to attract youth of the region for higher studies. The

strategic goals for materializing the above priorities will be:

- designing programs of studies that prepare youth for lifelong learning,
- focusing on quality research
- ensuring quality and innovation in advanced learning systems
- building and educating tomorrow's workforce
- enhancing networking and linkages
- building communities
- recruiting and retaining excellent employees
- allocating adequate resources for academic endeavors of the University

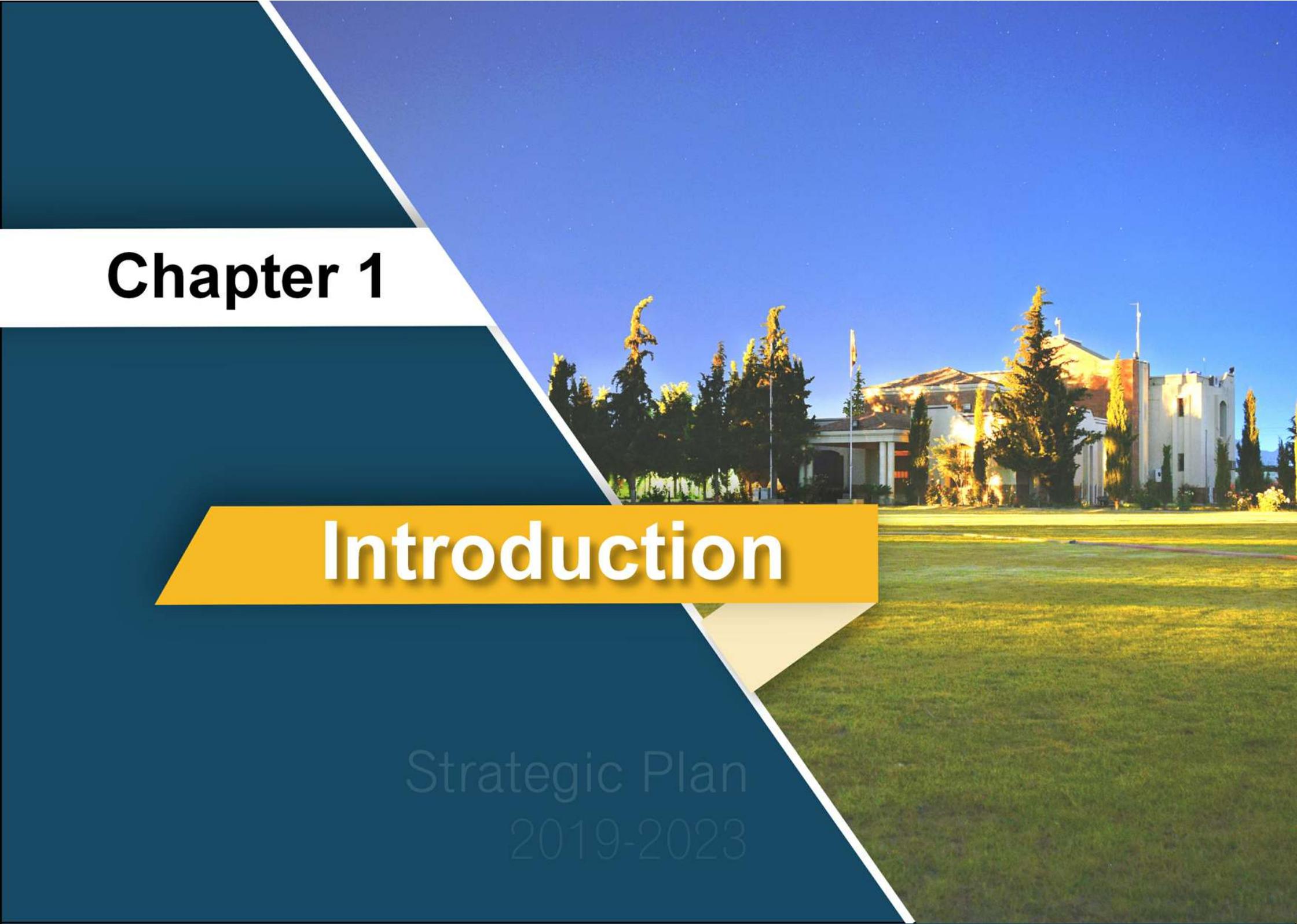
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Chapter 1

Introduction

Strategic Plan
2019-2023



Chapter – 1 : Introduction

Balochistan University of Information Technology, Engineering and Management Sciences (BUIITEMS), is a premier public sector university in Balochistan, Pakistan, and pioneer in providing education in the emerging fields since 2002. The University has been creating opportunities to meet the contemporary needs of higher education and is playing a vital role for the promotion of quality education in the region. Its student body grew from 90 in 2002 to 11344 in 2019. As a member of the Association of Commonwealth Universities (ACU), the University has been registered as ISO 9001:2015 Certified educational Institution. BUIITEMS is recognized among the academic community of Pakistan as an institution which has surpassed several levels of academic and administrative excellence, setting examples as a role model through exemplary team, innovation and academic excellence with objectives of building future leaders.

BUIITEMS is equipped with state of the art facilities and houses laboratories, seminar rooms, lecture and training halls, video conferencing, auditorium, Expo Center, sports complex, cricket ground, medical center, art gallery, girls' hostel and staff housing. BUIITEMS has been declared the 4th best University in Pakistan by HEC in the category of Computer Science and Information Technology.

The University realizes its role in knowledge creation and therefore BUIITEMS's growth as a research institution is significant. BUIITEMS research publications have increased significantly with impact factor. Currently, BUIITEMS faculty is undertaking research projects of National/ International significance funded by the Eurasia Asia-Connect Foundation, United Nations Refugee Agency, HEC Technology Development Fund, National Research Program for Universities, Startup Research Grant Program, Social Integration Outreach Program, National Centers of Excellence projects; Pakistan Science Foundation and Pakistan Agriculture Research Council. All this reflects the decent work BUIITEMS has done in knowledge creation.

BUIITEMS faculty sits on National Computing Education Accreditation Council (NCEAC), National Technology Council (NTC), Pakistan Engineering Council (PEC), National Curriculum Revision Committee (NCRC), Textbook Board, Institute of Architects Pakistan (IAP), Pakistan Council of Architects and Town Planners (PCATP) and National Business Education Accreditation Council (NBEAC), are to mention a few. Moreover, BUIITEMS works with Planning Commission of Pakistan and Provincial Planning and Development Department— extending support when and where required—ensuring its role in the development of the province and the country. The United Nations Academic Impact (UNAI) has declared BUIITEMS as a global hub for SDG 8: Decent Work and Economic Growth.

Balochistan is rich in immense untapped material resources. BUIITEMS is committed to educating youth in the disciplines of engineering, technology, science and life sciences that best suits the region and its economic growth. The University is dedicated to providing its students with an atmosphere that combines rigorous academic study, the excitement of discovery and pleasure of recreation.

Our Vision

To be among the leading universities of the world—accessible to all, imparting quality education and promoting cutting edge research.

Mission Statement

At BUIITEMS, we are committed to providing quality education with focus on research and to equip students with the art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.

Our Goals

- To provide outstanding academic programs that further strengthen our performance, pre-eminence and efficiency.
- To provide an excellent teaching and learning environment to students to reach a level that matches the atmosphere prevailing at best universities in the world.
- To raise revenues from partnerships, research grants and technology transfer while strengthening our ability to more effectively invest and allocate resources for education.



Our Core Values

Accountability:

We are committed stewards of the human, fiscal and physical resources entrusted to us.

Diversity:

We recognize that diversity leads to excellence, enhancing our teaching, scholarship and service as well as our ability to respect and interact with people.

Integrity:

We practice honesty, truth and integrity in all that we do.

Respect:

We treat each other with civility, dignity and respect.

Social Responsibility:

We contribute to intellectual, cultural, spiritual and economic well-being of the society.

Our Mandate

BUITEMS is a public sector engineering university committed to increasing accessibility to education at national and international level, in order to meet the needs of emerging job markets. Recognized by the Higher Education Commission of Pakistan and accredited by Pakistan Engineering Council, the University is mainly mandated to promotion and dissemination of knowledge in the areas of emerging sciences, engineering, technology to provide for instruction, training research, demonstration and service in such branches of learning as the University determines from time to time through its statutory system.

At the undergraduate level, the university offers degree programs in engineering, computer and emerging sciences, management sciences, life sciences, arts and basic sciences and allied professional fields. Four (04) years degree programs are offered within the structure of the university's undergraduate degree programs. In its sub-campuses and constituent colleges, the University offers these undergraduate programs and educational services to students registered in these campuses.

At the graduate level, the university offers degree programs in engineering, computer and emerging sciences, management sciences, life sciences, arts and basic sciences and allied professional fields. These graduate-level programs shall be introduced incrementally at the sub-campuses and constituent colleges set-up by the University.

For the benefit of its students, BUITEMS is committed to excellence in providing quality education, promoting cutting-edge research opportunities and granting scholarships. BUITEMS operates with a focus on providing excellent programs and courses, on flexibility of access and on providing students with the means of achieving success through education and career counseling, co-curricular and extra-curricular activities. The University is dedicated to research and scholarship in various disciplines, resultantly, providing leadership in pedagogy, governance and academic administration.

Chapter 2

Governance and Leadership

Strategic Plan
2019-2023



Chapter – 2: Governance and Leadership

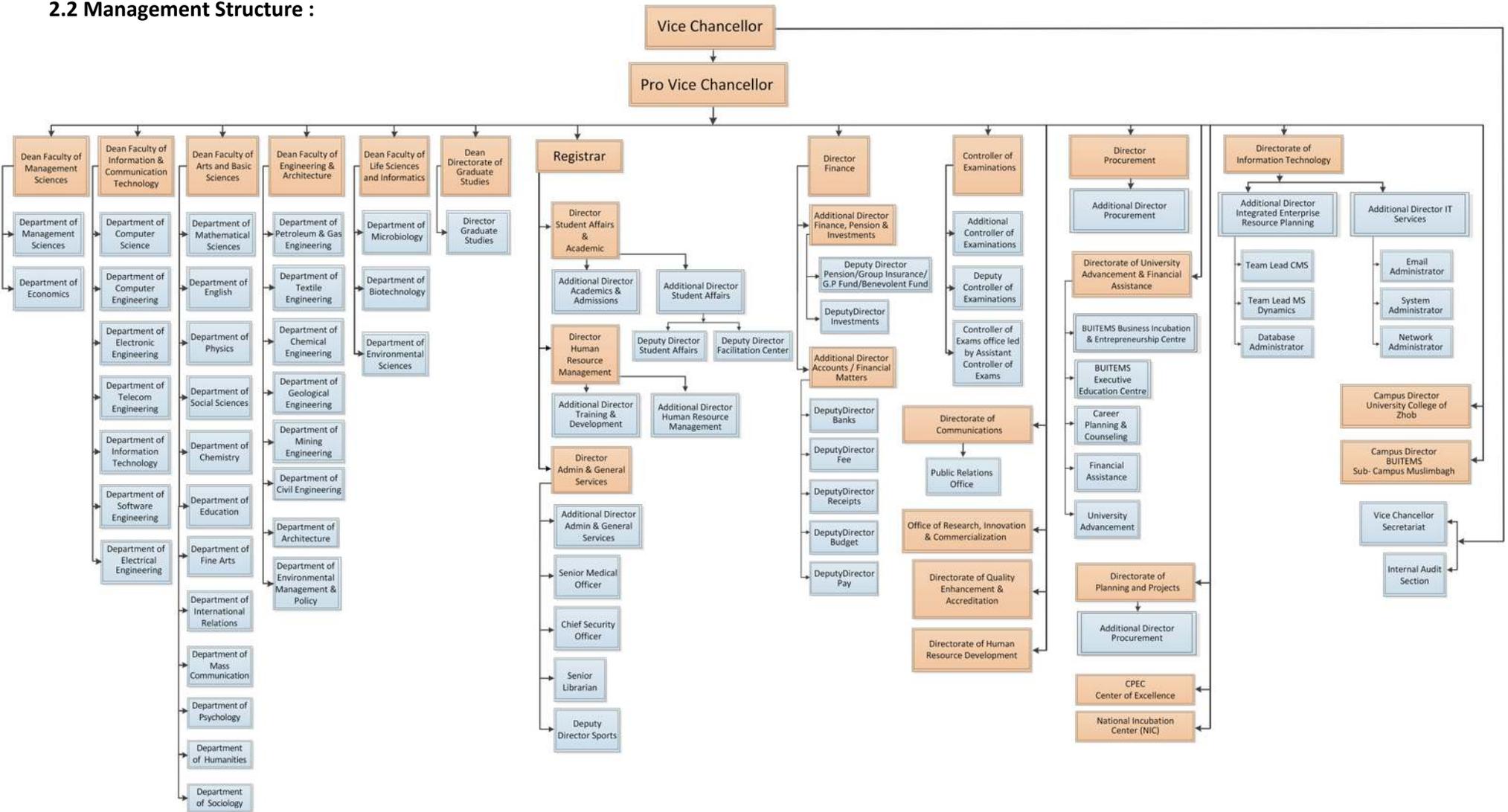
2.1 Governing Authorities and their Roles:

The University has been operating under its Act. It was established on July 18, 2002, on issuance of its first Ordinance (Ordinance No. XI of 2002), and the Act has been issued in 2015. The classes commenced from October 5, 2002. The Governor Balochistan is its Chancellor, and the Vice Chancellor is its principal executive and academic officer. The following statutory bodies are functional at University:

- **BUITEMS Senate:** The Senate is the apex governing body of BUITEMS and has the power of general supervision of the university and holds Vice-Chancellor and the Authorities accountable for the functions of the university. The Senate has all the powers of the University not expressly vested in an Authority or an officer and BUITEMS Act and that are necessary for the performance of the university. The Chancellor is its Chairman.
- **BUITEMS Syndicate:** The Syndicate is the executive body of the University and takes effective measures to raise the standard of teaching, research and publications and other academic pursuits. It exercises general supervision over the affairs and the property of the University. The Vice Chancellor is its Chairman.
- **BUITEMS Academic Council:** This academic board has the powers to lay down proper procedures for instructions, research and examination and to regulate and promote the academic life of the University and constituent & affiliated Colleges. It considers the academic regulations, policies and procedures on recommendations of Boards of faculties, Boards of Studies and Advanced Studies and Research Board.

- **BUIITEMS Advanced Studies and Research Board:** This academic board advises authorities on all matters connected with the promotion of advanced studies and Research in the University. It considers and reports to the authorities on the institution of research degrees in the University, proposes Regulations regarding the award of Research degrees, appoints supervisors for postgraduate research and approves titles and synopses of theses/dissertations.
- **BUIITEMS Selection Board:** This statutory board is responsible for recommending the selection of faculty and staff for approval of the BUIITEMS Syndicate and Senate.
- **Board of Faculty:** This board is constituted at faculty level and has the responsibilities of coordinating the teaching, publications and research work in the subjects assigned to the Faculty. It scrutinizes the recommendations of the Board of Studies comprised in the Faculty regarding the appointment of paper setters and examiners and forwards the panels of suitable paper setters and examiners for each examination to the Vice Chancellor. It considers academic matters and reports thereon to the academic council.
- **Board of Studies:** This body is constituted at departmental level and has the responsibilities of advising the Board of Faculty, Advanced Studies and Research Board and Academic Council on all academic matters concerning instructions, publications, research and examinations in the subject concerned. It proposes the curricula and syllabi for all degree programs, diploma and certificate courses in the subjects concerned, and suggests panels of paper setters and examiners in the subjects concerned.
- **Finance and Planning Committee:** The functions of this committee include considering the annual statement of accounts and the annual revised budget estimate and advise the Syndicate and Senate thereon. It reviews periodically the financial position of the University and advises the Syndicate on all matters relating to planning development, finances, investment and accounts of the University.
- **Discipline Committee:** The Discipline Committee regulates and monitors discipline of the students on the University campuses. It is also mandated to propose Regulation to the Academic Council relating to the conduct of University students, maintenance of Discipline and breach of Discipline.

2.2 Management Structure :



2.3 External Relations and Development:

BUIITEMS has linkages with several national and international Universities /Organizations. Some of these are

-
- Asian Institute of Technology ,Thailand
 - George Washington University ,USA
 - Atilim University ,Turkey
 - Middle East Technical University ,Turkey
 - Simon Fraser University, Canada
 - University of Adelaide, Australia
 - University of British Columbia, Canada
 - University of Minnesota, USA
 - University of Southern Queen land, Australia
 - Winrock International
 - United States Agency for International Development (USAID)
 - Japan International Corporation Agency(JICA)
 - Sui Southern Gas Company (SSGC)
 - National Radio and Telecommunication Corporation (NRTC)
 - AusAid
 - Professional Education Foundation
 - Texpo Global
 - Small and Medium Enterprises Development Authority(SMEDA)
 - Space and Upper Atmosphere Research Commission (SUPARCO)
 - Pakistan State Oil(PSO)
 - University of Balochistan
 - SBK Women University
 - IBA Karachi
 - Society for Empowering Human Resource (SEHER),Quetta
 - Own-a-Student, Peshawar
 - Frontier Corps Balochistan
 - Khushali Bank
 - ICT R&D Fund
 - Government of Balochistan
 - Pakistan Engineering Council
 - Moody International
 - Higher Education Commission of Pakistan (HEC)
 - Punjab Endowment Fund
 - Pakistan Bait ul Maal
 - Coffey International
 - Balochistan Education Foundation
 - Pakistan Council for Science and Industrial Research (PCSIR)
 - Pakistan Council for Research and Water Resources (PCRWR)
 - World Bank
 - Technology Up-gradation and Skill Development Council (TUSDAC)
 - Alternate Energy Commission
 - Pakistan Science Foundation
 - British Council
 - Pakistan Institute of Management(PIM)
 - Red Crescent Society Balochistan
 - Tanzeem Idara Bahali-e-Mustehqeen(TIBM)
 - Promotion of Education in Pakistan(PEP) foundation
 - Valparaiso University
 - Pakistan Institute of Quality Control (PIQC)
-



Chapter 3

Environmental Scan

Strategic Plan
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Chapter – 3 : Environmental Scan

3.1. Higher Education Sector in Pakistan:

Pakistan has seen massive development in higher education sector in recent past. Number of universities and degree awarding institutes has increased in both public and private sectors. Quality has enhanced significantly, university enrollment has tripled and several institutions are on their way to becoming world-class institutions. Quality of learning is monitored through the Quality Enhancement Cells of the relevant universities, as well as Accreditation Councils. Researchers are provided free access to scientific literature by high-speed internet, and video conferencing facility and virtual education programs have helped bridge the gap of good faculty. Research publications from Pakistan have seen huge expansion. A healthy competition has emerged among the institutions for quality research output and market- acceptable graduates. Offices of research, innovation & commercialization , incubators and technology parks are established to link research and innovation with industry.

3.2. Higher Education Commission’s Vision 2025*

The Higher Education Commission of Pakistan (HEC) Vision 2025 is a long term plan to sustain the Higher Education Sector achievements since 2002 and to initiate further reforms that act as a catalyst for the Government of Pakistan Vision 2025—that includes sustained indigenous inclusive growth; energy, food and water security; democratic governance, institutional reforms and modernization of public sector; development of human and social capital; private sector led growth; developing a competitive knowledge economy through value addition; and modernize infrastructure and strengthen regional connectivity—making Pakistan the next Asian Tigers.

HEC’s vision 2025 focuses on strengthening of national HEC to plan, regulate and reform standard based tertiary education; creating a knowledge economy to enable Pakistan to reach upper middle-income country status. Moreover, is plans to increase the opportunities of equitable access for gender balanced, regionally responsive, diverse and quality higher education to a larger segment of eligible 17-23 years old to enable them to effectively participate in building a fair, just, ethical, wise and self-reliant society.

An elaborate well planned system of higher education reforms calls for visionary leaders, strategic planners and excellent managers to implement their collectively developed collegial designs of growth and development. Significantly improve the effectiveness and efficiency of both the internal and external systems of governance of all tiers of HEIs. Therefore, HEC plans to invest in the leadership of higher education institutions—increasing the number of faculty in tertiary education institutions with the highest academic qualifications to improve the quality of teaching and research to prepare self-reliant, problem solving scholars.

HEC plans on making higher education institutions as the major source of new knowledge to create a knowledge-based economy. It plans on creating TIER I research universities with effective and well-staffed offices of research, innovation and commercialization to add value to the economy in the emerging thrust areas of growth. The existing six internationally ranked research universities will be supported to improve their ranking to be included in the top 200 universities of the world through their scholarly output published in impact factor scholarly journals.

To ensure that potential of Information Technology is fully used for benefitting Higher Education sector. Increase productivity, efficiency, research output, cost effectiveness of higher education sector by providing state of the art IT Technologies. HEC plans to provide new and advanced systems of digital technologies to enable scholars and institutions to fully participate in the emerging Fourth Generation Industrial Revolution.

HEC Vision 2025 strategic priorities are ;

- Sustain and Consolidate National Higher Education Commission
- Increase Equitable Access
- Excellence in Leadership, Governance and Management
- Increased Faculty with Highest Academic Qualifications
- Enhanced Quality of Curricular Offerings
- Research, Innovation and Commercialization
- Financial Management and Enhanced Investment
- I.T. Embedded Higher Education

(*Source HEC's Vision 2025: www.hec.gov.pk)

3.3 Competitiveness of Universities – BUIEMS’s Standing

Competitiveness of universities and competitiveness of nations are closely related. Emergence of BUIEMS as an institution offering undergraduate and graduate programs in Engineering, Information Technology, Management Sciences and other disciplines has created a healthy competitive environment in the region.

