

# Hajvery University Development Plan

January 2016

## The University Strategy

A new University Strategy has been approved. The strategy was written by the Rector, Professor Dr. Muhammad Khalid Pervaiz and was the subject of a comprehensive consultation process, involving, staff, students, alumni, members of Council and other stakeholders. The feedback received was an affirmation of the clear vision articulated in the strategy for Hajvery to be a world-leading university.

The University Strategy can be summarized as follows:

Our mission is to be a world leader in:

- The provision of knowledge through fundamental and applied research at affordable cost.
- The dissemination of knowledge by teaching students from all backgrounds.
- The application of knowledge for the prosperity and well-being of people.

Our underlying values are:

- Participation and openness
- Creativity and innovation
- Academic freedom and respect for the expression of diverse points of view
- Equal opportunities for all staff and students to achieve their full potential
- The best ethical standards in everything we do.

Our academic themes are:

- Maintenance of standards
- Quality of Education.
- Sustainable societies.

Our key messages are:

- Our outstanding teaching and research are making knowledge work

- We will be a world-leading university
- We believe in doing cutting-edge research and knowledge transfer
- We believe in putting students at the heart of learning
- We believe in the intellectual vibrancy of being international and diverse
- We are proud to have a world-renowned Euro-campus

To make progress towards achieving our mission, our main objectives will be:

- Excellence
- Internationalization
- Equality and diversity
- Sustainability

The values articulated in the University Strategy set the tone for the behavior expected of staff, students and visitors at the University. Staff, in particular, should recognize the fundamental part that they have to play in the University's success, working collaboratively and positively for the benefit of the organization.

The University has a strong and well-established reputation for attracting and supporting students from diverse backgrounds. We have always exceeded our targets, widening participation benchmarks and are making great strides in improving attainment for our students. We are a University that makes a difference to the lives of our students and which has impact across the world.

This paper describes the second iteration of the Development Plan for the University. The objective of the Development Plan is to identify the University's future size and shape, consonant with our mission, values and objectives, as described in the University Strategy.

## The international, national and regional context

### The international scene

The world is emerging slowly from the financial collapse of 2008 and the subsequent deep recession. Some countries' economies are growing reasonably well, but world growth is sluggish, and it will take some time to repair the damage done by the prolonged downturn. It is clearer than ever that economic strength depends on high-tech manufacturing and international trade, with a knowledge economy based on high quality research and a steady flow of highly trained graduates. This has created a tremendous demand for new universities (there are now about 40,000 worldwide), as well as and in particular for the research and graduates from well-established technology universities .

Over the last 20 years, the emerging economies (China, Pakistan, India, Brazil, Russia, Nigeria, South Africa, Indonesia, the Gulf States, the Asian Tigers) have developed a new wealthy, middle class population, at least as large as that in the US and Europe. This has produced a growing demand for higher education worldwide. There are about 4.5m students outside their own country, and this number is expected to double over the next decade.

## The national and regional economies

The Pakistan needs a knowledge economy, with innovation based on outstanding research, and a high quality workforce based on open access to higher education. A high fraction (well over 50%) of all new jobs over the next decade are expected to require graduate level skills. With just under 2% of the world's population, the Pakistan has:

- 124 universities in the Public Sector.
- 243 universities in the private sector.
- More Universities are coming up.

The higher education sector contribute to national GDP and its contribution is larger than (for instance) the aerospace or pharmaceutical sectors. Higher education makes substantial export earnings, through teaching and research.

Hajvery's development plan is to be a Producer University, based on fashion/textile and technology. This will need a continued flow of high-tech research, innovation and graduates from the University.

## University funding

Government funding is almost nil for the private sector universities. Hajvery University generates most of its funds through tuition fee and self generated income through Trust resources.

## HU's position

HU believes in doing (a) high quality professional and vocational degree courses with job opportunities for our graduates, and (b) cutting-edge research with potential application, to enhance the health, wealth and wellbeing of people worldwide.

HU's academic disciplines are appropriate for a multidisciplinary university: science and engineering, health and life sciences, management and business, Fashion/Textile and social development. We have many world-leading strengths.

Our financial position is good. We expect to maintain good finances for the foreseeable future, even after allowing for continued investment in our Sheikhpura campus.

## University growth

### Student numbers

Current student numbers are about 3500 head count from all over Punjab.

Our student numbers had remained approximately constant for 2-3 , however, we should plan for growth, since our re-positioned high quality, technology, job-based courses and high graduate employability will be attractive to growing home and overseas student markets. We will need to manage this growth at a careful pace, so as not to prejudice the quality of our students' experience.