BUIEMS is trying to contribute its share towards the socio economic uplift of Pakistan. Competitive pressure has built due to increased number of universities in the region. However, BUIEMS enjoys a good place among its competitors and is playing a catalytic role in offering higher education in the region. Strengthening the public perception of the University and its facilities and allowing implementation of new strategies for imparting quality education have been key focus areas of BUIEMS.

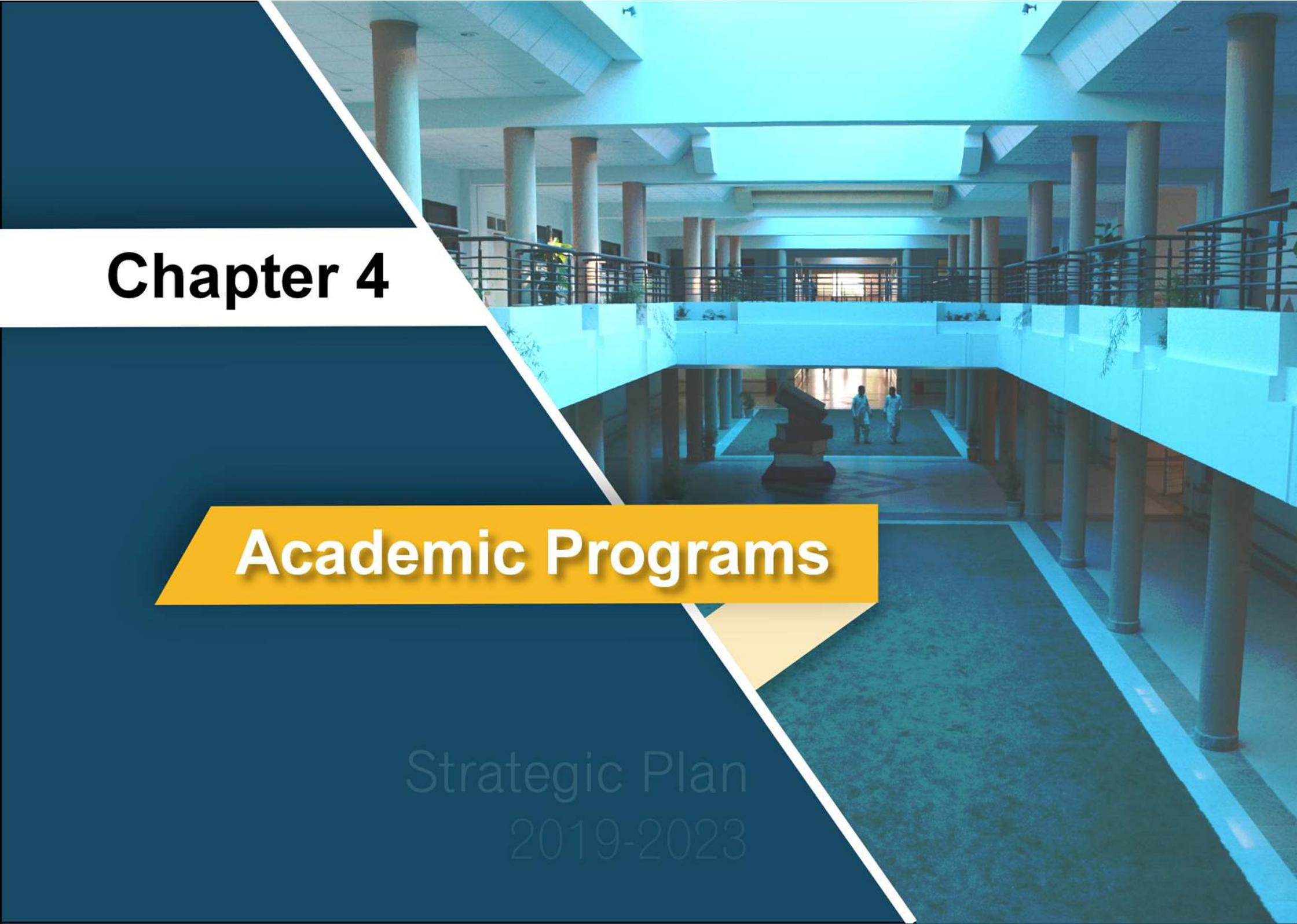
The research funding generated by BUIEMS is constantly increasing over the years and the number of students per faculty is also growing steadily. BUIEMS is making efforts to increase the number of PhD scholars in each faculty and is allocating its resources to offer new PhD programs and strengthen the existing ones with the aim to increase the number of PhD scholars.

BUIEMS is planning to sponsor high-caliber researchers by creating an international environment through signing MoUs with foreign universities. BUIEMS provides scholarships via faculty development program in order to improve its faculty profile. All the programs of BUIEMS are accredited by respective accreditation bodies which is also an important element in measuring the competitiveness of universities. The university focuses on enrolling students from diverse educational backgrounds and on inducting the highest quality faculty and administrative staff.

3.4 SWOT Analysis (Strength, Weakness, Opportunities and Threats)

Internal	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Qualified Faculty— 121 PhDs and growing 2. ISO 9001-2015 Certified 3. Strong National/International Linkages—UNAI hub for SDG 8: Decent Work and Economic Growth 4. Young leadership and employees 5. Faculty student ratio of 1:12 6. Support of Faculty and Staff Development Programs 7. Strong co-curricular opportunities 9. Accreditation with PEC, PCATP, NCEAC and NBEAC 10. Alumni association and student clubs and councils 	<ol style="list-style-type: none"> 1. Limited National and International research collaborations 2. Faculty retention 3. Quality of student intake 4. Job placement in national market 5. Limited faculty / student exchange programs 6. Limited funding for development 7. Low level of Endowment funding 8. University Calendar not aligned with national and international HEIs
External	
Opportunities	Threats
<ol style="list-style-type: none"> 1. Location—Gateway to China Pakistan Economic Corridor 2. Inclination of youth towards higher education 3. Development projects (Sandak, Reco-dic) 3. Neighbor countries students, especially Afghanistan 4. Rich mineral resources in the province 5. Migration to E-Governance of government establishment 6. Global outreach 	<ol style="list-style-type: none"> 1. Law and order situation 2. Shrinking financial support from Government 3. Non-Sustainability of academic and research programs because of continuous reduction in development and recurring grants 4. Increasing number of universities in the province 5. Salary compression/ market place competition





Chapter 4

Academic Programs

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Chapter 4: Academic Offering

4.1: The introduction of new and expansion of existing programs

BUIITEMS currently offers 59 programs of study of which 32 are for undergraduate and 22 are for MS and 05 for PhD. 19 Undergraduate and Graduate programs are engineering programs, all accredited by PEC. Offering new study programs is a well thought exercise at BUIITEMS. Market demand and economy-relevance to the vicinity are the main parameters considered. BUIITEMS has started MS in Computer Science; Information Technology; Biotechnology and Informatics; and Environmental Management and Policy and PhD in Biotechnology & Informatics and Management Sciences. The University has an intensive faculty development program and would have a good number of PhD scholars on its faculty strength in near future. BUIITEMS has planned to offer more MS and PhD programs on return of the faculty presently on study leave for doctoral studies.

4.2: Curriculum (Review of existing and new ones)

BUIITEMS curricula are in line with the recommendations of HEC and PEC (for engineering programs). Reviewing curricula is a continuous and ladder procedure at BUIITEMS. Based on the guidelines of HEC, scholars of relevant department develop a working paper in the light of their own insight, practices at reputed universities and discussions with senior faculty (corresponding NCRC members of HEC). This working paper is then presented before the Board of Studies of the Department/Subject for rigorous technical discussion, later the refined document is recommended for deliberations of Academic Council. The Boards of Studies and the Academic Council are statutory bodies of BUIITEMS possessing scholars from other universities (while Academic Council has representative of HEC as well). Recommendations of Academic Council are presented before Syndicate of BUIITEMS for approval. The approved document is then implemented.

4.3: Method of delivery

Lecture technique supported with multimedia (audio visual aid) and Smart Board is the major mode of instruction at BUIITEMS. Medium of instruction is English. However, for specialized disciplines like Fine Arts and Architecture, relevant methodologies comprising studio and jury sessions are adopted. Study tours including visits of industrial units and major business set-ups are conducted as per requirement of the courses. Group discussions are frequently held. Raising questions and interactive sessions are rather encouraged in order to develop confidence with dignity among the students of BUIITEMS. Students make presentations on topics assigned to them before peers. Term papers, reports and articles are required to be written a part of evaluation for most of the courses. Laboratory contact hours are essential part of courses as per requirement. Renowned scholars and experts are also invited as guest speakers for specialized topics. Students are sent for internships as well. Students are sent for internships as well.

4.4: Recognition and Certification

BUIEMS is ISO 9001-2015 certified university. The university is recognized by Higher Education Commission (HEC) of Pakistan and all its engineering programs are accredited by Pakistan Engineering Council (PEC). Accreditation of other programs is also granted by relevant councils namely PCATP, NBEAS and NCEAC. The university has earned recognition as premier seat of learning at national and international levels and has earned several awards.

4.5: Research

Very effective endeavors have been made for the promotion of research culture at the university. State of the art Laboratories are the hallmark contributing significantly for the promotion of academic intellect and pragmatic wisdom in the society. The university has its own research journal; faculty members are publishing in reputed journals and are also participating in national and international conferences. Research grants worth of millions of rupees have been won.

4.6: Partnership and Outreach

BUIEMS has signed MoUs with several local, national and international universities. BUIEMS financial aid program is supported by donors and every third student of the university is benefitting from this program. BUIEMS publishes quarterly newsletter and annual report which are circulated among academic, administrative and civil service circles of Pakistan. These along with BUIEMS promotional video are also placed university's website for alumni and those who are interested. Dignitaries frequently pay visits to BUIEMS. Several institutions conduct their entry/recruitment tests at BUIEMS. BUIEMS is also center for Mathematics Olympiad by GCU ASSMS.

4.7: Undergraduate Program

4.7.1: Strengthening the undergraduate programs

In order to strengthen the undergraduate program, the following strategies are followed:

- The students with the higher exam scores are motivated through merit scholarships
- Scholarships, fee concessions and work-study opportunities are offered to talented students
- Strengthening the laboratories by providing latest equipment
- Expanding Book Bank facility and ensuring availability of latest editions
- Transparent evaluation and zero tolerance against unfair means
- Promoting co-curricular and extracurricular activities

4.7.2: Attracting quality students

BUITEMS is attracting graduate and post-graduate students through:

- Providing scholarships to outstanding students at graduate and post-graduate levels
- Development of qualification frameworks by setting out the attributes and abilities that can be expected from Bachelor, Bachelor with Honors, Master, MS or Doctoral degree holder
- Encourage world-class teaching and learning by conducting conferences, seminars, workshops, study tours etc.
- Devising and implementing policies to promote academic integrity
- Quality student intake
- University ranking
- International memberships
- Student exchange programs
- Alumni feedback
- Alumni success stories
- National Incubation Center (NIC) Quetta

4.8: Postgraduate Program**4.8.1: Strengthening the post graduate program**

- Strengthening of laboratories
- Subscription of renowned research journals
- Conducting conferences and seminars
- Inviting experts for extended talks
- Enriching the library resources with more reference books
- Joint programs with international and national universities
- Split PhD programs

4.9: Doctoral Programs**4.9.1: Strengthening the doctoral programs**

- Entering MoUs with split PhD clause with international / national universities
- Provisions of funds for research / conference participation
- Provision of funds for enriching the library
- Coordination with national / international universities for research materials
- Three-month visit to reputed research centers by the PhD students

4.9.2: Attracting quality doctoral students

- Scholarships with stipend
- Scrutiny of research proposal
- PhD Exposure Programs campaign
- Registration of faculty as HEC approved supervisor
- Winning research proposals by PhD faculty and involving PhD students
- Offering split PhD programs

4.10: Existing Teaching Departments

The existing number of teaching departments is 31, mentioned below :

Faculty of Information and Communication Technology :

FICT has the following Departments :

1. Electronics Engineering
2. Electrical Engineering
3. Computer Science
4. Information Technology
5. Software Engineering
6. Computer Engineering
7. Telecommunication Engineering

Faculty of Arts and Basic Sciences :

FABS has the following Departments :

8. International Relations
9. Mass Communication
10. English
11. Mathematical Sciences
12. Physics
13. Chemistry
14. Fine Arts
15. Sociology
16. Psychology
17. Education

Faculty of Life Sciences and Informatics :

FLS&I has the following Departments :

18. Biotechnology
19. Microbiology
20. Environmental Science

Faculty of Management Sciences :

FMS has the following Departments :

21. Management Sciences
22. Economics

Faculty of Engineering :

FoE has the following Departments :

23. Civil Engineering
24. Chemical Engineering
25. Petroleum & Gas Engineering
26. Mechanical Engineering
27. Architecture
28. Mining Engineering
29. Geological Engineering
30. Environmental Management & Policy
31. Textile & Fashion Design

4.11: Planned Teaching Departments

The following new teaching departments are planned to be established, increasing the existing number from 31 to 38, as depicted below :

Faculty of Life Sciences and Informatics :

- 32. Bioinformatics
- 33. Biochemistry and Molecular Biology
- 34. Food Science Technology

Faculty of Engineering :

- 35. Urban & Town Panning
- 36. Metallurgy & Materials Sciences
- 37. Energy Science & Engineering
- 38. Nano-Sciences & Engineering

4.12: Program Offerings (Existing)

In 31 teaching departments, the University is offering 59 degree programs, as given beneath each faculty :

Faculty of Information and Communication Technology :

1. BS (Electronic Engineering)
2. BS (Electrical Engineering)
3. BS (Computer Science)
4. BS (Software Engineering)
5. BS (Information Technology)
6. BS (Computer Engineering)
7. BS (Telecommunication Engineering)
8. MS (Electronic Engineering)
9. MS (Electrical Engineering)
10. MS (Computer Science)
11. MS (Information Technology)
12. MS (Computer Engineering)
13. MS (Telecommunication Engineering)
14. PhD (Computer Science)

Faculty of Arts and Basic Sciences :

15. BS (International Relations)
16. BS (Mass Communication)
17. BS (English)
18. BS (Sociology)
19. BS (Psychology)
20. BS (Education)
21. BS (Mathematics)
22. BS (Physics)
23. BS (Chemistry)
24. BS (Fine Arts)
25. MS (Mathematics)
26. MS (Physics)
27. MS (Chemistry)
28. MS (English)
29. MS (International Relations)
30. PhD (Physics)

Faculty of Life Sciences and Informatics :

- 31. BS (Biotechnology)
- 32. BS (Microbiology)
- 33. BS (Environmental Science)
- 34. MS (Biotechnology)
- 35. PhD (Biotechnology)

Faculty of Management Sciences :

- 36. BS (Economics)
- 37. MS (Economics)
- 38. PhD Management Sciences
- 39. MS Management Sciences
- 40. MBA (1.5 Post BSBA)
- 41. MBA Banking & Finance
- 42. MBA (Evening)
- 43. BS(Business Administration)
- 44. BS (Public Administration)

Faculty of Engineering :

- 45. BS (Civil Engineering)
- 46. MS (Civil Engineering)
- 47. BS (Chemical Engineering)
- 48. MS (Chemical Engineering)
- 49. BS (Mining Engineering)
- 50. MS (Mining Engineering)
- 51. BS (Textile Engineering)
- 52. MS (Textile Engineering)
- 53. BS (Textile & Fashion Design)
- 54. BS (Mechanical Engineering)
- 55. BS (Petroleum & Gas Engineering)
- 56. B (Architecture)
- 57. BS (Geological Engineering)
- 58. MS (Environmental Management and Policy)
- 59. PhD (Environmental Management and Policy)

4.13: Program Offerings (Future Plan)

BUIITEMS plans that its degree program offerings to increase up-to 82 within next five years, as portrayed below :

Faculty of Information and Communication Technology :

- 60. BS(Mechatronic Engineering)
- 61. MS(Data Sciences)
- 62. MS(Nano Sciences)
- 63. MS(Software Engineering)
- 64. MS(Bio Informatics)
- 65. MS(Cyber Security)
- 66. MS Mechatronic Engineering
- 67. PhD(Nano Sciences)
- 68. PhD (Software Engineering)

Faculty of Life Sciences and Informatics :

- 69. MS (Environmental Science)
- 70. PhD (Environmental Science)
- 71. MS (Biochemistry & Molecular Biology)
- 72. PhD (Biochemistry and Molecular Biology)
- 73. MS (Microbiology)
- 74. PhD (Microbiology)
- 75. BS (Food Technology)
- 76. MS (Food Technology)
- 77. PhD (Bioinformatics)
- 78. MS (Forensic Sciences)
- 79. PhD (Forensic Sciences)

Faculty of Management Sciences :

- 80. MS (Environmental Economics)
- 81. MS (Development Economics)
- 82. PhD (Economics)

Academic Thrust

Goals: To empower individuals through intellectual, cultural, ethical, emotional, social and physical development.

Strategy	Education quality and service enhancement
Action 1	Maintain and enhance academic excellence by adhering to the quality parameters (ISO 9001-2015 certification)
Action 2	Refurbish library wealth
Action 3	Ensure continuous professional development of teachers and administrative staff
Action 4	Ensure enabling work environment

Key Result Areas (KRAs) / Key Performance Indicators (KPIs) and Targets

KRAs	KPIs	Five Years Targets				
		2019	2020	2021	2022	2023
Academic Thrust	ISO 9001-2015 quality parameters maintained and enhanced	Retained	Retained	Retained	Retained	Retained
	Library wealth enhanced	43000	46000	49000	52000	55000
	Continuous professional development programs	22	18	26	22	30
	Career counseling and planning services expanded	1200	1500	1800	2400	2800
	Job placement and Internship services expanded	800	1000	1200	1400	1600
	Congenial campus environment maintained	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

Future Action Plan

Level	Focus Area
<p>Vision To be among the leading universities of the world-accessible to all, imparting quality education and promoting cutting edge research.</p> <p>Mission At BUIEMS, we are committed to providing quality education with a focus on research and to equip students with art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.</p> <p>Goals To empower individuals through intellectual, cultural, ethical, emotional, social and physical development.</p>	

Focus	Strategy	Action	Deadline/Time Frame	Responsibility
Academic Thrust	Further enhancing the quality of education and service	I. Improve the student's selection process II. Establish direct link with schools and colleges and identify potential candidates for BUIEMS III. Strengthen the educational support for the students in areas of academic advising and consultation IV. Strengthening labs and maintenance of equipment V. Research/Internships/Incentives/Appreciation VI. Maintain and enhance academic excellence by adhering to the quality parameters (ISO 9001-2008 certification) VII. Maintain adequate library wealth VIII. Improve student teacher ratio IX. Ensure continuous professional development of teachers and administrative staff X. Ensure a congenial work environment	2019-2023	Registrar, Deans, Chairpersons, Directors, QE&A, Director HRD, Director UA&FA

Undergraduate Programs

Goals: To provide outstanding academic programs that further strengthen our performance, preeminence and efficiency.

Strategy - 1		Strengthening undergraduate academic offerings
Action 1	Regular curricula revision of all BS degree programs	
Action 2	Increase number of PhD faculty members	
Action 3	Strengthen infrastructure and lab facilities	
Action 4	Improve support services for students	
Action 5	Ensure continuous professional development of teachers	

Strategy - 2		Offering Province specific new undergraduate academic programs
Action 1	Conduct surveys / feasibilities	
Action 2	Finalize new undergraduate offerings	
Action 3	Develop / update curricula	
Action 4	Get the curricula approved from Academic Council	
Action 5	Offer new undergraduate programs	

Strategy - 3		Provision of quality services support
Action 1	Strengthen financial assistance programs	
Action 2	Strengthen career and job placement services	
Action 3	Strengthen sports facilities	
Action 4	Increase student's participation in co-curricular activities	

Key Result Areas (KRAs) / Key Performance Indicators (KPIs) and Targets.

KRAs	KPIs	Five Years Targets				
		2019	2020	2021	2022	2023
Undergraduate programs	Number of BS study programs	32	32	33	33	34
	Number of BS degrees awarded	700	750	750	800	800
	Number of students enrolled in BS study programs	8,898	9,000	9,000	9,500	9,500

Future Action Plan

Level	Focus Area
Vision	To be among the leading universities of the world-accessible to all, imparting quality education and promoting cutting edge research.
Mission	At BUIEMS, we are committed to providing quality education with focus on research and to equip students with art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.
Goals	To provide outstanding academic programs those further strengthen our performance, preeminence and efficiency.

Focus	Strategy	Action	Deadline/Time Frame	Responsibility
Undergraduate Programs	Strengthening undergraduate academic offerings	I. Review existing curriculum II. Perpetual curricula revision of all BS degree programs, involving people / experts from industry III. Induct more PhD faculty IV. Expand infrastructure and lab facilities V. Expand support services for students VI. Ensure continuous professional development of teachers	2019-2023	Deans, Chairpersons,
	Offering Balochistan specific new undergraduate academic programs	I. Conduct surveys / feasibilities to ensure the proposed expanded programs are in demand II. Develop new curricula which is industry compatible and secure approval from relevant authorities III. Finalize new undergraduate offerings IV. Establish linkages with school / colleges to ensure student intake V. Up-gradation and development VI. New hiring for proposed expanded areas of studies	2019-2023	Registrar, Deans, Chairpersons,
	Providing quality support services to students	I. Expand financial assistance program II. Expand career and job placement services III. Expand sports facilities IV. Increase number of student's societies and ensure student's participation in co-curricular activities	2019-2023	Registrar, Director UA&FA

Postgraduate Programs

Goals: To promote research, scholarship, creative work and innovation transfer that enhance the quality of education.

Strategy-1	Strengthening postgraduate academic offerings
Action 1	Regular curricula revision of all graduate degree programs
Action 2	Increase number of PhD faculty members
Action 3	Strengthen infrastructure and lab facilities
Action 4	Improve support services for students
Action 5	Ensure continuous professional development of teachers
Action 6	Promote research-based teaching

Strategy-2 Expanding postgraduate programs	
Action 1	Offer MS in <ul style="list-style-type: none"> • Data Sciences • Nano-Sciences • Software Engineering • Bio Informatics • Cyber Security • Mechatronic engineering • Environmental Sciences • Bio-chemistry and Molecular Biology • Microbiology • Food Technology • Forensic Sciences • Environmental Economics • Development Economics
Action 2	Offer PhD in <ul style="list-style-type: none"> • Nano-Sciences • Software Engineering • Environmental Sciences • Biochemistry and Molecular Biology • Bio Informatics • Forensic Sciences • Economics

Strategy-3 Providing quality support services to students	
Action 1	Strengthen financial assistance programs
Action 2	Strengthen career and job placement services
Action 3	Strengthen sports facilities
Action 4	Increase student’s participation in co-curricular activities

Key Result Areas (KRAs) / Key Performance Indicators (KPIs) and Targets.

KRAs	KPIs	Five Years Targets				
		2019	2020	2021	2022	2023
Postgraduate programs	Number of Master/MS/PhD study programs increased	27	32	38	42	48
	Number of Master/MS/PhD degrees awarded	400	450	450	480	500
	Number of students enrolled in Master/MS/PhD study programs increased	2,446	2,500	2,800	2,800	3,000

Future Action Plan

Level	Focus Area
Vision	To be among the leading universities of the world-accessible to all, imparting quality education and promoting cutting edge research.
Mission	At BUIEMS, we are committed to providing quality education with focus on research and to equip students with art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.
Goals	To promote research, scholarship, creative work and innovation transfer that can enhance the quality of education.

Focus	Strategy	Action	Deadline/Time Frame	Responsibility
Postgraduate Programs	Strengthening postgraduate academic offerings	I. Review existing curricula II. Perpetual curricula revision of all Master/MS/PhD degree programs, which are industry compatible III. Induct more PhD faculty IV. Expand infrastructure and lab facilities V. Expand support services for students VI. Ensure continuous professional development of teachers	2019-2023	Deans, Chairpersons,
	Expanding postgraduate programs	I. Offer MS in Chemical, Textile, Telecom and Electronic engineering; English, Management Sciences and Economics II. Offer PhD in Management Sciences, Economics, Computer Science, Computer Engineering, Physics, IT and Electronics III. Offer more MS/PhD programs in different disciplines	2019-2023	Registrar, Deans, and Chairpersons
	Provide quality support services to students	I. Expand financial assistance program II. Expand career and job placement services III. Expand sports facilities IV. Increase number of student's societies and ensure student's participation in co-curricular activities	2019-2023	Registrar, Director UA&FA

Chapter 5

Students

Strategic Plan
2019-2023



Chapter 5 : Students

Goals: To foster an environment that provides guidance and resources to the students and graduates for the achievement of their personal and professional career goals

5.1. Academic nurseries (Schools and Colleges)

All the public and private sector colleges are the academic nurseries for BUITEMS. The University faculty and staff visit various colleges across the Province for seminars on creating awareness regarding the degree programs offered at BUITEMS. In addition, college sector principals and teachers are invited on campus regularly and they are given detailed presentation about academic and campus life at the university.

5.2. Academic Discipline

BUITEMS follows semester system of studies. Academic calendar for the academic year (fall and spring semesters) is prepared and followed rigorously. Convocation is held each year for conferment of degrees. Students and staff follow dress code of the University (Students and faculty wear uniform and gowns, respectively). Academic record is maintained through Campus Management System. Academic rules and standard operating procedures are in place. Academic audit of all departments is held at the end of each academic year. Dissertations and term papers are checked for plagiarism through "Turnitin". Evaluation of academic staff by students is carried out at the end of each semester. Regularity and punctuality of staff is monitored through biometric system. Admissions are done on the basis of entry test conducted by NTS. All procedures are monitored and supervised by the statutory bodies.

5.3. International students

International students from various countries study at BUITEMS. Students from Afghanistan, Turkey, Saudi Arabia, Jordan and Palestine are currently enrolled in the University. BUITEMS is also working towards attracting more international students, especially in engineering programs in the near future.

5.4. Support services for students

BUIEMS students enjoy numerous facilities during their stay at BUIEMS. Students have access to modern sports facilities for both in-door and out-door sports. In addition, students can become members of different societies and clubs to polish their hidden talents.

5.5. Projected statistics for the students

Currently, 11344 students are enrolled in BUIEMS. By 2024, the University is planning to have around 18000 students.

Strategy	Enhancing students facilitation and development services
Action 1	Provide individual and group counseling to support students and graduates throughout their academic career
Action 2	Conduct Seminars Workshops to prepare students and graduates for their future endeavors
Action 3	Increase number of students placement for part-time and full-time jobs
Action 4	Promote self-employment as a viable career
Action 5	Strengthen sports facilities and services
Action 6	Increase students’ participation in co-curricular and extra-curricular activities
Action 7	Strengthen financial assistance programs and services
Action 8	Identifying the student needs through feedback, assessment and survey

Key Result Areas (KRAs)/Key Performance Indicators (KPIs) & Targets

KRAs	KPIs	Five Years Targets					
		2019	2020	2021	2022	2023	2024
Students Support & Development	Number of students facilitated through counseling	1200	1500	1800	2400	2800	3400
	Number of seminars and workshops conducted	20	22	24	26	28	28
	Number of graduates placed through campus drive, employer referrals and job fair	120	200	220	250	280	300
	Number of startups generated	10	16	18	18	20	20
	Financial Assistance to students increased	2100	2300	2500	2800	3000	3500
	Students involved in co-curricular activities	800	1000	1200	1400	1500	2000
	National sports ranking enhanced	Top 10	Top 10	Top 8	Top 8	Top 5	Top 3
	Students engaged in community work	120	200	300	400	600	700
	Students career aspiration survey conducted	1	1	1	1	1	1

Future Action Plan

Focus Area				
<p>Vision: To be among the leading universities of the world – accessible to all, imparting quality education and promoting cutting edge research.</p> <p>Mission: At BUIEMS, we are committed to providing quality education with focus on research and to equip students with the art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.</p> <p>Goals: Providing programs and services that empower and transform students, realizing their evolving understanding of self, community, and their contributions in a global society.</p>				
Focus	Strategy	Action	Deadline/ Time Frame	Responsibility
Student Support	Providing optimal services to students for their personal and professional development	I. Provide individual and group counseling to support students and graduates throughout their career journey II. Conduct Seminars Workshops to prepare students and graduates for the world of work III. Increase number of students placement for part time, fulltime jobs IV. Promote self-employment as a viable career V. Strengthen sports facilities and services VI. Increase students' participation in co-curricular activities VII. Strengthen financial assistance programs and services Identifying the student needs through feedback	2019-2023	Director UA&FA, Deans, Registrar, Academics Department, Sports Directorate

Industry Relationship

Goal: To develop strong linkages with industry to enhance the academic and professional career of students and graduates

Strategy	Promoting industry linkages
Action 1	Database of local national and international industry developed and updated
Action 2	Study tours of students/ faculty to industry increased
Action 3	Internships made mandatory for all BS degree programs
Action 4	Industry relevant research increased
Action 5	Industry experts and practitioners invited to campus for mentoring sessions
Action 6	Industry-Academia seminar conducted to bridge skill gap
Action 7	Industrial experts included in Board of Studied members

Key Result Areas (KRAs)/Key Performance Indicators (KPIs) &Targets

KRAs	KPIs	Five Years Targets					
		2019	2020	2021	2022	2023	2024
Industry Relationship	Database of local national and international industry developed and updated	yes	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Study tours of students/ faculty to industry increased	14	16	18	20	20	22
	Internships made mandatory for all BS degree programs	yes	yes	Yes	Yes	Yes	Yes
	Industry relevant research increased	Yes	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Industry experts and practitioners invited to campus for mentoring sessions	8	10	10	10	10	12
	Industry-Academia seminar conducted to bridge skill gap	1	1	1	1	1	1
	Conduct Employer satisfaction and graduates career aspiration Survey	1	1	1	1	1	1
	Industrial experts included in Board of Studied members	Yes	Yes	Yes	Yes	Yes	Yes
	Enhance number of interns placed for internship	800	1000	1200	1400	1600	1800
	Number of Job Fairs conducted	1	1	1	1	1	1

Future Action Plan

Focus Area				
<p>Vision: To be among the leading universities of the world – accessible to all, imparting quality education and promoting cutting edge research.</p> <p>Mission: At BUIITEMS, we are committed to providing quality education with focus on research and to equip students with the art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.</p> <p>Goals: To develop strong linkages with industry to enhance the academic and professional career of students and graduates</p>				
Focus	Strategy	Action	Deadline Time /Frame	Responsibility
Industry relationship	Promoting industry linkages	i. Database of local national and international industry developed and updated ii. Study tours of students/ faculty to industry increased iii. Internships made mandatory for all BS degree programs iv. Industry relevant research increased v. Industry experts and practitioners invited to campus for mentoring sessions vi. Industry-Academia seminar conducted to bridge skill gap vii. Industrial experts included in Board of Studied members	2019-2023	Director ORIC Director UAFA, Faculty Deans, Dean Graduate Studies Board of Studies

Chapter 6

Research and Consultancy

Strategic Plan
2019-2023



Chapter - 6: Research and Consultancy Services

Goals: To raise the faculty and student profiles and endorse research and scholarly work across campus by promoting the dissemination of results, and by supporting regular research colloquia and seminars for faculty, students and interested external community constituents.

6.1: Inculcating research and consultancy culture

BUITEMS faculty has already started undertaking research and consultancy projects in their respective areas of expertise. The PhD faculty members, with exposure to foreign universities, have been playing a vital role in developing research and consultancy culture in the University. The younger teachers and MS and PhD scholars work collaboratively with their senior counterparts to undertake research and consultancy projects.

6.2: Management support for research and consultancy

BUITEMS management is quite supportive as far as undertaking research and consultancy projects are concerned. Recently, the University has devised a policy whereby the revenue from a research or consultancy project will be divided between the researcher/consultant and the University with a ratio of 70:30. In addition, the researcher/consultant will have access to the University labs and other facilities. BUITEMS management, particularly ORIC adopts the following strategies in achieving above mentioned goals of BUITEMS research and consultancy services.

Strategy-1	Promoting research culture
Action 1	Subscribe for more online research journals and databases in relevant disciplines
Action 2	Link research activities with relevant industry
Action 3	Provide trainings on writing quality research proposals
Action 4	Provide adequate incentives for those involved in research
Action 5	Explore research grant opportunities

Strategy-2	Ensuring recognition of BUIEMS Research Journal
Action 1	Make the existing research journal peer reviewed
Action 2	Apply for HEC recognition/registration of the journal
Action 3	Attract quality contributions for the journal
Action 4	Make it refereed impact factor journal

Strategy-3	Providing consultancy services to businesses, government, and the community
Action 1	Create enabling environment for consultancy assignments
Action 2	Provide incentives to individuals undertaking / contributing in consultancy services
Action 3	Identify and target market potential areas of consultancy services

Strategy-4	Commercialization and patenting of the innovative research products
Action 1	Selecting potential prototype
Action 2	Acquire Patent license
Action 3	Link the prototype with industries for commercialization

Key Result Areas (KRAs) / Key Performance Indicators (KPIs) and Targets

KRAs	KPIs	Five Years Targets				
		2019	2020	2021	2022	2023
Research and Consultancy	BUITEMS Research “Journal of Applied and Emerging Sciences”	Recognized as Z Category by HEC, For Y category case is in progress	Will be uplifted to Y category	Will be uplifted to X category	Will be uplifted to W category and indexed by Web of Science	Will be assigning Impact Factor to the journal
	BUITEMS Research “Journal of Social Sciences and Humanities”	Recently not Recognized by HEC Case for recognition for Z Category is in progress	Will be Recognized by HEC in Z Category,	Efforts continue	Will be uplifted to Y category	Efforts continue
	BUITEMS Research “Journal of Natural and Physical Sciences”	Apply for registration to HEC	1st and 2nd Issue will be published	3rd and 4th Issue will be published	Will be Recognized by HEC in Z Category	Will be uplifted to Y category
	Increase Number of Research papers Published	202	280	320	360	416
	Number of Research Grants Increased Nationally/Internationally	10	15	20	25	30
	Research funding (approx)	5.5% of total operational budget	6% of total operational budget	6.5% of total operational budget	7% of total operational budget	7.5% of total operational budget
	Research Grants (approx)	10 Million	12 Million	15 Million	20 Million	25 Million
	Number of Research Collaborations, Links, contacts increased	20	25	30	35	45
	ORIC funded projects	30	35	40	45	50
	Prototype/ patent awareness, filing, and commercialization.	01	03	05	07	10
	Policies and Procedures to facilitate consultancy assignments improved	Achieved	Achieved	Achieved	Achieved	Achieved

Future Action Plan

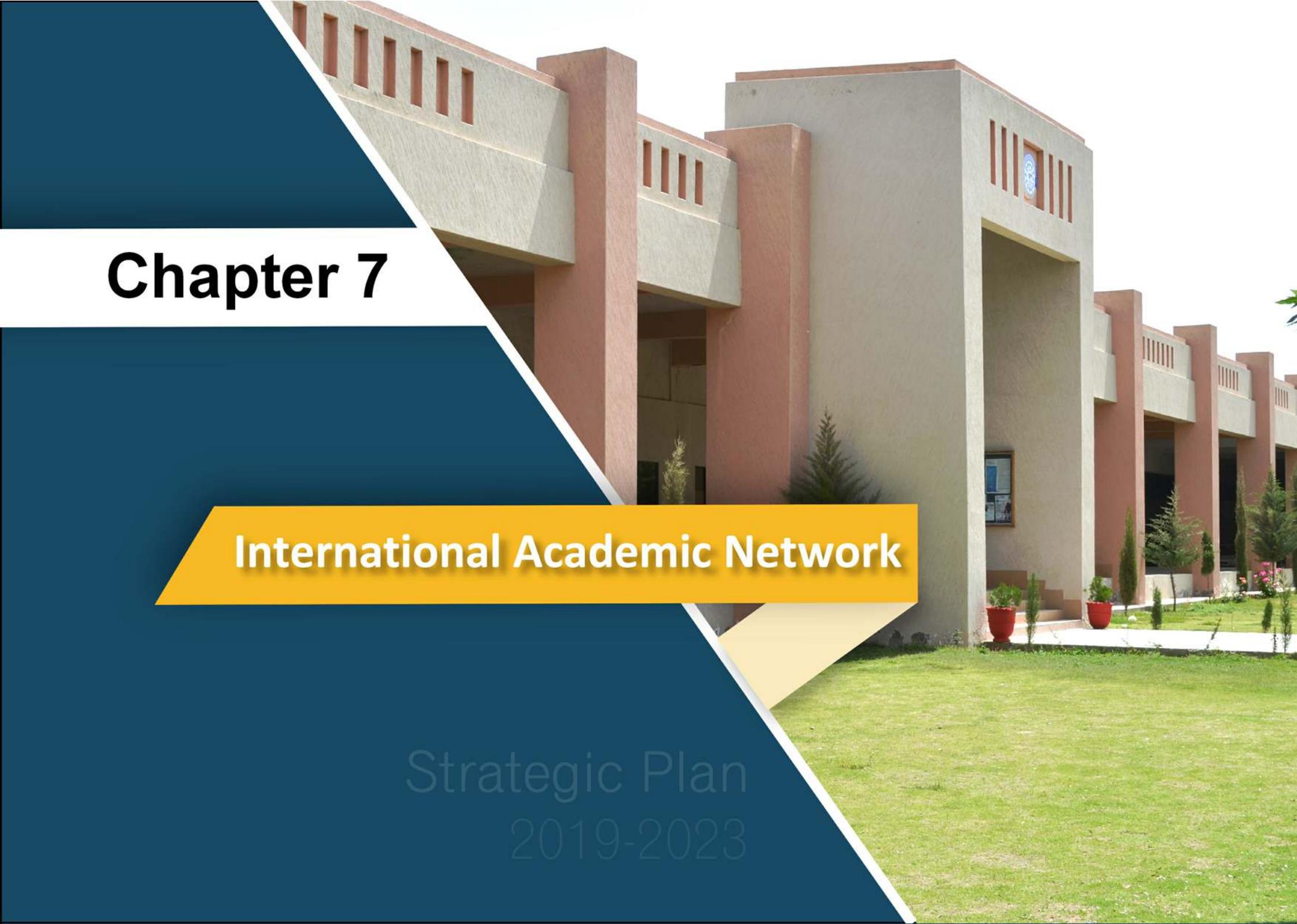
Level	Focus Area			
<p>Vision To be among the leading universities of the world-accessible to all, imparting quality education and promoting cutting edge research.</p> <p>Mission At BUIEMS, we are committed to providing quality education with focus on research and to equip students with art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.</p> <p>Goals To raise the faculty and student profiles and endorse research and scholarly work across campus by promoting the dissemination of results, and by supporting regular research colloquia and seminars for faculty students and interested external community constituents.</p>				
Focus	Strategy	Action	Deadline/Time Frame	Responsibility
Research and Consultancy	Promoting research and consultancy culture	I. Effective management of research and consultancy II. Subscribe for more research journals in relevant disciplines III. Link research activities with relevant industry IV. Provide trainings on writing quality research and consultancy proposals V. Provide adequate incentives for those involved in research and consultancy VI. 5. Explore research grant opportunities	2019-2021	Director ORIC, Deans
	Mak BUIEMS Research Journal Refereed High Impact Factor Journal	I. Make the existing research journal peer reviewed II. Apply for HEC recognition/registration of the journal III. Attract quality contributions for the journal IV. 4. Make it refereed impact factor journal	2020-2022	Director ORIC, Deans

Focus	Strategy	Action	Deadline/Time Frame	Responsibility
	Providing consultancy services to businesses, government, and the community	I. Create conducive environment for encouraging teachers to take consultancy assignments II. Devise proper policy to incentivize those involved in consultancy services III. 3. Undertake outreach activities to attract consultancy business from potential organizations	2021-2022	Director ORIC, Deans, Registrar
	Infrastructure for research and consultancy activities	I. Ensure the availability of excellent physical infrastructure such as library, labs, workshops, Computers, etc. II. Identify sources of funding from different quarters III. Address issues of patents, licensing, copyright, etc. IV. 4. Exploit opportunities for consultancy services to generate revenue through local and international network	2022-2023	Director P&P, Director ORIC, Registrar
	Strengthening ORIC, hiring trained staff, establishment of TISC, funding etc.	I. We will hire 06 trained research associates for ORIC. (Two each for three sub sections of ORIC i.e. R&D, TSIC and UIL). II. Provide professional training opportunities to the ORIC staff in collaboration with HR BUITEMS and other national/International training organizations.	2019-2023	Director ORIC, Registrar

Chapter 7

International Academic Network

Strategic Plan
2019-2023



Chapter 7: International Academic Network

Goals: To develop partnerships with international universities for joint research, scholarship and faculty exchange opportunities.

7.1: Strategic Linkages with the Universities/Institutes of repute around the globe

BUIEMS believes that collaboration among higher education institutions can be fulfilled if it is undertaken from a strategic stand-point. Keeping this in view, BUIEMS has signed various MoUs addressing various strategic areas with national and international universities. Some of the partner universities/institutes are:

- Asian Institute of Technology
- George Washington University
- Atilim University
- Middle East Technical University
- Simon Fraser University
- University of British Columbia
- University of Minnesota
- Washington Accord (OBU)
- International Association of Universities Presidents (IAUP)
- International Network for Quality Assurance Agency in Higher Education (INQAAHE)
- Asia Pacific Quality Network (APQN)

7.3 Students exchange program

7.3.1. BUIEMS sends its students, especially those from engineering disciplines, to various universities of Pakistan for research projects.