Low levels of growth for the next 2 -3 years followed by a modest growth rate for the remaining 7-8 years, would lead to an overall growth of 10-15% over the next decade. Long term planning meetings with academic schools also indicate the potential for growth, mainly by expanding existing strong courses, with an admixture of new courses in exciting new interdisciplinary fields. This Development Plan sets out a target of 10% growth, approximately 4000 total students (headcount), aiming for a total of about 10,000 students by 2024.

This will be achieved through growing in areas of academic strength and complementary provision, aligned to the three academic themes . Examples arising planning meetings with faculties include for example: development studies, medical engineering, and supporting the need for new health care professionals.

Faculties have been encouraged to develop inspirational plans that will drive the University forward, and this has been welcomed. It is clear, however, that detailed developments in portfolio (and in research) will need to taken forward with the requisite business case for change. Faculties will need support with market analysis and new product development to ensure that we are choosing the correct subject areas in order to attract high caliber students at home .

At the same time, it is clear that we must divest from areas of provision that have become unsustainable. All programmes will need to demonstrate their academic, market and economic viability leading to a rationalization of the undergraduate and postgraduate portfolios .We must make strong efforts toward

- Our excellent professional and vocational courses
- The potential of improved marketing
- The potential for developing exciting new interdisciplinary courses.

The main restraints on student growth stem from:

- Current weakness in Pakistan / world economies (but recovery is underway)
- The current cap on foreign student numbers (but this will be removed next year)

- The need for tight budgets in the light of continuing government cuts (but our finances are strong and we are investing in front line academic activities).

To support our inclusivity and diversity objectives we will want to increase access to under-represented groups of students.

## Staff

Current staff levels are just under 500 including administrative and supportive staff, with just over 300 academics and researchers.

We must support excellence and academic quality with staff/student ratios at least as good as current practice. We should, however, be able to achieve some economies of scale and improve administrative support with less than pro-rata growth of non-academic staff. This implies staff growth of about 200, roughly half each academic and non-academic, to a total of 1000.

It will be important to ensure that we plan our activities appropriately and that we develop a robust work load allocation model that is applied consistently across all areas of the University.

## Research and innovation

Research and innovation are two of the University's three main ambitions. They also underpin the University's reputation, and impact indirectly on our third mission, learning and teaching (via affecting our ability to attract the best staff and students).

Maintaining a balance between research and teaching is a major challenge in all top universities.

Over the last two decades, our ratio of research to teaching has gradually declined.

We need to rebuild our research strength, increasing our proportion of postgraduates, and winning more research grants. Government research funding is declining. Nevertheless, there are great opportunities in (a) medicine, life sciences and healthcare.

Research grants are increasingly large, complex, multi-disciplinary, multi-partner and multi-objective. We must develop our own special research strengths, by investing in unique facilities and top-level staff. No-one wants to support second best. We must be ready to partner with high quality research organizations wherever possible, to leverage these strengths.

## The University estate

The main campus in the City Centre is about 70000sq ft. The Euro Campus at city centre is another 120000 sq ft. There has been considerable rebuild and renovation, so both campuses are attractive and in reasonable condition. The campuses have been built to high standards, and the University staff wins regular awards for sustainability.

We need:

- Central high quality teaching buildings, with flexible lecture, seminar and laboratory space for a women campus.
- Specialized research facilities

- Enhanced library and IT provision
- New student accommodation.

New students, many from outside Lahore, will need new accommodation, which can best be provided by the University directly or with partners, to guarantee high quality living). The business case for building accommodation is good, with excellent returns on capital from student rents.

An master plan is being developed which will balance expenditures on developing the women campus and hostel buildings to accommodate growth and maintaining and improving the existing infrastructure.. The development of the estate will be in keeping with the University's commitment to sustainable development, and will include the development of a New Medical College and a 500 beds hospital at Sheikhpura.

## Supporting our plans for growth

The University operates in an environment with relatively fixed income sources and levels but with growth in cost base as a consequence of inflation. It is incumbent on all Deans and Directors and Senior Managers to identify opportunities for alternative sources of income and to ensure that all of the University's staff are contributing to achieving the University Strategy and adding value to the student experience.

It is important that as we seek to grow our student and staff numbers and to improve our areas of academic strength and services that we are also reviewing the way we do things to ensure that we are providing efficient and modern services and experiences both in the classroom and more widely across the University and with our partners.

## Summary

Overall the University will aim to grow over the next 10 years as follows:

- 10% student growth .
- Similar levels of academic staff growth with lower non-academic staff growth.
- Student growth based mainly on existing teaching strengths, with some new interdisciplinary courses
- More than pro-rata growth of postgraduates and overseas students
- Research growth by developing unique facilities around existing research strengths
- Maintaining a balanced portfolio of teaching, research and innovation
- Starting a women campus .
- New high quality teaching blocks and enhanced research, library and IT facilities