Strategy-1	Offering joint degree programs with international universities
Action 1	Negotiate joint degree programs with existing
Action 2	partner universities Legislation/ approval of policy of
Action 3	joint degree programs
Action 4	Initiate joint curriculum development with partner universities Market and start joint degree programs
Action 5	Identify potential universities worldwide for collaboration

Strategy-2	Increasing opportunities for BUIEMS faculty/students to teach/learn and conduct research internationally
Action 1	Identify and negotiate teacher/student exchange with existing partner universities
Action 2	Legislation/ approval of policy regarding faculty/students exchange and joint research
Action 3	programs Initiate joint curriculum development with partner universities
Action 4	Market and start joint degree programs

Strategy-3	Utilizing ICT facilities as a linkage tool
Action 1	Equip seminar rooms with video conferencing facility
Action 2	Collaborate with partner international universities for joint course offerings/seminars/workshops through
Action 3	Videocon Strengthen virtual education courses/ programs

Strategy-4	Acquired membership of international networks
Action 1	<p>Apply for and achieve membership of the following:</p> <ul style="list-style-type: none"> • Association of Commonwealth Universities • Washington Accord • International Association of Universities Presidents (IAUP) • UN Academic Impact • International Network for Quality Assurance Agency in Higher Education (INQAAHE) • Asia Pacific Quality Network (APQN) • Any other relevant network

Key Result Areas (KRAs)/Key Performance Indicators (KPIs) & Targets

KRAs	KPIs	Five Years Targets					
		2019	2020	2021	2022	2023	2024
International Academic Network	More MoUs with international universities signed	05	07	07	10	12	15
	Joint degree programs started	0	1	2	2	3	3
	Joint research projects started	2	2	4	4	5	5

Future Action Plan

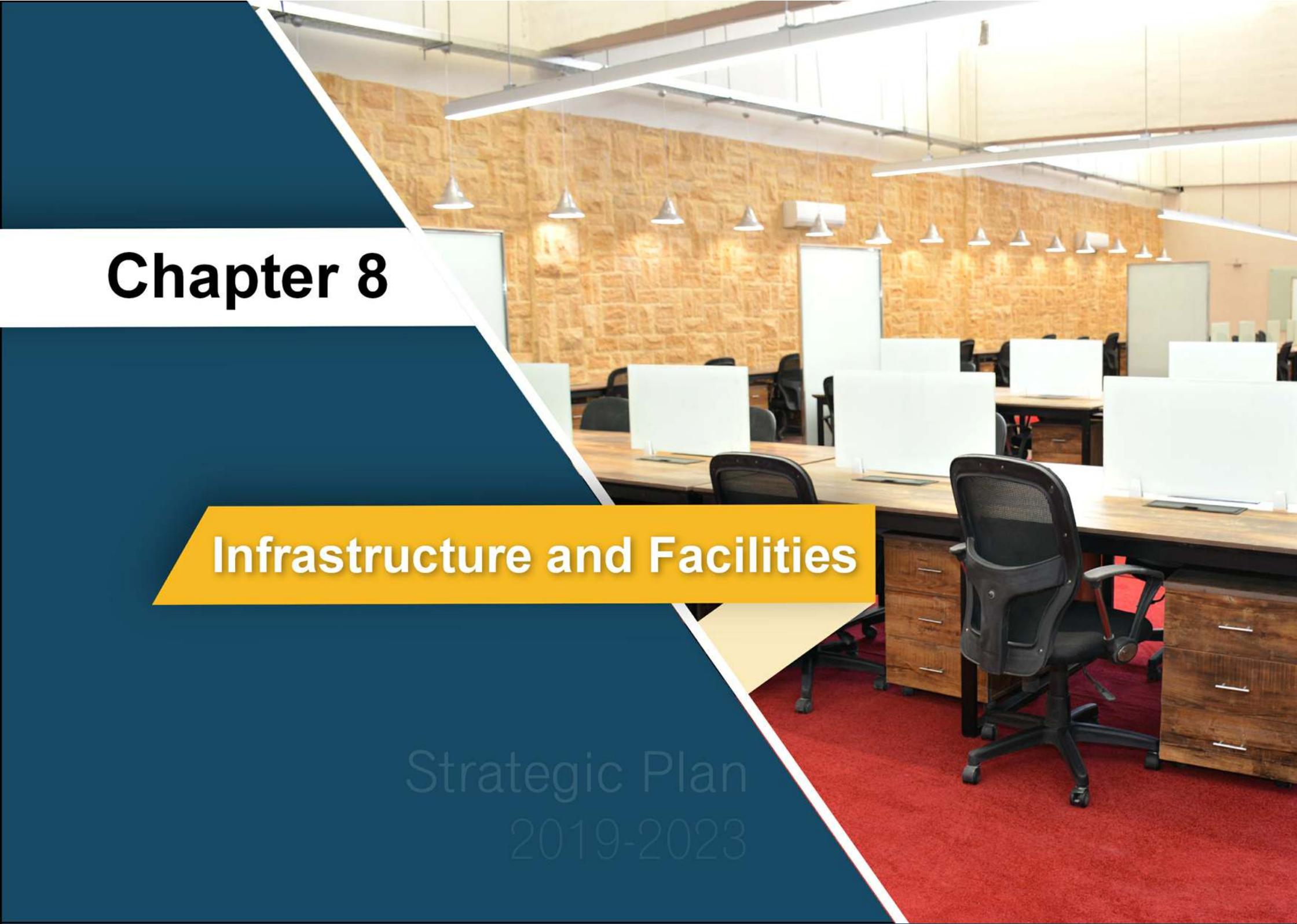
Focus Area				
<p>Vision : To be among the leading universities of the world – accessible to all, imparting quality education and promoting cutting edge research.</p> <p>Mission : At BUIEMS, we are committed to providing quality education with focus on research and to equip students with the art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.</p> <p>Goals : To develop partnerships with international universities for joint research, scholarship and faculty exchange opportunities</p>				
Focus	Strategy	Action	Deadline/Time Frame	Responsibility
International Academic Network	Offering joint degree programs with international universities	<ol style="list-style-type: none"> 1. Identify partner universities/ institutions. 2. Negotiate joint degree programs with existing partner universities. 3. Legislation/ approval of policy of joint degree programs 4. Initiate joint curriculum development with partner universities. 5. Advertise/ market and start joint degree programs 6. Identify potential universities world-wide for collaborations. 	2019-2023	Director UA&FA, Registrar, Deans.
	Increasing opportunities for BUIEMS faculty / students to teach/ learn and conduct research internationally	<ol style="list-style-type: none"> 1. Identify/ Negotiate teacher/ student exchange with existing partner universities 2. Legislation/ approval of policy regarding faculty/ student exchange and joint research programs 3. Initiate joint curriculum development with partner universities 4. Advertise / market and start joint-degree program 	2019-2023	Director UA&FA, Registrar, Deans.

	Utilizing ICT facilities as a linkage tool	<ol style="list-style-type: none"> 1. Equip classrooms with Videocon facility 2. Collaborate with partner international universities for joint course offerings/ seminars/ workshops through Videocon 3. Further strengthening of Virtual Education Project of Pakistan (VEPP) 	2019-2023	Director UA&FA, Registrar, Deans.
	Acquiring membership of international networks	<p>Apply and achieve memberships of the following :</p> <ul style="list-style-type: none"> • Association of Commonwealth Universities • Washington Accord • International Association of Universities Presidents (IAUP) • UN Academic Impact • International Network for Quality Assurance Agency in Higher Education (INQAAHE), • Asia Pacific Quality Network (APQN), • Talloires Network 	2019-2023	Director UA&FA, Registrar, Deans.

Chapter 8

Infrastructure and Facilities

Strategic Plan
2019-2023



Goal: To increase access to quality higher education

8.1: Planning for Infrastructure and Facilities

Currently, BUITEMS is operating at four locations, namely, Takatu Campus (also the main campus) 108 acres, City Campus 2.5 acres, University College of Zhob (UCOZ) – BUITEMS, Chiltan Campus 105 acres and Muslim Bagh Campus.

The aim & objective of the establishment of the university is to promote professional education in the fields of Information Technology, Engineering, Technology, Management Sciences, Social Sciences, and Biotechnology for the people of Balochistan in particular and other parts of the country in general.

8.1.1: Academic Facilities (Lecture Rooms/Theatre/Halls)

Existing Facilities:

The City Campus in its infancy is located in a small building on about 2.75 acres of land. The total covered usable area for academic purposes was only 61,500 sq. ft. and has 22 classrooms with 30-35 student capacity, but equipped with latest learning tools like multimedia. An additional floor of approx. 25000 sq. ft. has also been developed with 5 new class rooms, 5 labs, 4 seminar rooms which are also being used as classrooms.

BUITEMS Takatu Campus is stretched on 108 acres of land with New Academic Block build on an area of 100,000 sq. ft. with 15 class rooms, labs, seminar halls, video conferencing room, training hall, telephone exchange and about 60 faculty offices.

Sir Syed Block has been built on an area of 150,000 sq. ft. adjacent to the New Academic Block. It holds class rooms, souvenir shop, professors room, assistant professors room, lecturer rooms, seminar halls, M.S research lab, Business Incubation Center, meeting room, faculty lounges, girls common room, dean offices and studios.

Administration Block covering 5000 sq. ft. has been developed, which has accommodated administrative staff. OAG (Owais Ahmed Ghani) Hall has been established which contains following facilities:

- Central Library 10,176sft
- Faculty offices
- Central engineering Lab

- Iqbal Hall is accommodating Life Sciences and Arts & Basic Sciences Faculties. Executive Block houses the Vice Chancellor’s Secretariat, the Office of the Pro Vice chancellor, the Office of the Registrar and administration offices.
- Jinnah Hall has been completed that is in use of administrative staff.

Proposed Facilities

Construction of an Academic Block is proposed to be built on 150,000 sq. ft. This will help in establishing new departments of various faculties which will cater the needs of the University for the coming five years. The proposed block would not only meet the academic and administrative needs of the University by accommodating more than 5000 students and staff. Following are some of the features highlight of the proposed academic block:

S.No	Description	No.
1	Professor’s office space	24
2	Asstt./Associate Professor’s office space	33
3	Lecturers	24
4	Classrooms	24
5	Teaching Labs	12
6	Meeting Rooms	6
7	Visiting Rooms	3
8	Conference Rooms	3
9	Management/Technical staff offices	18
10	Seminar Halls	4
11	Seminar Libraries	3
12	Stores	2
13	Cafeteria	1
14	Circulation Area (corridors, toilets and openings etc)	

8.1.2: Information Technology Labs

Existing Facilities:

Thirteen fully equipped computer labs and state of the art M.S Research Center have been established. These laboratories are very useful for the students and scholars to create computing and research environment and are available with free internet access. The whole building is networked through a LAN for sharing resources and services. The existing networking facilities have also been upgraded through a LAN/WAN project which has enhanced the IT capacity and Networking access at Takatu Campus with the following features:

S No.	Product Description
A.	Core Switches
1	10 slot chassis for 48 Gbps /slot
2	2800 W AC Power Supply (Data and PoE)
3	2800 W AC Power Supply (Data and PoE)
4	48 -Port 1000 Base-X (SFPs Optional)
5	12 -Port 10 GbE (SFP+)
6	Enhanced 48 -Port 10 /100/1000 Base-T (RJ-45)
7	E-Series Supervisor, 48 Gbps
8	CAT4 500e SUP 7e Universal Image
9	10 GBASE-SR X2 Module
	Sub Total -A

B.	Server Switch
1	24 port 10 /100/1000 + 4 SFP + IPS Image; 1.5 RU
S u b Total – B	
C.	Access Switches
1	4 8 ports 10 / 100 + 2T/ SFP LAN Base Image
2	2 4 ports 10 / 100 + 2T/ SFP LAN Base Image
3	GE SFP , LC connect or LX/ LH transceiver
4	1 0 0 0 B A S E -Z X S F P
S u b Total – C	
D.	LAN Management Software
1	LAN Management Software for Manageable Devices
S u b T o t a l – D	
E.	Security Appliance
1	ASA 5540 Appliance w/ AIP-SSM-20 , SW , HA, 4 GE +1 FE, 3 DES/ AES
S u b Total – E	
F.	Optical Fiber Cable & its Accessories
1	FCI 12 Core 9 / 12 5u single mode outdoor armored cable in meter
2	24 Port /w SC/PCSM Coupling 9 /125 19 " rack mount patch panel
3	12 Port /w SC/PCSM Coupling 9 /125 19 " rack mount patch panel

4	Patch cable, single mode 9 /125 µm SCLC 3m
5	Single Sided Cable Manager
6	Fibre Cable Route Locator
7	UP VC 3 " Pipe for Optical Fiber Cable (per running meter)
8	Flexi ble Pipe 2 .5 " Dia (per running meter)
9	Trenches: 12 " x 6 " Steel Trench , Local, with Cover (per running meter)
1 0	Duct 40 * 40 (per running meter.)
1 0	Duct 60 * 60 (per running meter.)
1 1	Duct 40 * 40 (per running meter.)
1 2	19 " Standing Rack , Height 42U, (Width 650 mm, Depth 960 mm, Black , Powder Coated)
1 3	19 " Standing Rack , Height 27U, (Width 650 mm, Depth 960 mm, Black , Powder Coated)
1 4	Fibre Optic Deployment, Installation & Miscellaneous Charges
S u b Total - F	
G.	Electrical Power Backup Equipment
1	Heavy Duty UPS with battery banks (For Data center only) 20 kVA
2	UPS (For Network switch racks) 1kVA
S u b Total - G	

H.	Safety Equipments
1	Fire suppression system with sprinkling unit (For Data center only)
2	Fire Extinguishers (For Computer labs)
3	Fire Extinguishers (For Network switch racks)
S u b Total - H	

Proposed Facilities:

Laboratories, computers, networking and other I.T infrastructure will be developed and expanded under Strengthening & Development of BUIITEMS Project at the proposed project of Business School - construction under process at the BUIITEMS Takatu Campus on an area of 150,000 sq. ft. I.T infrastructure will also be developed at the to be constructed buildings of BUIITEMS Muslim Bagh Campus and University College of Zhob (UCOZ)-BUIITEMS.

8.1.3: Laboratory and Workshops:

Existing Facilities

In recent times projects for establishment of modern and state of the art laboratories have been completed and laboratory equipment worth millions of rupees have also been purchased for the same. These laboratories include:

- Mining Engineering Lab
- Chemical Engineering Lab
- Civil Engineering Lab
- Textile Engineering Lab

- Mineral Processing & Coal Preparation Lab
- Mine Ventilation & Safety Lab
- Mine Survey Lab
- Geological Engineering Lab
- Instrumentation & Control Lab
- Reaction Engineering Lab
- Process Lab
- Particle Sizing Lab
- Fuel & Combustion Lab

Proposed Facilities

DNA Testing Lab the first of its kind in Balochistan is proposed and construction work will be started in the near future at the Balochistan University of Information Technology, Engineering & Management Sciences (BUITEMS) Quetta.

8.1.4: Library

Existing Facilities

A Central Library has been established on 26500 sq. ft. area. Online accounts of the students are also being created where they can reserve a book through their accounts; separate book section and reference section are being maintained for each faculty. The students are provided with comfortable study cabins and chairs with the following modern facilities:

S. No	Description	No	Unit Area	Total Area
1	Main Reading Hall	01	4000	4000
2	Reference/Text Books	01	1000	1000
3	Periodicals Section	01	600	600
4	News Paper Section	01	810	810
5	Audio Visual Section	01	2000	2000
6	Seminar Room	01	1750	1750
7	Librarian Office	01	224	224
8	Accounts Office	01	224	224
9	Offices with washroom	04	288	1152
10	Meeting Room with washroom	01	300	300
11	Presentation Room	01	300	300
12	Photo Copy	01	150	150
13	Circulation Area (corridors, toilets and openings etc)			13990

Proposed Facilities

Electro Magnetic (EM) Gate, EM strips, self-check and Radio Frequency Identification (RFID) solution regarding issuance and return of books etc. from the Library will be imposed under Digital Library Assistance program. This will not only benefit the students in issuance and return of books without searching them in the book-shelves but will also help the Library Management in managing the books availability at the Library in a more smoother and efficient way.

8.1.5: Recreational Facilities**Existing Facilities**

- An Auditorium with capacity for 150 person's for seminars and extra-curricular activities.
- Playgrounds of cricket & football have been developed, two tennis courts, one basketball court are being developed. A fitness centre is in use for the students of BUITEMS.
- The pre-engineered hall (Arfa Karim Randhawa Expo Center) with total covered area of 23,500 sq ft is also functional. In this hall BUITEMS has organized its six convocations. This hall has also been used for exhibitions and indoor games.
- The sports complex will be completed at a total cost of Rs 38.942 million. The project would enable BUITEMS to organize indoor sports events like badminton, table tennis, basketball, etc.
- Main Auditorium at Takatu Campus, with seating capacity of 500 and latest sound facilities, has been completed; the facility enables BUITEMS to organize indoor events like seminars, trainings, etc on a large scale.

Proposed Facilities

- At BUITEMS, the Takatu Campus comprising 108 acres of area is the main campus with residential facilities for both staff and students. Therefore a Mosque at 12000 sq ft area is proposed to be constructed.
- Construction of multipurpose hall in Sports Complex phase-I and A swimming pool, two squash courts and two fitness centers (for male & female) are near completion in the project as Phase-II. Football Pavilion is also being constructed on an area of 7300 sq. ft.

- Presently the students and staff residing on the Campus go to Quetta City for purchase of groceries and other items. Construction of a shopping complex, comprising shops of necessary routine items is required. The proposal is to construct ten units to house facilities like Medical store, General store, groceries store, Meat and Poultry, Barber Shop, Stationary and Dry Cleaning shop, etc.

8.1.6: Accommodation and Support Services

Existing Facilities

The residential facilities at BUIITEMS include 9 bungalows, 20 category V houses and 26 quarters. Apart from this, on-campus accommodation for 84 faculty and staff members has also been completed. Fatima Jinnah Hostel is functional at Takatu Campus and has capacity for 108 female students. Bachelor's hostel for faculty members is also available but with limited capacity.

Medical center with O.P.D facility and emergency ward for male and female students has been established.

A Guest House has been constructed at Takatu Campus for the visiting faculty. The total covered area of the Guest House is proposed to be 11,500 sq. ft. with following features:

S.No.	Description	No.
1	Bed Rooms with attached baths	15
2	Dining Room	01
3	Kitchen	01
4	Lobby	01
5	Pantry	01
6	Atrium	01
7	Circulation Area (corridors, and openings etc)	

International Students' Hostel, to accommodate 300 students over an area of 64,500 sq. ft. is near completion at Takatu Campus with following features:

S. No	Description	No	Unit Area (Sq ft)	Total Area (Sq ft)
1	Bedroom (For four students)	54	345	18630
2	Bedroom (For two students)	42	215	9030
3	Bathrooms (Block A, C and D)	12	403	4836
4	Dining Hall with Kitchen (Ground floor)	1	2818	2818
5	TV Lounge with Common Room	1	2029	2029
6	Prayer Room	1	896	896
7	Laundry Room	1	570	570
8	Terrace	1	425	425
9	Passage	1	17229	17229
10	Circulation Area (corridors, toilets and openings etc)			8037

Proposed Facilities

Residences inherited from defunct Bolan textile Mill need up-gradation and renovation. This facility is very limited in comparison with requirements of academic and administrative staff especially when they come from other provinces of Pakistan or belong to far flung areas of Balochistan. Adequate residential facilities are also essential for attracting highly qualified human resources and for retaining the existing staff. A large number of teachers and non-teaching staff are waiting for accommodation on the campus.

In order to encourage quality human resource at BUIITEMS an in-house residential facility in the form of bachelor's lodges is proposed in the project.

Baluchistan University of Information Technology, Engineering & Management Sciences imparts quality education to the students coming from different parts of the country and from other parts of the region and other countries as well. By the time and increase in student strength of BUIITEMS coming from other parts of the region demand for separate students' hostel for boys and girls has increased. Therefore, in order to fulfill the demand 02 hostels for boys and girls are proposed in the project.

Strategy-1	Expanding Infrastructure
Action 1	Construct Academic building
Action 2	Construct Admin Block
Action 3	Construct Sports Complex-Phase 2
Action 4	Construct faculty residences

Strategy-2	Strengthening of Labs
Action 1	Increase number of laboratories
Action 2	Purchase new lab equipment

Strategy-3	Expanding facilities
Action 1	Expand Wireless Network within the Campus
Action 2	Enhance Sports facilities
Action 3	Develop daycare facility

KeyResult Areas(KRAs)/KeyPerformanceIndicators(KPIs)&Targets

KRAs	KPIs	Five Years Targets					
		2019	2020	2021	2022	2023	2024
Infrastructure	New academic building completed	In process	In process	In process	completed	completed	completed
	Number of labs to be increased	42	45	45	50	55	60
	Lab equipment increased	Ongoing	ongoing	ongoing	ongoing	ongoing	ongoing
	Number of classrooms increased	130	150	160	200	210	220
	Campus development plan implemented	Ongoing	ongoing	ongoing	ongoing	ongoing	ongoing
	Sports complex (Phase-II)	In process	In process	completed	completed	completed	completed
No. of Houses for faculty and staff increased	100	110	110	150	150	150	
Facilities	Internet Connectivity including wireless networks Enhanced	In process	In process	enhanced	enhanced	enhanced	enhanced
	Day Care facility expanded	4 halls	4 halls	4 halls	6 halls	6 halls	6 halls
	Transportation facility for faculty/staff expanded	60 vehicles	65 vehicles	70 vehicles	80 vehicles	90 vehicles	110 vehicles

Future Action Plan

Focus Area				
<p>Vision: To be among the leading universities of the world – accessible to all, imparting quality education and promoting cutting edge research.</p> <p>Mission: At BUIEMS, we are committed to providing quality education with focus on research and to equip students with the art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.</p> <p>Goals: To increase access to quality higher education.</p>				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Infrastructure and facilities	Strengthening and developing of Infrastructure and Laboratories	I. Strengthening of existing physical infrastructure II. Development of new physical infrastructure III. Sports Complex Phase-II IV. Faculty, Staff and Students Residence V. Development of Laboratories	2019-2023	Director P&P, Registrar, Director IT, Director Procurement, Deans

ICT/E-University

Goals: To develop e-culture at BUIITEMS campuses

8.2: Information and Communication Technology (ICT) accelerate

Campus Management Solution

Campus Management Solution (CMS) was introduced in 2009 to automate manual academic processes. A dedicated and professional CMS team was created to provide technical and operational support to faculty and administrative staff of university.

Following are the highlights of futuristic tasks foreseeing the next five years:

- Continuous system and application upgrade of Campus Management with recently announced patches by PeopleSoft
- Up-gradation of DR site (on premises as well as on cloud)
- Rolling out of HR, Finance and Procurement modules through Enterprise Resource Planning (ERP) by implementing Microsoft Dynamics 365. ERP would prove a milestone in stepping into the modern ways of managing various departmental processes and ultimately would automate paper bases environment.
- Integration of Hostel Management System with CMS
- Integration of Library management system with CMS
- Integration of Outcome Based Education with CMS
- Business Intelligence BI-Integrated with all products (CMS/Dynamics/OAS/SAKAI and all others)
- Student open enrollments and on-line fee payments
- SMS and Email alerts to all user

System Administration

Directorate of Information Technology is committed to make continuous system up-gradation to match the modern-day technology in order to provide the students and faculty and the admin staff with the latest and less sophisticated tools for managing their works at the BUIITEMS.

In such pursuit of technology, the Directorate has planned the following additions and expansions to its systems during the upcoming five years:

- Continuous up-gradation of existing hardware infrastructure
- All classrooms will be equipped with latest audio-visual teaching aid technologies.
- To ensure campus security, Access Control System will be deployed.
- Coverage of existing IP surveillance cameras, along with facial recognition technologies will be expanded (indoor/ outdoor) for effective campus security
- Visitor Management System will be deployed to keep record of all visitors.
- Vehicle Number Plate System will be integrated will existing camera network.
- Learning Resource Center (LRC) will be established along with printing, photo-copying and scanning facilities to facilitate students in R&D activities
- GRE / CISCI and Huawei Authorized testing centers will be established
- Existing computer labs will be upgraded will latest hardware
- System up-gradation in Zhob and Muslimbagh campuses

Network Administration

Directorate of IT is looking forward to deploying continuous network up-gradation, well matched with the latest available technologies and practices. Therefore, Optical Fiber has been laid at the entire Campus to provide better Local Area Network accessibility. The whole of the Campus has been provided with the wireless connectivity to ensure better internet connectivity to the researchers.

In the next five years, following areas would be focused and upgraded:

- Continuous up-gradation of core, distribution and access network
- Video conference Solution in meeting room of each faculty
- Voice over IP phones for University management and faculty.
- Creation of Online portal for Complaint management system.
- Network Operations monitoring room.
- Network up-gradation in Zhob and Muslim-bagh campuses

Email and Web Administration

As mentioned earlier that all workstations will be centrally connected to BUITEMS domain, so the passage of logging in will be routed through INBOX. All the users will be compelled to check their e-mails first before starting any task. All employees of BUITEMS have been issued their respective email accounts, hence all official correspondence is carried out though e-mail. Workflows are also being developed to automate the paper based processes.

Domain name of BUIEMS will be changed to buitems.edu.pk with the addition of “E” reflecting our Engineering faculty. Dynamic website connected to a rich database is concept of having such platform where information of all domains is updated in real time. Departments will be having sub websites in centrally controlled fashion. Social networking sites will also be developed for close interaction of students.

Video Conferencing

Video Conferencing facilities will be extended to departmental level, so that at least one classroom in each department would be equipped with mini video conferencing unit for live broadcast of lectures. Mobile video conferencing units will be introduced for live coverage of all important academic and co-curricular events across the globe.

Action 1	Ensuring the use of CMS across the board
Action 2	Introduce Enterprise Resource Planning (ERP) through Microsoft Dynamics 365
Action 3	Launch online donation system
Action 4	Strengthen IT infrastructure
Action 5	Make all registrations online through BUIEMS website

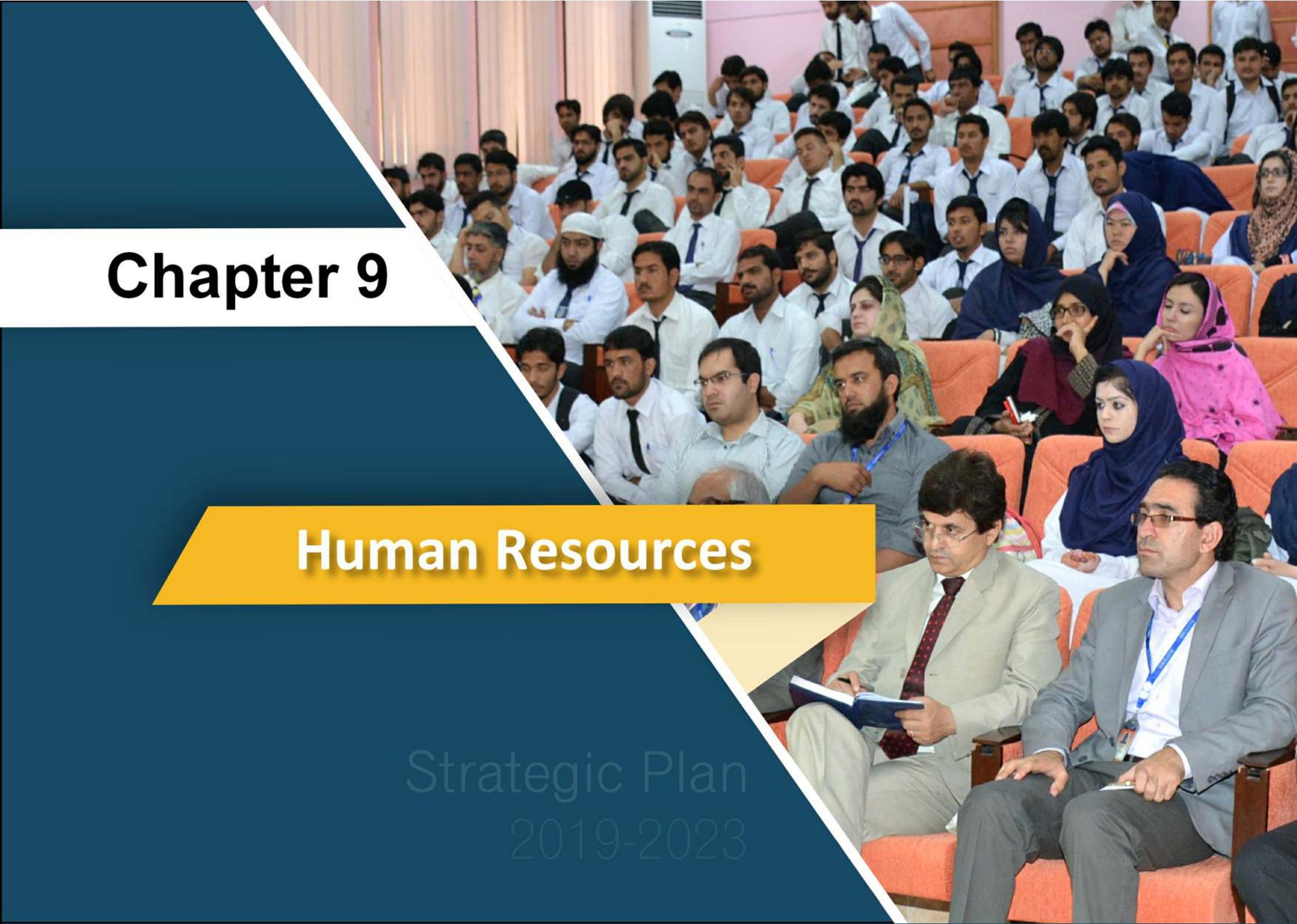
Key Result Areas (KRAs)/Key Performance Indicators (KPIs) & Targets

KRAs	KPIs	Five Years Targets					
		2019	2020	2021	2022	2023	2024
E- University	Number of computers increased	1700	1700	1750	1750	1800	1800
	IT infrastructure strengthened	In process	In process	achieved	achieved	achieved	achieved
	Campus Security Up-gradation	In process	In process	In process	achieved	achieved	achieved
	Use of CMS across the board	90%	90%	100%	100%	100%	100%
	BI and OBE Integration with CMS	In process	In process	achieved	achieved	achieved	achieved
	Separate web pages developed for each faculty/directorate	achieved	Achieved	achieved	achieved	achieved	achieved
	Online admission system further strengthened	achieved	Achieved	achieved	achieved	achieved	achieved
	Online Complaint Management Portal	In process	In process	achieved	achieved	achieved	achieved
	Online availability of all kind of forms ensured	achieved	Achieved	achieved	achieved	achieved	achieved
	Wireless Internet connectivity across the board	50%	70%	100%	100%	100%	100%
	Number of classrooms/labs/ seminar rooms having multimedia/	80	80	100	100	120	120
	Online donation portal established	established	Established	established	established	established	established
	Online Exams Testing Site	In process	In process	achieved	achieved	achieved	achieved
Email accounts for all students/alumni created	In process	Achieved	achieved	achieved	achieved	achieved	

Future Action Plan

Focus Area				
<p>Vision: To be among the leading universities of the world—accessible to all, imparting quality education and promoting cutting edge research.</p> <p>Mission: At BUIEMS, we are committed to providing quality education with focus on research and to equip students with the art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.</p> <p>Goals: To develop an e-culture in BUIEMS campuses</p>				
Focus	Strategy	Action	Deadline/Time Frame	Responsibility
ICT/E-University	Further Strengthening of IT Infrastructure	I. Ensuring the use of CMS across the board II. Introduce Enterprises Resource Planning (ERP) III. Strengthen IT Infrastructure IV. Online Complaint Management Portal V. BI and OBE Integration with CMS VI. Campus Security Up-gradation VII. Online Exam Testing Site VIII. Make all registrations online through BUIEMS Website	2019-2023	Director IT, Director P&P, Director Procurement, Registrar





Chapter 9

Human Resources

Strategic Plan
2019-2023

Chapter 9: Human Resources

Goals: To recruit and retain a workforce of the highest caliber.

9.1: General Human Resource Policies

General Policy's for Human Resource are mentioned below:

1. BUITEMS has devised hospitable policy for its faculty who intend to improve their qualification. Leave with full pay is granted to those candidates who secure fully funded foreign and indigenous scholarships, in accordance with its rules.
2. Recruitment policy transpires to be purely on merit. The initial screening process is carried out with clear record of the eligibility of the candidates whether it is for administrative position or faculty as per BUITEMS service rules and under the guidelines of Higher Education Commission.
3. A strict policy is followed for harassment at BUITEMS with zero tolerance towards such cases.
4. The policy is active for annual performance evaluation of employees ranging from BPS-05 to BPS-21 which grades the officers\officials over several quantitative and qualitative attributes. This exercise is carried out initially by the immediate supervisor and counter checked by the Registrar and Pro Vice Chancellor BUITEMS.
5. BUITEMS is a politics free and no-smoking zone; this policy has been adopted since the inception of the university.

9.2 Recruitment and Retention policies:

The recruitment of administrative staff and faculty is conceded as per BUITEMS service rules laid out for each category or cadre and sanctioned under budget. Also, at the time of faculty induction, Higher Education Commission guidelines for minimum eligibility criteria, are considered.

9.3: Performance Management:

BUIEMS is currently home to more than 1100 employees (faculty and administrative staff) and is expected to increase further. This large workfare, the management requires continuous performance checks on all employees. To serve this purpose a performance review committee is working to investigate and monitor all the performance-related issues regularly.

The annual performance evaluation report (APER) is also considered by the committee while deciding on an issue or up-gradation of an employee.

9.4: Projection of Staff :

- 1. Recruitment of Workforce:** As per previous Strategic Plan BUTIEMS has successfully completed its goals set for the years 2014-2018. Its work-force as in the year 2019 is showed in below mentioned table:

Category	Number of Staff in 2019
Faculty Staff	616
Admin Staff	612

In order to meet the academic and administrative requirements of the University, set-out in this strategic plan, the University aspires to meet the following targets with regard to its human capital :

Discipline	2019	2020	2021	2022	2023	2024
Faculty Staff	616	620	630	630	640	650
Admin Staff	612	620	620	620	630	630

9.5 Growth and Development (HRD)

BUIEMS believes to enhance individual performance and improve organizational effectiveness and productivity for recognizing and ensuring its human resources towards higher education and professional development. More than 130 individuals have proceeded for higher education (MS, Ph.D., and Postdoc) in different fields of study in national and international universities around the world. In year 2024 we would have more Ph.Ds. serving at BUIEMS after completing their education.

To enhance BUITEMS employees' skills a comprehensive training program implemented every year. Human Resource Development aims to be a valuable strategic partner for the university by aligning and integrating all service areas of Human Resource Development to the overall vision and mission of BUITEMS, for developing linkages with public and private sectors it is effectively running through training and consultancy services.

Strategy - 1	Retaining Highly qualified Human Capital
Action 1:	Provide enabling work environment
Action 2:	Provide accommodation and securities to the staff
Action 3:	Provide fully equipped offices
Action 4:	Provide competitive salary packages
Action 5:	Provide opportunities for continue personal and professional development
Action 6:	Improve staff welfare \ retirement benefits
Action7:	Efficient reward system to have beneficial effect on work
Strategy - 2	Developing reward based Performance Management System
Action 1:	Periodic review of the performance management system
Action 2:	Linking performance with rewards
Action 3:	Training supervisors to effectively evaluate employees
Action 4:	Arranging follow up trainings in case the performance discrepancies are due to skill gap
Action 5:	Recruitment of Position for Employee relation officer for internal conflict counseling
Action 8:	Focusing on recognize, reward and reinforce the right behavior
Action 9:	Aligning individual performance with strategic goals
Action 10:	Attracting Hajj Welfare scheme
Action 11:	Building a loyalty inducing culture
Strategy - 3	Ensuring its human resource towards higher qualification and professional development
Action 1:	Arrange executive seminars for Managers to learn advance skills and behavior
Action 2:	Provide adequate resources for Trainings
Action 3:	Provide internal training for workforce to learn internal culture
Action 4:	Expansion in HRD workfare and role
Action 5:	Provide cross training to employees after job rotation
Action 6:	Review and follow up of Training Need Assessment
Action 7:	Focus on Performance and Gap analysis

Strategy - 4		Recruiting world class human capital
Action 1:	Purchase online human resource information/recruitment system (Purchase of ERP Software)	
Action 2:	Attract quality human resource	
Action 3:	Provide accommodation and security to the staff	
Action 4:	Provide competitive salary packages	
Action 5:	Expansion of HR workfare/workforce for quality management	
Action 6:	Focus on quality recruitment to presume the required financing	

KRAs	KPIs	Five years Targets					
		2019	2020	2021	2022	2023	2024
HRM	Retention policies devised and implemented	In process	Devised	Implemented	Implemented	Implemented	Implemented
	HRIS purchased and implemented	In process	Purchased and Implemented	Implemented	Implemented	Implemented	Implemented
	HR planning, recruitment and selection procedures automated and enhanced	In process	Implemented	Implemented	Implemented	Implemented	Implemented
	Performance Management System revisited and automated and enhanced	In process	Implemented	Implemented	Implemented	Implemented	Implemented
	Clear career paths for employees devised	In process	Implemented	Implemented	Implemented	Implemented	Implemented
HRD	Number of faculty members having PhD increased	121	130	150	180	200	250
	Robust TNA exercise for all employees conducted	In process	Conducted	Conducted	Conducted	Conducted	Conducted

KRAs	KPIs	Five years Targets					
		2019	2020	2021	2022	2023	2024
HRD	Short-term training Programs for designed and conducted	12	12	15	15	18	20
	Continuous Professional Development Program expanded	08	08	10	12	12	15
	Sponsored Externally Funded	5	5	5	5	5	5

Future action plan

Focus area				
<p>Vision: To be among the leading universities of the world—accessible to all, imparting quality education and promoting cutting edge research. Mission: At BUIEMS, we are committed to providing quality education with focus on research and to equip students with the art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular. Goals: To recruit and retain a workforce of the highest caliber</p>				
FOCUS	Strategy	Action	Deadline Time Frame	Responsibility
Human Resources	Retaining Highly Qualified Human Capital	<ul style="list-style-type: none"> i. Implementing a systematic and transparent approach to human resource practices as well as continually improving the staff services scheme to stop the brain drain ii. Providing well equipped workfare and amiable work environment iii. Providing accommodation/security to the workforce iv. Recruiting and retaining high quality staff. Who needs no training or less training v. Providing avenues and adequate budget for the workforce development to meet the external standards. vi. Providing attractive compensation packages vii. Engaging in continuous professional development opportunities viii. Devising well defined career path for the growth of workforce Improve staff welfare/ retirement benefits ix. Opening communication channels between the top management and all levels of staff to get ideas, comments to instill a sense of 	2019-2023	Registrar, Director HRD
	Recruiting World Class Human Capital Developing	<ul style="list-style-type: none"> i. Purchase or ERP (Enterprise resource planning) software to speed up and update the HR planning, recruitment and selection processes within time frame, centralization of software would ease the HR record management and employee access to HR. ii. Attract quality HR through merit based recruitment iii. Ensure safety and security of the workforce iv. Offer market-based /competitive compensation packages to employees v. Expand the HR workface to control and manage the maximum recruitment vi. Expand the workfare/workforce of HRD to meet the standardized goal vii. Increase the assessment process to gain maximum potential expertise 	2019-2023	Registrar, Director HRD

		viii. Quality human capital recruitment helps in further selection retention of employees and save developing fund		
	Reward based performance management system	<ul style="list-style-type: none"> i. Revisit the existing performance management system ii. Link performance with rewards iii. Train supervisors to effectively evaluate employees iv. Arrange follow up trainings incase the performance discrepancy is due to skill gap v. Increase the no of external trainings and its budget to ward off cultural gap vi. Focus on aligning individual performance with strategic goals vii. Arrange trainings in order to know the employee talent and provocation of this talent to meet the university goal 	2019-2023	Registrar, Director HRD
	Ensuring its human resource towards higher qualification and professional development	<ul style="list-style-type: none"> i. Closing monitoring of training assessment, to ensure its effectiveness. ii. Improving research levels and projection of highly qualified faculty iii. Arranging seminars for all managers to learn advance skills and behavior so the team /workforce automatically accept the advance system iv. Providing adequate financial resources for trainings to meet the external standards as HRD activities applies to whole workforce to meet organizational team and individual needs. v. Expansion in HRD workfare and internal HRD expertise needed/encouraged vi. Provide cross training to employees in case of internal Job placement vii. Expanding consultancy requirement viii. encourage links to external standards an security ix. Inducing such trainings that make the university a qualitative supplier x. Training development managers to familiar with business plantings and HRD process and support developmental standards. xi. Providing new employees an induction trainings xii. Awareness amongst workforce regarding HRD opportunities within the organization xiii. Management understands the Cost and benefits of HRD 		



Chapter 10

Finance

Strategic Plan
2019-2023

Chapter 10: Finance

Goals: To achieve financial stability, growth, and sustainability

10.1: Background

Finance serves as the blood in an organization. The smooth-running focus of BUIITEMS leadership and administration has been on effective and efficient utilization of the available financial resources which are very limited keeping in view the requirements of University. Starting from very basic level BUIITEMS has implemented financial rules and procedures with the adequate delegation of powers. Requirements are increasing day by day in each area but with the limited budget the focus has been on efficient allocation of the resources keeping in view the preference and urgency of the demand.

10.2: Sources of income

The University has the following sources of income, which it tends to increase through effective financial management practices :

- i. Federal Grants through Higher Education Commission
- ii. Provincial Grants through Governor Balochistan
- iii. Student Fee
- iv. Consultancies
- v. Donations
- vi. Income from research by increasing scale of research program-based funding

10.2.1 Adoption of business plans for the University to commercialize its products:

Commercialization is the process that converts ideas, research, or prototypes into viable products that retain the desired functionality, designing them to be readily manufacture-able at low cost and launching quickly with high-quality design. The Office of Research, Innovation and Commercialization, (ORIC) BUIITEMS, shall work in coordination with NIC, Faculties, Research project Investigators and Directorates of the University to devise and adopt various commercial and business plans for revenue general for the University, so as to commercialize its products. These Business plans involve formulating the manufacturing and supply chain strategies, devising implementation plans, searching for new areas and markets for selling its products. BUIITEMS has highly skilled researchers and engineers to implement these strategies.

10.2.2. University's programs, products, and facilities can be franchised and marketed both locally and internationally. ORIC is developing linkages with universities and industries for this purpose. Commercialization is a complex and highly risky process. BUIITEMS is able to initiate marketing of its few products and would be in a good position to make a handsome profit by the year 2024.

10.2.3. The Outcome of research can be commercialized

The transformation of a scientific idea into a product for industrial use has huge importance. Scientific results must be transformed by researchers into a real industrial process that may be efficient and profitable enough for Universities and researchers. BUIITEMS ORIC has developed Mushroom and Tissue culture labs. These laboratories are producing Mushrooms and are planning for tissue culture plants. The university is now in a position to commercialize these products within and outside the province. In this connection farmers of the province would be contacted to use BUIITEMS tissue culture products to increase their yield. BUIITEMS also arranges training for research students and farmers.

10.3: Resource allocation and administrative efficiency

With the budget constraints, it is imperative to allocate the resources effectively for efficient utilization; therefore, it has been the focus of BUIITEMS leadership and financial team to identify the financial goals keeping in view the sources of income and demands of different departments. External borrowing/loaning has never been preferred by BUIITEMS neither is it in plan for future. BUIITEMS has a system in place for setting aside a certain amount of money for specific heads of account. The proactive approach has been in practice during the resource allocation process which involves preparation of an estimated budget, revised budget and actual budget at the end of the financial year so that internal check can be maintained over the budget of BUIITEMS throughout the year.

Strategy-1	Ensuring financial stability
Action 1	Reduce budget deficit by proper resource allocation and administrative efficiency
Action 2	Revenue generation through fee, research grants, commercialization of research outcomes, consultancy.
Action 3	Mobilize university resources/facilities
Action 4	Solicit grants from HEC and Provincial Government
Action 5	Approach to national/ international donors to invest in education as Corporate Social Responsibility.

Strategy-2	Ensure financial sustainability
Action 1	Automation of Financial and other support systems.
Action 2	Implementation of Enterprise Resource Planning (ERP)
Action 3	Maintenance of financial bed
Action 4	Improvement of financial management through long term investment plans
Action 5	Effective and Efficient allocation of scarce financial resources.

Key Result Areas (KRAs)/Key Performance Indicators (KPIs) & Targets

KRAs	KPIs	Five Years Targets					
		2019	2020	2021	2022	2023	2024
Financial stability	Resource allocation and administrative efficiency	Achieved	Achieved	Achieved	Achieved	Achieved	Achieved
	Budget deficit decreased	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Revenue generation through fee, research grants, consultancies, commercialization of research outcomes.	120 million	130 million	150 million	180 million	180 million	200 million
Financial Sustainability	Automation of Financial and other support systems.	In process	Partially implemented	Fully implemented	Fully implemented	Fully implemented	Fully implemented
	Implementation of Enterprise Resource Planning (ERP)	In process	Partially implemented	Fully implemented	Fully implemented	Fully implemented	Fully Implemented
	Financial bed maintained	In process	Partially implemented	Fully implemented	Fully implemented	Fully implemented	Fully Implemented
	Long term investment plans in place	In process	2 % of total budget	2% of total budget	3% of total budget	3% of total budget	4% of total budget
	Endowment Fund developed	5 million	5 million	5 million	6 million	6 million	8 million

Future Action Plan

Focus Area				
<p>Vision: To be among the leading universities of the world—accessible to all, imparting quality education and promoting cutting edge research.</p> <p>Mission: At BUIEMS, we are committed to providing quality education with focus on research and to equip students with the art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.</p> <p>Goals: To achieve financial stability, growth, and sustainability</p>				
Focus	Strategy	Action	Deadline Time Frame	Responsibility
Finance	Taking corrective Measures and reduce reliance on the Government Allocation	I. Introduce entrepreneurial culture by carrying out activities that can generate revenue for the University II. Reduce operating cost III. Reduce all expenditures (except payroll, utilities, and retirement benefits) to realize saving Increase tuition fee to generate additional revenue Procure and implement an ERP system to exercise an effective control on financial information and other activities for better reporting, decision making and control	2019-2023	Director Finance, Registrar
	Ensuring financial stability	I. Reduce budget deficit by Effective and Efficient resource allocation. II. Revenue generation through fee, research grants, commercialization of research outcomes, consultancy, III. Mobilize university resources / facilities IV. Solicit grants from HEC and Provincial Government V. Approach to national/ international donors to invest in education as Corporate Social Responsibility	2019-2023	Director Finance, Director UA&FA, Registrar
	Ensure financial sustainability	I. Automation of Financial and other support systems II. Implementation of Enterprise Resource Planning (ERP) III. Maintain financial bed IV. Improve financial management through long term investment plans V. Effective and Efficient allocation of scarce financial resources.	2019-2023	Director Finance, Registrar

10.4. Entrepreneurizing the University

Goals: To create a business mindset

Strategy	Creating awareness and building capacity for promoting innovation and entrepreneurship
Action 1	Organize seminars/ workshops to enhance awareness regarding business opportunities.
Action 2	Promote and encourage industry-based research and product development as per market need.
Action 3	Initiate resource mobilization activities
Action 4	Strengthened Incubation Centers (BIC,NIC)
Action 5	Commercialize research outcomes
Action 6	Promote and encourage innovation

Key Result Areas (KRAs)/Key Performance Indicators (KPIs) & Targets

KRAs	KPIs	Five Years Targets					
		2019	2020	2021	2022	2023	2024
Entrepreneurizing	Awareness and capacity building seminars for creating a Business mindset organized	2	3	3	3	5	5
	Market surveys for spotting opportunities conducted	1	2	3	3	4	5
	University resources marketed and mobilized	Initiated	Yes	Yes	Yes	Yes	Yes
	BUITEMS Business Incubation Center /National Incubation Center, functional and tenant firms incubated	Done	4	4	5	5	5



Chapter 11

Networking

Strategic Plan
2019-2023

Chapter 11: Networking

Goals: To develop and advance partnerships that link BUIITEMS's existing and emerging strengths and strategic priorities with needs and interests of Balochistan and the country

11.1. Government agencies

11.1.1: Higher Education Department of Balochistan

BUIITEMS works closely with the Higher and Technical Education Department, Government of Balochistan, for its legislative matters that include promulgation of Ordinances, Acts and related amendments from time to time. Further, the annual grant-in-aid released by the Government of Balochistan is routed through the said office. Cases relating to the affiliation of constituent colleges in the province are also dealt with the coordination of this office.

11.1.2: Higher Education Commission

BUIITEMS maintains close co-ordination with the Higher Education Commission for all academic matters that include curriculum development, curriculum review and updating of the same. The Faculty induction at the University is made in accordance with the HEC criteria. A representative of the Higher Education Commission holds membership on all the statutory/legislative bodies of the University including Syndicate, Finance and Planning Committee, and Academic Council.

11.1.3: Finance Department

For the matters relating to budgeting and the finances of the University, BUIITEMS has an active link with the Finance Department, Government of Balochistan. The Secretary to Government of Balochistan, the Finance Department has membership on Finance and Planning Committee and the Syndicate of the University. For the recurring grant of Province (i.e. grant-in-aid) this office has the lead role, and the University benefits from the guidance of the Finance Department while having their representation in various committees that relate to audit, accounts and financial matters.

11.2. Industry

Industry representatives are invited on campus to give them an idea of the research potential of BUIITEMS. Similarly, BUIITEMS students join industries for internships on a regular basis. Directorate of ORIC remains in continuous contact with industries and helps them in research and product development activities.

11.3. Alumni

Alumni are of strategic importance to BUIITEMS. We maintain a lifelong relationship with our alumni. The Directorate of UA&FA has maintained a comprehensive database of BUIITEMS alumni. So far BUIITEMS has more than 8000 alumni working in 400+ National & multinational organizations in 26 countries of the world. Alumni are regularly updated regarding the activities taking place in their alma mater.

Alumni generate invaluable word-of-mouth marketing among their social and professional networks. By engaging alumni, we can continue to benefit from their skills and experience. Our alumni are our international ambassadors. They take their knowledge of our institution to their hometowns and countries and into their professional and social networks. BUIITEMS Alumni Relation Office is in continuous contact with Alumni and engages them throughout the year.

11.3.1 BUIITEMS Alumni Mentoring Program (BAMP)

BUIITEMS commitment to students doesn't end at graduation. We support our students to and throughout their University life. We strive to provide our students support, guidance and resources to not only attend but to be successful in their academic career through our Alumni Mentoring Program.

BUIITEMS Alumni Mentoring Program aims to connect students, fresh graduates to alumni mentors to provide guidance and support as students work to complete their undergraduate degrees. The overall goals are to increase our students' retention and graduation rates, to increase new student satisfaction, and to provide meaningful opportunities for alumni to give back to alma mater.

Each Alumni mentor work with up to three mentees for Six months. Each pair communicates at least once monthly. Each mentor and mentee work together to define the scope of the relationship, including understanding each other's expectations, and determining what works for them. The relationship is mutually beneficial without becoming too demanding.

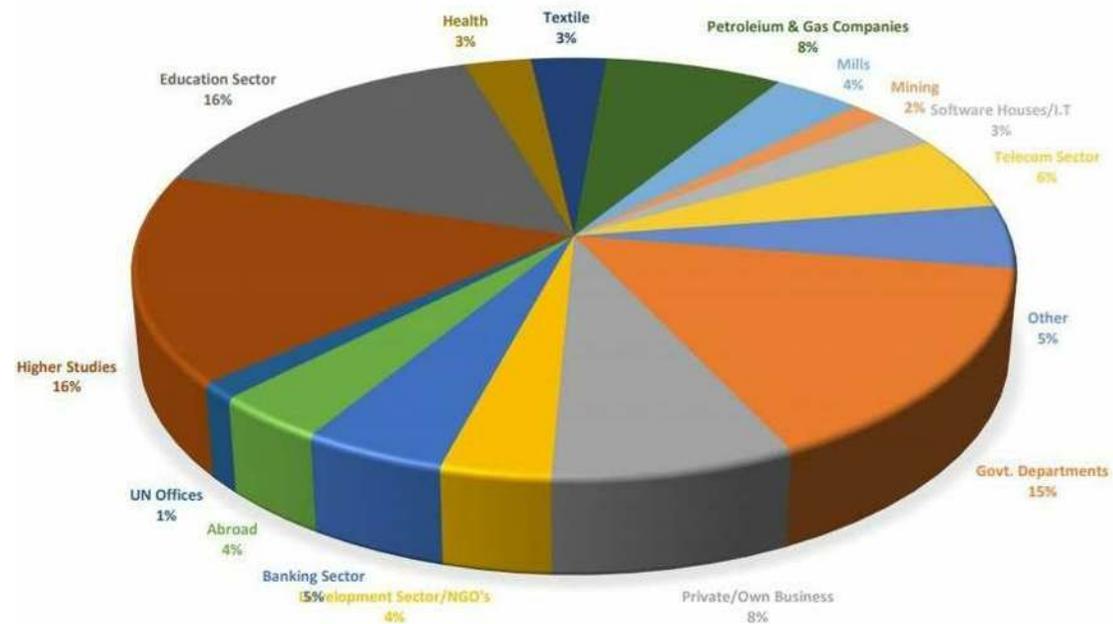
11.3.2 Alumni Card

We are offering our distinguished alumni and the graduating class with a wide variety of offers, services and benefits in the form of an Alumni Card.

Alumni card benefits are:

- Access to BUIEMS online journals at the library
- Discount offers on courses, seminars and workshops to help in their professional career development
- Discounts on 45+ business including Hotels, Restaurants, Health Care, Airline tickets, Garments, Software Houses, Handicrafts, Bakeries and Shopping Malls
- Discounts and benefits from businesses being run by our very own Alumni

Our Alumni visit franchises and outlets on a regular basis to enhance their businesses and this also provides a great marketing opportunity to strengthen their businesses and also an attraction for BUIEMS students and employees as well



11.4. Community

We believe that universities have got a greater responsibility than teaching and research only. One of the core values of BUIEMS is social responsibility and we work for the community development on a regular basis. BUIEMS faculty and staff reach out to schools for mentoring and coaching sessions. BUIEMS responds to manmade and natural disasters, proactively. Floods and earthquake camps were formed and supported by students and faculty of BUIEMS.

Strategy-1	Maintaining mutually beneficial relationships with stakeholders
Action 1	Conduct regular meetings with key stakeholders
Action 2	Invite stakeholders to university events
Action 3	Connect with stakeholders through sending university newsletter, annual report, research journal
Action 4	Ensure representation of stakeholders on university bodies
Action 5	Arrange alumni homecoming events
Action 6	Involve students/faculty in community service

Key Result Areas (KRAs)/Key Performance Indicators (KPIs) & Targets

KRAs	KPIs	Five Years Targets					
		2019	2020	2021	2022	2023	2024
Networking	Mutually beneficial relationships maintained with key stakeholders	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Regular communication with stakeholders established	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Alumni database updated	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Alumni homecoming events organized	01	01	02	03	03	03

Future Action Plan

Focus Area				
<p>Vision : To be among the leading universities of the world – accessible to all, imparting quality education and promoting cutting edge research.</p> <p>Mission : At BUIITEMS, we are committed to providing quality education with a focus on research and to equip students with the art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.</p> <p>Goals : To develop and advance partnerships that link BUIITEMS' existing and emerging strengths and strategic priorities with needs and interests of Balochistan and the country</p>				
Focus	Strategy	Action	Deadline/Time Frame	Responsibility
International Academic Network	Maintaining mutually beneficial relationships with stakeholders	<ol style="list-style-type: none"> 1. Conduct regular meetings with key stakeholders 2. Invite stakeholders to university events 3. Connect stakeholders through sending university newsletter, annual report, research journal. 4. Ensure presentation of stakeholders on university bodies 5. Arrange alumni homecoming events 6. Involve students/ faculty in community service. 	2019-2023	Director UA&FA, Registrar, Deans.

Industry Relationship

Goal: To develop strong linkages with industry to enhance the academic and professional career of students and graduates

Strategy-1	Promoting industry linkages
Action 1	Database of local national and international industry developed and updated
Action 2	Study tours of students/ faculty to industry increased
Action 3	Internships made mandatory for all BS degree programs
Action 4	Industry relevant research increased
Action 5	Industry experts and practitioners invited to campus for mentoring sessions
Action 6	Industry-Academia seminar conducted to bridge skill gap
Action 7	Industrial experts included in Board of Studied members

Key Result Areas (KRAs)/Key Performance Indicators (KPIs) & Targets

KRAs	KPIs	Five Years Targets					
		2019	2020	2021	2022	2023	2024
Industry Relationship	Database of local national and international industry developed and updated	yes	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
	Study tours of students/ faculty to industry increased	10	10	12	12	12	14
	Internships made mandatory for all BS degree programs	yes	yes	Yes	Yes	Yes	Yes
	Industry relevant research increased	Yes	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

KRAs	KPIs	Five Years Targets					
		2019	2020	2021	2022	2023	2024
Industry Relationship	Industry experts and practitioners invited to campus for mentoring sessions	8	12	16	20	20	22
	Industry-Academia seminar conducted to bridge skill gap	1	1	1	1	1	1
	Conduct Employer satisfaction and graduates career aspiration Survey	1	1	1	1	1	1
	Industrial experts included in Board of Studied members	Yes	Yes	Yes	Yes	Yes	Yes
	Enhance number of interns place for internship	800	1000	1200	1400	1600	2000
	Number of Job Fairs conducted	1	1	1	1	1	1

Future Action Plan

Focus	Strategy	Action	Deadline/ Time Frame	Responsibility
Industry relationship	Promoting industry linkages	Database of local national and international industry developed and updated Study tours of students/ faculty to industry increased Internships made mandatory for all BS degree programs Industry relevant research increased Industry experts and practitioners invited to campus for mentoring sessions Industry-Academia seminar conducted to bridge skill gap Industrial experts included in Board of Studied members	2019-2023	Director ORIC Director UAFA Deans, Board of Studies

Chapter 12

Linkages with National and International Donors

Strategic Plan
2019-2023



Chapter 12: Linkages with National and International Donors

Goals: To raise funds for BUITEMS's financial sustainability and support.

12.1. Generating revenue

BUITEMS keeps trying to lessen its dependence on government sources only; therefore, we continuously approach national and international donors for fund raising and other support. We have maintained donors' database and the Directorate of University Advancement and Financial Assistance regularly write and send grant proposals to these donors. Some of the current donors include:

- JICA
- USAID
- AUSAID
- PPL
- SUPARCO
- NRTC

Revenue is also being generated through consultancies, trainings and research projects.

12.2. Students Scholarships from external donors

BUITEMS ensures that no one is refused admission for his/her inability to pay. Every third student at BUITEMS receives financial assistance either in the form of scholarship, fee waiver or work study. Majority of the students are given scholarships through BUITEMS endowment fund while others are being supported by national and international donors. Some of the scholarships awarded by donors include:

- Afghan student's scholarship
- DAFI Scholarship
- Balochistan -FATA HEC Scholarship
- Pakistan Engineering Congress Scholarship
- Punjab Educational Endowment Fund Scholarship
- Professional Education Foundation Scholarship
- Government Scholarship for Kurrum Agency
- USAID Scholarship
- Balochistan Education Endowment Fund Scholarship
- MORA Scholarship
- OGDCL Scholarship
- IHSAN TRUST Scholarship
- Dr. SAREER ARA Scholarship
- BEGUM SYEDA MUBARIK Scholarship

12.3. CPEC Center of Excellence

BUIEMS, as a result, has won the confidence and trust of the society and responds with better services for society and the nation.

Universities can play a significant role in the economic development of the nation and also the region for that matter. We, therefore, are also preparing our institution and our youth for participation in the China Pakistan Economic Corridor (CPEC) and extend our services to meet the future challenges in this regard.

12.4. BUITEMS Partnerships / Collaborations

- **Japan International Aid Agency (JICA)**
 - Strengthening of BUITEMS Engineering Programs through provision of equipment and trainings
 - Strengthening of BUITEMS Career Services and Alumni Relations Offices
- **China Foundation for Peace and Development (CFPD)**
 - Establishment of CPEC Center of Excellence
- **British Council**
 - Social Enterprise Development Program
 - Active Citizens Program
- **World Bank**
 - Schools Monitoring Project in Balochistan
 - Governance Support Project
 - TNA of Government of Balochistan Line Departments
 - Performance Monitoring System for Education and Health Departments
- **UNDP**
 - Entrepreneurship development and strengthening of BBIEC
 - Research studies
- **SUPARCO**
 - Urban Planning, GIS and Remote Sensing Lab
 - World Space Week Celebrations
- **Pakistan Institute of Management (PIM)**
 - BUITEMS Executive Education Center
 - Professional Training Programs
- **Pakistan Council for Science and Industrial Research (PCSIR)**
 - Establishment of Lab

- **Lahore University of Management Sciences (LUMS)**
 - **National Outreach Program**
- **Pakistan Petroleum Limited**
 - **Strengthening of BUIEMS P&G Engineering Labs**
- **Pakistan Red Crescent Society (PRCS)**
 - **First Aid Training**
- **Habib Bank Foundation**
 - **Development of computer labs**

Strategy	Developing and maintaining the existing linkages with donors
Action 1	Develop and maintain database of potential donors
Action 2	Conduct donors / corporate networking events
Action 3	Write more proposals to donors
Action 4	Share success stories of their investment with donors Connect donors through sending university newsletter, report, research journal
Action 5	Conduct feedback and surveys of donors to value their recommendations

KeyResultAreas (KRAs)/KeyPerformance Indicators (KPIs)&Targets

KRAs	KPIs	Five Years Targets					
		2019	2020	2021	2022	2023	2024
Linkages with donors	Donors database developed and updated	updated	updated	updated	updated	updated	updated
	Regular communication with donors established	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing
	Donors/Corporate networking event conducted	1	1	1	1	1	1
	Scholarship proposal developed & forwarded to donors	ongoing	ongoing	ongoing	ongoing	ongoing	ongoing
	Feedback & Survey conducted from donors	1	1	1	1	1	1

Future Action Plan

Focus Area				
<p>Vision: To be among the leading universities of the world – accessible to all, imparting quality education and promoting cutting edge research.</p> <p>Mission: At BUIITEMS, we are committed to providing quality education with focus on research and to equip students with the art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.</p> <p>Goals: To approach donors for financial sustainability</p>				
Focus	Strategy	Action	Deadline / Time Frame	Responsibility
Linkages with national and international donors	Developing and maintaining linkages with potential donors	i. Develop and maintain database of potential donors ii. Conduct donors / corporate networking events iii. Write more proposals to donors v. Share success stories of their investment with donors Connect donors through sending university newsletter, report, research journal v. Conduct feedback and surveys of donors to value their recommendations	2019-2023	Registrar, Director UAFA, Director ORIC, Director Finance

Chapter 13

Marketing and Promotion – Branding of Academic Excellence

Strategic Plan
2019-2023



Chapter 13: Marketing and Promotion - Branding of Academic Excellence

Goals: To raise the standing of BUIITEMS and brand among the leading educational institutes in the world.

13.1 BUIITEMS Marketing

13.1.1 Awareness

BUIITEMS will continue to create awareness about Academic Programs that BUIITEMS offers, its state-of-the-Art facilities, and its qualified faculty imparting quality education.

13.2 BUIITEMS Branding

13.2.1 Partnership

As an institution, BUIITEMS has excellent links with several national and international organizations. These partnerships are mutually beneficial Ventures and are aimed at enhancing the academic excellence of BUIITEMS and industry-academia relations.

13.2.2 University as Center of Excellence

BUIITEMS is a fast-growing University of Pakistan. All the engineering programs are accredited from Pakistan Engineering Council (PEC). Computer and IT programs are accredited from National Computing Education Accreditation Council (NCEAC). Accreditation of the Architecture program from The Pakistan Council of Architects and Town Planners (PCATP), and that of Business programs from the National Business Education Accreditation Council (NBEAC) are carried.

13.2.3 Inviting Dignitaries/Corporate Top Management/ Senior Civil Servants on campus

Inviting stake holders to campus for a briefing and physical visit will create a positive perception among stake holders.

13.2.4 Participation in Educational Expo/ Top 100 CEO conference

BUIITEMS Participates in Educational Expos and CEO Conference held in various parts in Pakistan in order to highlight the University's Achievements; its Academic Programs are creating a positive image and strong relations with industry.

13.3 BUIEMS Promotion

13.3.1 Outreach (Students)

BUIEMS has been undertaking outreach activities to attract quality students from all over Balochistan. Students from underdeveloped regions and students with marginalized economic backgrounds are provided access to higher education at BUIEMS. Colleges in interior Balochistan are visited, and awareness seminars are conducted in order to let the students know of the opportunity known as BUIEMS.

13.3.2 Industrial Outreach

BUIEMS also emphasizes building a strong relationship between academia and industry to identify new opportunities, updating curriculum, identification of the needs of the industry, drawing of good image of the university, especially in the corporate sector.

13.3.3 Communication

BUIEMS continuously informs and updates all its stakeholders about the ongoing developments in the University on a regular basis through the following methods.

- Quarterly Newsletters
- Annual Reports
- News Paper Supplements

And will include following new methods of communication in future.

- Social Media Channels
- Website
- YouTube channels
- Documentary

Strategy- 1	BUITEMS Marketing
Action 1	Awareness of Academic Programs offered
Action 2	Awareness of State of the Art Facilities and qualified faculty

Strategy- 2	BUITEMS Branding
Action 1	Partnership
Action 2	Inviting Dignitaries/Corporate Top Management/ Senior Civil Servants on campus
Action 3	Participation in Educational Expo/ Top 100 CEO conference

Strategy- 3	BUITEMS Promotion
Action 1	Outreach (Student)
Action 2	Industrial Outreach
Action 3	Publishing articles/ features regarding University activities in reputed print media
Action 4	Make University advertisement attractive enough for catching attention of common reader
Action 5	Coverage of All achievements/news/events in Newsletters, Annual reports, social media and website

Key Results Areas (KRAs)/ Key Performance Indicators (KPIs) & Targets

KRAs	KPIs	Five Years Targets					
		2019	2020	2021	2022	2023	2024
Marketing , branding and Promotion	Number of articles / features regarding university achievements in different media	10	15	15	20	25	30
	Number of documentaries on university activities	1	2	2	3	3	5
	Circulation of university newsletter / annual report Prospectus/ brochure enhanced	6000	6500	7000	8000	9000	10,000
	No of Social media pages	2	3	3	3	4	5
	Social media pages visibility enhanced (no of likes/ follower)	10,000	50,000	100,000	200,000	350,000	500,000
	Brand value and image of BUIEMS enhanced	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	ongoing
	Stakeholders invited on campus increased	5	5	8	8	10	10
	Participation in Educational Expos/ CEO Conference	1	2	2	2	3	5

Future Action Plan

Focus Area				
<p>Vision: To be among the leading universities of the world - accessible to all, imparting quality education and promoting cutting edge research.</p> <p>Mission: At BUIITEMS, we are committed to providing quality education with focus on research and to equip students with the art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.</p> <p>Goal: To raise the standing of BUIITEMS and brand as among the leading educational institute in the world.</p>				
Focus	Strategy	Action	Deadline/ Time Frame	Responsibilities
Marketing and Promotion (Branding) of academic excellence	BUIITEMS Marketing	I. Awareness of Academic Programs offered II. Awareness of State of the Art Facilities and qualified faculty	2019-2023	Director Communications, Registrar, Deputy Registrar Academics
	BUIITEMS Branding	I. Partnership II. Inviting Dignitaries/Corporate Top Management/ Senior Civil Servants on campus III. Participation in Educational Expo/ Top 100 CEO conference	2019-2023	Director Communications, Director UA&FA, Registrar
	BUIITEMS Promotion	I. Outreach (Student) II. Industrial Outreach III. Publish articles/ features regarding University activities in reputed print media IV. Make University advertisement attractive enough for catching attention of common reader V. Coverage of all achievements/news/events in newsletters, annual reports, social media and website	2019-2023	Director Communications, Director UA&FA, Registrar

Chapter 14

Quality Assurance Framework

Strategic Plan
2019-2023

Chapter 14: Quality Assurance Framework

The foundations of BUITEMS are laid on the sound principles of excellence in academic standards, equity, equality, sincerity of purpose, and a vision for the future. The university is fully functional as a premier seat of higher education and research. All university statutory bodies like the Senate, the Syndicate, Academic Council, Board of Advanced Studies, Departmental Boards of Study, Finance and Planning Committee and Selection Board are in place in accordance with the University Act, 2015. These bodies are represented by top class academicians, administration and educational leaders.

BUITEMS is an ISO 9001:2015 certified university and member of several international networks/ associations such as, International Association of Universities (IAU), Association of Commonwealth Universities (ACU), United Nation Academic Impact (UNAI), American Society for Quality (ASQ), World Confederation of Businesses (WORLDCOB), Talloires Network and Association of Quality Assurance Agencies of the Islamic World (IQA). The University offers courses and programs leading to officially recognized higher education degrees such as bachelor degrees, master degrees and doctorate degrees in several areas of study. All bachelor degree programs wherever applicable are accredited by respective professional accreditation councils. BUITEMS has a selective admission policy based on entrance examinations and students' past academic records and grades. The admission rate range is 20-30% making this Pakistani higher education organization a very selective institution.

The Directorate of Quality Enhancement & Accreditation (QE&A) was established at BUITEMS in 2007 with a prime objective to continuously monitor and evaluate academic standards, program objectives and achievement of institutional goals by ensuring Self-Assessment Processes and other means.

14.1 Quality Assurance

Quality assurance is one of the main virtues of BUITEMS. At each level, ambitions are articulated, goals are identified, processes are established and assessments are made as to where improvements are needed. When external stakeholders are involved (such as employers, alumni, advisory councils), decisions are also made at each level about where, when and how improvement measures should be deployed, on the basis of measurements, discussions, and judgments. Quality assurance will function in an integrated, systematic, transparent and coherent manner, provided THAT:

- All aspects of the quality of the programs offered are addressed coherently as part of quality assurance.
- A link is forged between activities undertaken at different levels with respect to the quality of the programs offered and improvement of the quality of these programs.
- Transparent procedures are adopted at all levels in accordance with the Plan-Do-Check-Act (PDCA) cycle for CQI.

Quality assurance at BUIITEMS is ensured by means of the following:

- Building the confidence of the public by means of quality education imparted at BUIITEMS
- Devising and implementing standard quality assurance tools and techniques to verify that the quality of provision and the standard of awards are being maintained so as to foster curriculum, staff development, together with research and other scholarly activities
- Reviewing of academic affiliation with other institutions in terms of effective management of programs
- Ensuring that the university's quality assurance procedures are as par national and international standards
- Development of program stipulation; these are a standard set of information clarifying what knowledge, understanding, skills and other attributes a student will have developed on successful completion of a specific program
- Development of qualification frameworks by setting out the attributes and abilities that can be expected from Bachelor, Bachelor with Honors, Master, MS or Doctoral degree holder
- Encouraging world-class teaching and learning by conducting conferences, seminars, workshops, study tours etc.
- Devising and implementing policies to promote academic integrity

14.2 Develop Quality Mindset

The directorate of QE&A is striving to enhance the quality standards of academic programs with the help of different stake holders and processes to meet the international standards of education and get the university recognized globally.

The directorate is, hence, devising and implementing procedures for the following:

- Approval of new syllabi/curricula, academic programs/departments/ faculties
- Program Specification to meet the criteria of accrediting bodies/ councils
- Qualification Framework
- SOPs as per requirements of the quality management system (QMS) 9001:2015
- Securing international memberships and affiliations
- BUIITEMS ranking and recognition at national and international levels

14.3 Monitoring and Evaluation

In addition to the system and content of quality assurance, there is a third quality assurance element – monitoring and evaluation, to a PDCA cycle with a fairly logical completion time.

Following processes are performed to maintain internal and external controls:

- Annual monitoring and evaluation of activities including program monitoring, faculty monitoring and students’ perception
- Self-assessment reviews at program level
- Quality audit and academic audit
- Self-institutional performance evaluation (IPE)
- Feedback and survey mechanism for continuous quality improvement (CQI) comprising the following:
 - Teacher and course feedback
 - Faculty satisfaction survey
 - Graduating students survey
 - Alumni survey
 - Employer survey

Goal 1: To Assure and Further Enhance the Quality of Education

Strategy - 1	Expanding Self-Assessment Process of Academic Programs
Action 1	Conduct the self-assessment of academic programs offered at sub-campuses
Action 2	Conduct the self-assessment process of academic programs offered at main campus
Action 3	Perform analysis of the assessment results for quality improvement

Strategy - 2	Strengthening Monitoring and Evaluation System
Action 1	Develop complete evaluation system
Action 2	Conduct the Institutional performance evaluation (IPE), Academic and Quality audits
Action 3	Undertake continuous quality improvement (CQI) through systematic performance
Action 4	evaluation Implement online feedback/survey mechanism

Strategy - 3	Implementing Outcome Based Education (OBE)
Action 1	Define / Measure PEOs, PLOs and CLOs using Bloom's Taxonomy
Action 2	Design and implement mechanism for indirect assessment through surveys
Action 3	Perform statistical analysis of survey results
Action 4	Develop CQI mechanism for PEOs, PLOs and CLOs

Strategy - 4	Awareness on Quality Assurance
Action 1	Organize workshops and seminars on quality assurance
Action 2	Organize national and international conferences on quality assurance in higher education

Goal 2: To Improve the University Ranking and Recognition

Strategy - 1		Achieving National and International Recognition
Action 1	Maintain and enhance academic excellence by adhering to the quality parameters (ISO 9001:2015 certification)	
Action 2	Acquire accreditations from Pakistan Engineering Council (PEC), National Business Education Accreditation Council (NBEAC), Pakistan Council of Architects and Town Planners (PCAPT), National Council for Technical Education (NACTE), National Computing Education Accreditation Council (NCEAC) and other accreditation bodies / councils	
Action 3	Acquire memberships of international networks, e.g. International Network for Quality Assurance Agencies in Higher Education (INQAHEE), Asia Pacific Quality Network (APQN) and others	

Strategy - 2		Promoting Academic Reputation, Research and International Outlook
Action 1	Improve the percentage of academic staff that are PhD	
Action 2	Improve the student to academic staff ratio	
Action 3	Ensure increased in research and scholarly work i.e. papers publications, research grants	
Action 4	Increase the number of international exchange program (outbound/ inbound student & faculty)	
Action 5	Increase the number of University Industrial and research collaborations / Linkages	

Key Result Areas (KRAs)/Key Performance Indicators (KPIs) & Targets

KRAs	KPIs		Five Years Targets				
			2019	2020	2021	2022	2023
Quality Assurance	Self-assessment of academic programs offered at	Main Campus	20% programs re-assessed (2 nd cycle)	40% programs re-assessed (2 nd cycle)	60% programs re-assessed (2 nd cycle)	80% programs re-assessed (2 nd cycle)	100% programs re-assessed (2 nd cycle)
		Sub Campuses	20% programs assessed (1 st cycle)	40% programs assessed (1 st cycle)	60% programs assessed (1 st cycle)	80% programs assessed (1 st cycle)	100% programs assessed (1 st cycle)
	Develop and Implement evaluation and feedback systems		In Process	Achieved	Retained	Retained	Retained
	OBE Implementation	Engineering Programs	In Process	Achieved	Retained	Retained	Retained
		Non-Engineering Programs	In Process	In Process	Achieved for 50% programs	Achieved for 75% programs	Achieved for 100% programs
	Workshops, seminars and international conferences on quality assurance in higher education		One (01) workshop / seminar on quality assurance	Two (02) workshops / seminars on quality assurance	1 st International conference on quality assurance will be organized	Two (02) workshops / seminars on quality assurance	2 nd International conference on quality assurance will be organized
University Ranking & Recognition	Accreditations of academic Programs		Achieved	Retained	Retained	Retained	Retained
	ISO Certifications	ISO 9001:2015 (Quality Management System)	Retained	Retained	Retained	Retained	Retained
		ISO 45001:2018 (Health and Safety Management System)	In Process	Achieved	Retained	Retained	Retained

KRAs	KPIs	Five Years Targets				
		2019	2020	2021	2022	2023
University Ranking & Recognition	Percentage of academic staff that are PhD increased	18%	19%	20%	22%	25%
	Student to academic staff ratio improved	17.6 : 1	17.0 : 1	16.0 : 1	15.0 : 1	14.0 : 1
	Number of research publications in Impact factor Journals	202	220	220	235	250
	Number of University Industrial and research collaborations / Linkages increased	10	10	12	12	15
	Number of Research Grants Increased Nationally/Internationally	12	12	15	18	20
	Research Income (approx)	0.5 Million	1 Million	1.5 Million	2.0 Million	2.5 Million
	International exchange program (outbound/ inbound student & faculty) increased	02	02	02	03	05

Future Action Plan

Focus Area				
<p>Vision: To be among the leading universities of the world—accessible to all, imparting quality education and promoting cutting edge research.</p> <p>Mission: At BUIEMS, we are committed to providing quality education with focus on research and to equip students with the art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.</p> <p>Goals:</p> <ul style="list-style-type: none"> To Assure and Further Enhance the Quality of Education To Improve the University Ranking and Recognition 				
Focus	Strategy	Action	Deadline/ Timeframe	Responsibility
	Expanding Self-Assessment Process of Academic	i. Conduct the self-assessment of academic programs offered at sub-campuses ii. Conduct the self-assessment process of academic programs offered at	2019-2023	Director QE&A, Deans

Quality Assurance	Programs	iii. main campus Perform analysis of the assessment results for quality improvement		
	Strengthening Monitoring and Evaluation System	i. Develop complete evaluation system ii. Conduct the Institutional performance evaluation (IPE), Academic and Quality audits iii. Continuous quality improvement (CQI) through systematic performance evaluation iv. Implement online feedback/survey mechanism	2019-2023	Director QE&A
	Implementing Outcome Based Education (OBE)	i. Define / Measure PEOs, PLOs and CLOs using Bloom's Taxonomy ii. Design and implement mechanism for indirect assessment through surveys iii. Perform statistical analysis of survey results iv. Develop CQI mechanism for PEOs, PLOs and CLOs	2019-2023	Director QE&A, Deans
	Awareness on Quality Assurance	i. Organize workshops and seminars on quality assurance ii. Organize national and international conferences on quality assurance in higher education	2019-2023	Director QE&A
University Ranking and Recognition	Achieving National and International Recognition	i. Maintain and enhance academic excellence by adhering to the quality parameters (ISO 9001:2015 certification) ii. Acquire accreditations from Pakistan Engineering Council (PEC), National Business Education Accreditation Council (NBEAC), Pakistan Council of Architects and Town Planners	2019-2023	Director QE&A

		<p>(PCAPT), National Council for Technical Education (NACTE), National Computing Education Accreditation Council (NCEAC) and other accreditation bodies / councils</p> <p>iii. Acquire memberships of international networks, e.g. International Network for Quality Assurance Agencies in Higher Education (INQAHEE), Asia Pacific Quality Network (APQN) and others</p>		
	<p>Promoting Academic Reputation, Research and International Outlook</p>	<p>i. Improve the percentage of academic staff that are PhD</p> <p>ii. Improve the student to academic staff ratio</p> <p>iii. Ensure increased in research and scholarly work i.e. papers publications, research grants</p> <p>iv. Increase the number of international exchange program (outbound/ inbound student & faculty)</p> <p>v. Increase the number of University Industrial and research collaborations / Linkages</p>	<p>2019-2023</p>	<p>Director QE&A, Director ORIC, Deans, Registrar</p>

Chapter 15

Entrepreneurial Thrive

Strategic Plan
2019-2023



Chapter 15: Entrepreneurial Thrive – Establishment of National Incubation Center (NIC) at BUIITEMS Quetta

15.1. History and Background

National Incubation Center (NIC), Quetta, is built upon the success of BUIITEMS Business Incubation & Entrepreneurship Center (BBIEC) and its vision is to be the hub of innovation in the region proposing innovative approaches to impact lives and raise living standards.

BBIEC, being the first business incubation center in the Province of Balochistan, achieved many milestones between 2015 and 2018 - graduating startups that went on to create 508 jobs and making sales of over 102 million.

15.2 Mission

At National Incubation Center (NIC), Quetta, we are committed to supporting the youth of Balochistan to develop sustainable and impactful startup ventures in order to create jobs, revitalize community, commercialize new technology and strengthen local and national economy

15.3 Goals

- To promote Entrepreneurial Culture among the youth of Balochistan
- To promote disruptive innovation to impact lives and enhance living standards
- To commercialize innovative technology
- To create jobs and diversify local and national economy
- To accelerate the growth of local industry clusters

15.4. Core Values

- Passion for Winning (We are continuously moving forward, innovating, and improving)
- Teamwork (We believe in leveraging the collective genius)
- Integrity (We are honest, open, ethical, and fair)
- Respect and Humility (We treat others as we would like to be treated ourselves)
- Customer Focus (We put startups first)

15.5. Entrepreneurizing the University through National Incubation Center (NIC) Quetta

15.5.1. Goal: To promote entrepreneurial culture and innovation among the students and graduates of BUIITEMS

Strategy-1	Promoting entrepreneurial culture, develop impactful startup firms and revitalize local and national economy
Action 1	Conduct extensive outreach to create awareness regarding NIC Quetta
Action 2	Hold business idea competitions to encourage innovation among BUIITEMS students and graduates
Action 3	Promote and encourage industry based research and product development as per market need
Action 4	Incubate potential startups in NIC Quetta
Action 5	Provide technical assistance and mentorship to the tenant startups
Action 6	Commercialize research outcomes of students and faculty
Action 7	Connect startups with potential investors to raise investments

15.5.2. Key Result Areas (KRAs)/Key Performance Indicators (KPIs) & Targets

KRA	KPIs	Five years target					
		2019	2020	2021	2022	2023	2024
Entrepreneurizing the University through National Incubation Center (NIC) Quetta	Outreach seminars for creating a Business mindset organized	1	20	25	30	35	40
	Number of Business Idea Competitions organized	1	2	2	3	3	5
	Number of startups incubated at NIC Quetta	2	27	30	32	35	40
	Number of capacity building workshops conducted for incubated startups	1 6	18	20	22	25	25
	Number of entrepreneurs trained	4	45	50	55	60	65
	Number of mentorship/coaching sessions conducted	1	14	16	18	20	20
	Number of Investors' Summits conducted	1	2	2	2	2	2
	Number of jobs created by NIC Quetta startups	6	75	85	95	110	130
	Number of women entrepreneurs incubated	1	20	25	30	40	50
	Number of micro-entrepreneurs trained	5	10	15	20	25	25
Number of business plans developed	1	15	20	25	30	35	

Future Action Plan

Level		Focus Area		
<p>Vision To be among the leading universities of the world-accessible to all, imparting quality education and promoting cutting edge research.</p> <p>Mission At BUIEMS, we are committed to providing quality education with focus on research and to equip students with art of living as productive members of society, contributing to the socio-economic uplift of Pakistan in general, and Balochistan in particular.</p> <p>Goals To create entrepreneurial culture and promote innovative mindset among the youth of Balochistan</p>				
Focus	Strategy	Action	Deadline/Timeframe	Responsibility
Entrepreneurizing University through National Incubation Center (NIC) Quetta	Promote entrepreneurial culture, develop impactful startup firms and revitalize local and national economy	<ol style="list-style-type: none"> 1. Outreach seminars to be organized for creating a Business mindset 2. Increase number of Business Idea Competitions to be organized 3. Enhance number of startups incubated at NIC Quetta 4. Number of capacity building workshops conducted for incubated startups to be increased. 5. Number of entrepreneurs trained increased. 6. Number of mentorship/coaching sessions conducted to be increased. 7. Investors' Summits conducted 8. Increase number of jobs created by NIC Quetta startups 9. Increase number of women entrepreneurs incubated 10. Enhance number of micro-entrepreneurs trained 11. Enhance number of business plans developed 	2019-2023	Director NIC Quetta, Director ORIC

Chapter 16

Social and Community Responsibility

Strategic Plan
2019-2023



Chapter 16: Community Service

Universities have always been fountainheads of change and progress. A strong and productive connection between a university and its corresponding society means beneficial and well-thought-out policies and practices for the advancement of people in general. Take the example of any nation that is doing well on different indicators of development and it wouldn't be difficult to see a solid bond between its educated and policy-making lot. That is what spurs BUIITEMS to reach out to those in charge of service-delivery on the ground in order to share with them the skills and expertise of its human, infrastructural and research reservoirs. In addition to that, universities around the world are also forerunners on the fronts of social and community upbeat. The following paragraphs hover around the bearing BUIITEMS has had on its surroundings in the arena of public good.

16.1. Laborers working in coal mines are probably the most affected of poor working conditions and lack of proper safeguards. As a small yet long overdue contribution in this field, a student of BUIITEMS has come up with the idea of a Smart Helmet and is currently incubated at BUIITEMS Business Incubation and Entrepreneurship Center (BBIEC). Once the idea metamorphoses into a full-blown product, poor miners will have something very close to eyes in the back of the head. The Helmet will, it is envisaged, significantly decrease the huge number of tragic casualties that currently take place in coal mines on almost a regular basis.

16.2. Another example of BUIITEMS' commitment to the welfare of the masses is the Police Record Management System (PRMS) which is aimed at digitizing and automating the record-keeping process of the Balochistan Police. Even in this day and age, most of the activities and procedures at police stations are carried out in old-fashioned ways i.e. noting down criminal records and related things by hand and using bundles of paper which is at once cumbersome and inefficient. The PRMS is a step towards solving this problem once and for all so that the police can swiftly do away with cases at hand, and the public doesn't have to visit the station fruitlessly time and time again.

16.3. A couple of years ago, some 36 students from BUIITEMS worked in conjunction with the Government of Balochistan and UNICEF on Education Management Information System (EMIS) for Public School Monitoring. The purpose was to build the capacity of provincial education edifice for effective regulation and management of public schools and colleges and the delivery of educational services in them. This was a very welcome initiative with a substantial potential for improving the work and running of affairs in far-fledged areas of the province. At the same time, it is also geared towards establishing the ever-missing link between the central administrative bodies in capital Quetta and districts located far away from it. A very similar enterprise Library Management System for Balochi Academy, Quetta, was undertaken by a faculty member of BUIITEMS. Its objective is to aid the academy in conducting its regular business in an up-to-date and smooth manner for the connoisseurs of local literary and linguistic resources. This project has already seen the light of the day and is currently in the data entry stage.

16.4. BUIITEMS' International Center for Refugees and Migration Studies (ICRMS) has also been very active in the arena of social and community uplift. The Center in strategic collaboration with UNHCR organized a 3-month training program for Afghan refugee teachers at BUIITEMS. The goal of this training program was to enhance the professional pedagogic development of Afghan teachers. Around 61 Afghan teachers, teaching at various refugee camps in the province of Balochistan, benefitted from this program that mainly focused on skills like:

- Improving teaching and learning competencies
- Microteaching
- Basic health
- Use of technology in teaching and learning
- First Aid
- Entrepreneurship

All of these competencies would come in handy for the participants in their daily routine once they return to their host communities. In particular the entrepreneurship bit will go a long way in that it will goad the trainees into thinking along innovative and socio-economically rewarding lines for the growth of the society at large.

16.5. Expanding upon this dream, BUITEMS Business Incubation and Entrepreneurship Center (BBIEC) hands in hands with UNHCR conducted its annual Business Idea Showcasing themed as “OwnanIdea, Create a Legacy”. The vision behind these sessions was to encourage refugees, facilitate them pitch their ideas, discuss their entrepreneurial potential and exhibit interest in creating inventive businesses. As many as 350 business ideas were submitted collectively from various spheres many of which held bright prospects for future implementation.

16.6. In the same line of thought, BUITEMS and UNHCR jointly held a two-days training workshop for Afghan students and graduates under the title “LeadershipSkills, Communication Skills, Personality Development, Resume andInformationalInterviews”. The broader end of the workshop was to explore and find out leadership potential of youth as per their own capacity and environmental context, to empower and enable applicants to lead and take control of their lives, take more rewarding initiatives, develop effective communication and ultimately contribute to their own communities through modules such as:

- Personality Assessment (MBTI, John Holland Model, Big Five Model)
- Interpretation of each assessment model and alignment with leadership in today’s contemporary world
- Leadership in a diverse environment, leading change and community-based leadership
- Effective verbal and nonverbal communication skills

16.7. Apart from these, BUIITEMS has also met social and community expectations by being in the thick of things in times of natural catastrophes. Since Balochistan, as a province, has been the target of many natural disasters, BUIITEMS has done all it could to respond to floods, earthquakes and such unfortunate episodes in the province's recent history. As an instance, the varsity offered generous human and financial helping hand to the victims of floods in the region in 2005, 2007 and in 2011 predominantly in Mekran, Nasirabad and Jaffarabad areas. The earthquakes that this mass of land is so prone to have also been times during which the institution has utilized all its resources to help ameliorate the lot of the affected people. One such tragic incident hit Ziarat, Pashin, etc. in 2008. In the immediate aftermath, the residents of the area were in dire need of support and assistance. BUIITEMS promptly rose to the occasion and sent relief teams comprising of its students and faculty with the necessary aid and goods for the rehabilitation and consumption of the needy.

16.8. Another addition to the university's social service is its regular visits to SOS Children's Village. Volunteers take sweets, toys, and other gifts with them for distribution among the Village orphans. They also spend time there to listen to, interact and play with the children hosted there. These visits are prime occasions to understand the need for active social and philanthropic involvement of mass organizations and BUIITEMS considers living up to that ideal as a vital ingredient of its guiding philosophy.

16.9. In times to come, BUIITEMS hopes to see the establishment of the National Center for Water Resources (NCWR) for the advancement and strengthening of the targeted research to help solve the water challenges of the province. This is in keeping with the Sustainable Development Goal-6 i.e. provision of safe, equitable access to drinking water and improvement of water use efficiency and management. The rationale behind that is: Balochistan is badly suffering from the adverse consequences of climate change and depletion of its water resources which have taken a heavy toll on agricultural, environmental and socio-economic life in the province.

16.10. The institution is also deliberating a co-operation with the Government of Balochistan on urban planning and management. Due to the sudden urban sprawl and lack of proper policies, urban centers of Balochistan including Quetta city are under the huge strain of infrastructural problems. Thus, there's a wide gap that needs to be filled in the area of communication between urban government bodies and research and experience available in academia. Once that chasm gets out of the way, it is estimated that there will be better, resilient and useful architecture for the urban centers of the province.

16.11. Besides, to lessen the severities of climatic calamities including environmental degradation, water scarcity, global warming and drought, BUITEMS envisions a partnership with the relevant sectors to overcome these issues by;

- a. initiating a mega tree plantation drive,
- b. practicing climate change mitigation and adaptation activities on campuses,
- c. practicing wastewater treatment and reuse,
- d. managing and recycling the solid waste,
- e. implementing hydro-informatics - modeling and information systems for water resources management and monitoring,
- f. establishing center of excellence in water sciences.

Reduced water availability intensifies competition for water among users, including agriculture, maintenance of ecosystems, human settlements, industry and energy production. For sustainable water management within the different basins of Balochistan, there is a need for the integrated groundwater management approach for both surface and groundwater resources. The proposed centre of excellence for water science will envision becoming a leading research and teaching institute in Balochistan that will produce high caliber water scientists and policy makers to deal with the current and future water challenges of Balochistan. These are urgent issues and should have been looked after ages ago but it's never too late. Growing trees and green life will be a gust of fresh wind against the extremely exacerbated conditions created by inconsistent weather patterns and a shortage of rains.

The province's policy bodies and educational quarters no longer can afford to stay away from each other. Taking its cue from prospering nations and societies, BUITEMS sees it absolutely incontrovertible that there is a constant and wholesome exchange of ideas and feedback between these two significant arms of the society. Else-wise, there's no betterment scheme for the wellbeing of people living in the province.

Chapter 17

Future Initiatives

Strategic Plan
2019-2023



Chapter 17: Future Initiatives

17.1. BUITEMS School System

Balochistan University of Information Technology, Engineering & Management Sciences has become one of the leading higher education institutions at the provincial and national levels. Following its mission of providing education to all, BUITEMS has identified major gaps in the provision of primary and secondary education in the region. It seems that the University can utilize its faculty and infrastructure to provide the students with a quality learning environment to become globally active citizens.

In today's fast-paced changing commercial world, employers are not only looking for candidates that are well aware but also can analyze and synthesize information, generate innovative ideas, have a flexible approach and demonstrate strong communication skills in English. The existing local education system is not experienced or equipped to inculcate these attributes in the students, this is where the internationally accepted qualifications at school level get prime importance. Curricula of these qualifications are designed to instill knowledge, intellectual curiosity and hone numerous soft skills that are vital for higher education.

BUITEMS plans to establish its School System, so that it becomes part of the global community with the advantage of its foreign qualified Ph.D. and MSc faculty, teaching a wide range of subjects under the domain including but not limited to Science, Arts, Life Sciences, Engineering, Commerce and Humanities. The school imparting education of international standards from kindergarten to intermediate levels, will have state-of-the-art learning infrastructure – training halls, auditoriums, laboratories, video conferencing facility, etc. The focus would be to follow the guidelines set by Federal Education and Professional Trainings under “Minimum Standards for Quality Education”, to prepare students to :

- i. Be creative, constructive, communicative and reflective individuals
- ii. Inquire, think critically, and gain knowledge
- iii. Draw conclusions, make informed decisions, apply knowledge to new situations, and create new knowledge
- iv. Be capable of effectively participating in the highly competitive global knowledge-based economy
- v. Pursue personal growth

- i. Share knowledge and participate ethically and productively as members of a democratic society, and
- ii. Practice healthy living.

In that direction, the standards set-forth for the planned curricula of BUIEMS School System shall,

- i. Promote national harmony, unity, social cohesion and global citizenship based on religious, philosophical, cultural and psychological foundations of the nation;
- ii. Emphasis understanding, application and creation of knowledge in order to make education relevant to the lives of students and to inculcate lifelong learning;
- iii. Bring forth innate faculties/ inbuilt potential of learners in order to make them active, productive, reflective, collaborative and democratic citizens;
- iv. Promote higher order thinking skills that develop the capacity for self-directed learning, a spirit of inquiry, critical thinking, reasoning and teamwork;
- v. Include emerging trends and concepts that are useful in real life situations for making learning more relevant, meaningful and stimulating;
- vi. Promote democratic values and peaceful co-existence, unity in diversity, and development of positive attitudes towards fellow human beings through respect and tolerance;
- vii. Suggest a variety of assessment and evaluation strategies to measure knowledge, skills and attitudes required by all domains of learning;
- viii. Ensure character building and holistic development of students; and

BUITEMS is one of Balochistan's premier learning institutions boasting of faculty from a vast range of disciplines. Over the years BUITEMS has taken great strides to develop its teaching faculty and infrastructure to provide relevant quality education to the youth of Balochistan. The university is equipped with the latest learning infrastructure in the shape of computer, engineering, biological and fine arts laboratories, an extensive library, auditorium, and video conferencing facility spread over two campuses. University is ISO 9001 certified and its engineering, architecture, computer, and business programs are accredited by their respective bodies. Students, parents and employers alike trust and put their faith in this and the graduates they produce exhibit the knowledge, skills, work ethic, and character required to play a positive and contributive role to the organizations they are employed in and the society they live in. The University believes that it is in a strong position to provide the students with an internationally recognized qualification, taught by foreign qualified faculty using state of the art learning infrastructure. At this School, the students will experience quality learning combined with professional and personal growth, and in the end, they will be ready to accept the challenges faced at higher learning institutions at home or abroad.

Vision

By providing relevant quality education and skill set, we will empower our students to meet the future challenges and to develop civic responsibility and personal growth enabling them to become active contributors in the national and international community

Mission

We aim to provide a safe and conducive learning environment, preparing our students to become lifelong learners, responsible citizens, and leaders in the global community. In collaboration with all our stakeholders, we offer our students a diverse range of educational opportunities inside and outside of the classroom – our dedicated teaching staff will support them to develop the knowledge, skills, and aptitude needed for their future endeavors.

Implementation Strategies

The strategies for the school are taken from the School Development Action Plan. The plan consists of the steps taken along with a description of resource allocation and relevant time frame. The initial stage will consist of School applying to become part of International Examinations Systems. After signing the contract the registration process will be completed.

School Development Plan

S. No	Targets	Time Scale					Outline of Strategies
		2020	2021	2022	2023	2024	
1	Registration with relevant international bodies and Balochistan Board of Intermediate & Secondary Education	Jan - March					Submitting Application forms & Required Documents
2	Hiring of Principal, Vice Principal & Administrative Staff	Jun – Oct					Conducting test & interview
3	Admission process (O Level)		Jan – March				Announcement of Admission, selection process
4	Commencement of O Level Classes		July – August				
5	Starting A Level program			July – August			
6	Starting F.Sc program				July – August		
7	Hiring of Teachers for 6, 7 & 8 Standards				Sept – Oct		Appointment of quality teachers through test, demo & interview
8	Teachers training				Nov – Dec		
9	Starting 6, 7, 8 standards					July – August	
10	Primary section preparation					Nov – Dec	Teachers & staff hiring, training , infrastructure etc.

Management and Organization
School Management Committee

The School Management Committee (SMC) will oversee the school and its day to day operations would be governed by a Principal/Head Master and Vice Principal/Deputy Head Master.

Members of the School Management Committee

The composition of School Management Committee (SMC) is as follows:-

Vice Chancellor, BUITEMS	Chairperson
Principal	Member
Registrar BUITEMS	Member
Dean of the Faculty, BUITEMS (Rotational basis)	Member
Two senior teachers of the School (Rotational Basis)	Member
Vice Principal	Secretary

The Meeting of School Management Committee will be held once in every quarter of a year or when deemed necessary by the Management.

Resource Allocation

The proposed school will be located at BUIEMS City Campus. The following resources will initially be available to the students:

- Computer labs that houses around 50 computers with latest software, internet and printer facilities
- The Auditorium
- Training Hall
- Library
- Science Laboratories
- Separate office for Principal
- Separate toilets for boys and girls
- Safe and adequate drinking water facility to all children
- Playground

Learning & Teaching**Curricula**

The School believes in providing high quality and innovative education to the students. Education has been quoted as a tool for change and progress, thus it is vital that the best education is imparted to enable students to challenge and change the world around them.

The curricula that are proposed are based on the coupling of knowledge and skill in a framework that is relevant to today's market trends. To ensure its quality, relevance and recognition the framework is closely aligned with the National Curriculum Frame (NCF) 2017, and the curriculum shall be built on a clear vision that incorporates:

- i. Clear values that reflect national ideology and culture,
- ii. A clear expression of the current and future national aims for education and learners' needs as individuals and as citizens,
- iii. Guidelines for promoting intellectual, spiritual, aesthetic, emotional, social and physical development of learners,
- iv. A sense of high expectations for all, extending horizons and raising aspirations, and
- v. Outcomes relating to knowledge, skills, as well as personal attitudes and attributes.

17.2. BUIEMS School of Law

With its mission to impart quality education in the much needed fields, the Balochistan University of Information Technology, Engineering & Management Sciences plans to start BUIEMS School of Law. Balochistan lacks good law schools, thus, this new initiative which is planned for the next five years shall further open vistas for the youth of the region to equip themselves with quality education in the field of law through BUIEMS.

Law degrees have always been among the most sought-after and widely respected courses to study at university. For many, a law degree is the first step along the path to a career in the legal sector, often followed by further study and training needed to become a practicing lawyer. However, this is certainly not the only reason to study law at university. Law degrees are challenging, and for many students, the attraction lies in the unique combination of human interest and intellectual stimulation provided.

The Bachelor of Laws (LL.B.) is an academic degree achieved for undergraduate studies in Law Sciences. The abbreviation LL.B. stands for Legum Baccalaureus, where LL. is the Latin abbreviation for laws. A consecutive Master's programme in Law Sciences is awarded as a Master of Laws (LL.M.) accordingly. An LL.B. degree offered by an international law school takes 4-5 years to complete. BUIEMS also plans to offer 5 years LL.B degree with an intense study, research and practice approach, so that the students have a holistic approach to learning law and its implications. The plan is to engage the students in a blend of studying Law books and criminal codes, learning stipulations and exceptions, analyzing cases and learning how to efficiently summarize information. The program shall also focus on Legal Ethics and students learn about legal principles like the presumption of innocence, which states that a person is considered innocent unless proven guilty, and all related aspects.

Program Objectives

The main objectives of this initiative are :

- to inculcate in students a broad understanding of the social, political and economic contexts within which the Pakistani and global legal system operates;
- to equip students with knowledge and understanding of the fundamental doctrines and principles of Law;
- to promote the culture of legal research, the public and private sector universities/institutions should start law journals and ensure that they gain the HEC ‘Y’ category as soon as possible; and
- to develop the intellectual and practical skills necessary for employment in the legal profession and other careers.

Program of Study Details & Scheme of Studies

Title of degree program:	Bachelor of Law
Total number of credit hours:	166
Duration:	5 years
Semester duration:	16-18 weeks
Course load per semester:	15-18 credit hours
Number of courses per semester:	5-6 Courses

The Curriculum

Like other professional academic degrees, law program will have compulsory core courses, and more opportunities to choose law topics tailored to a particular career path later on. Teaching shall be through a combination of lectures, seminars, group work, presentations, class debates and ‘mooting sessions’ – practical law training in a courtroom setting to help students master important legal skills such as research and analysis, public speaking and argument formation.

At BUIITEMS, the plan is to have a mix of course contents and the teaching methodology - such as to develop the written and oral skills of the students, build their capacity of problem-solving; and expand their knowledge of information technology.

Course Work: Total number of credit hours: **166**

Compulsory Internship : 10 to 12 weeks internship after the completion of 8th semester for every student shall be compulsory with law firms, law offices, courts, private and public companies, government offices, NGO’s, police stations, legal branch of armed forces, stock exchanges, SECP, banks, financial institutions, ports, media, political parties, national research institutes, industries, and with other entities to be recognized by University/ institution on the suggestion of students or faculty. Attachment/ internship period spent by each student with any entity mentioned hereinbefore shall be assessed on the basis of his/her report, self-assessment, faculty assessment and assessment provided by organizations.

Research Project : All Students after the successful completion of the 9th semester must take a research project and write a dissertation on assigned topics.

Registration of BUIITEMS Law School with Pakistan Bar Council

BUIITEMS will get its Law School registered with the Pakistan Bar Council, so that, the degrees awarded by it are recognized as professional degrees, and the youth has a clear prospect of jobs in the market for the times to come. The plan shall be initiated in the year 2020, and with fulfilling all the legal requirements, the University plans to take its first intake in the year 2022.

Law School Development Plan

S. No	Targets	Time Scale			Outline of Strategies
		2020	2021	2022	
1	Registration with Pakistan Bar Council	Jan – July			Submitting Application forms & Required Documents
2	Hiring of Faculty Staff in Law Discipline	Nov – Dec			Conducting test & interview
3	Orientation and Training of Teachers		Feb – March		
4	Curriculum approval through Academic Council and Board of Studies		April – Jun		
5	Admission process for first intake		Jun – July		Announcement of Admissions, induction process
6	Commencement of classes, first batch		August – Sept		Start of classes
7	Second batch induction			July – August	Start of classes

17.3 BUIITEMS Sub-campuses

With its aim to impart quality education to the youth of Balochistan at their door steps, and simultaneously expanding its academic operations, the Balochistan University of Information Technology, Engineering and Management Sciences (BUIITEMS) Quetta plans to establish its sub-campuses at far-flung areas of Balochistan. BUIITEMS presently is operating in its following campuses :

1. BUIITEMS Takatu Campus (Main Campus), Quetta :	Established in the year 2005 108 Acres, Houses 05 Faculties
2. BUIITEMS City Campus, Quetta :	Established in the year 2002 2.5 Acres, Houses 01 Faculty
3. BUIITEMS Chiltan Campus, Hazarganji, Quetta :	Established in the year 2003 148 Acres, Houses Research Forms of the University
4. BUIITEMS Sub-campus Zhob :	Established in the year 2018 200 Acres, Houses 03 teaching departments.
5. BUIITEMS Sub-campus Muslim Bagh :	Established in the year 2019 70 Acres, Faculty and Students induction underway.

The proposed initiative for establishing sub-campuses through-out the province shall not only ensure the provision of quality education to the youth of Balochistan at their doorsteps but shall also enable the University to expand its academic operations. BUITEMS plans to move ahead in that direction as it is nationally and internationally aware and capable of preparing students for the new, “globalized” economy. Although the universities are mainly focused on academic research and learning, they do have a role to play in culture and social influence – BUITEMS thus shall be reaching the far-flung areas of the province, so that , access to higher education for the residents of these areas is not a hurdle anymore.

BUITEMS has a motto of quality and excellence in education. It shall ensure that the standards set for the provision of higher education are met in its Sub-campuses with no compromise on any of the academic offerings. The University has been successful to supply productive and quality human resources in the shape of its alumni in the referred areas. BUITEMS ensures induction of qualified teachers in its proposed Sub-campuses.

The following Sub-campuses of the University are included in its strategic plan for the years 2019-24 :

1. BUITEMS Sub-campus Dalbandin – Chaghi
2. BUITEMS Sub-campus Kalat
3. BUITEMS Sub-campus Gawadar
4. BUITEMS Sub-campus Killa Abudllah
5. BUITEMS Sub-campus Barkhan

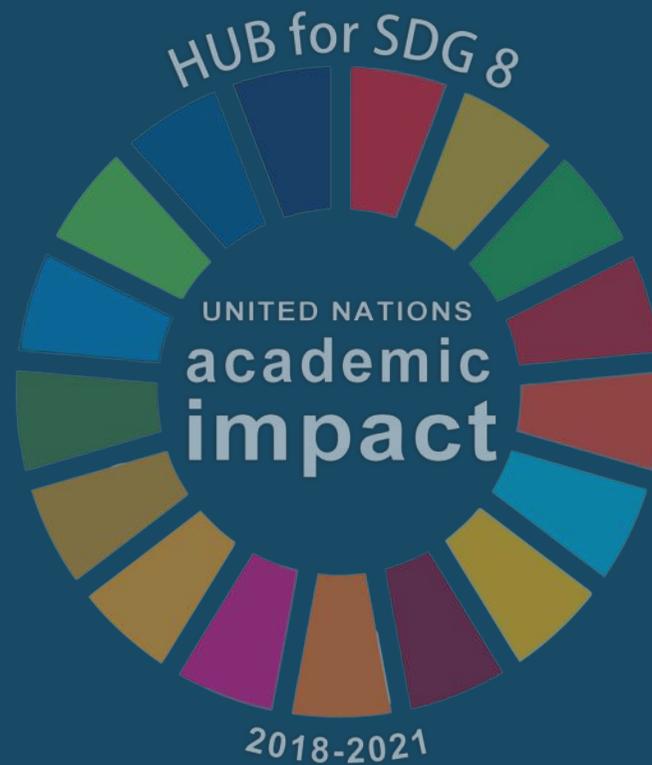
Campuses Development/ Establishment Plan

The plan for establishing these campuses shall be as follows ;

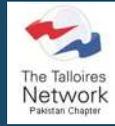
S. No	Targets	Time Scale				
		2020	2021	2022	2023	2024
1	Establishment of BUIEMS Sub-campus at :	Dalbandin – Chaghi				
2	Establishment of BUIEMS Sub-campus at :		Kalat			
3	Establishment of BUIEMS Sub-campus at :			Gawadar		
4	Establishment of BUIEMS Sub-campus at :				Killa Abdullah	
5	Establishment of BUIEMS Sub-campus at :					Barkhan



BUITEMS



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of Intellectual
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