

A black and white photograph of a modern architectural structure, likely a university building. The building features dark brick walls, large glass windows, and a prominent steel frame. The perspective is from a low angle, looking up at the building's facade. The sky is overcast and grey.

BNU STRATEGIC PLAN 2025-2030

Chairperson's Message

The Beaconhouse Schools celebrated their silver jubilee in the year 2000. It was around that time that I started thinking of the need to contribute to tertiary education. Most of the people involved in the process were more inclined toward setting up a university focused on business management, but as with the Beaconhouse Schools, I felt we should follow a path less trodden.

My own background in the liberal arts motivated me to give back to society by setting up a non-profit university that would foster the liberal arts approach, allowing students to experience an environment that promotes critical thinking among an inclusive and diverse student body. I also hoped to challenge the market perception that such education does not readily translate into attractive job opportunities for graduates. The response by, and the acceptance of, our students have been overwhelming.

In 2023, Beaconhouse National University (BNU) completed two decades of existence. Despite initial challenges, the university managed to fund its development through a combination of donations from the Beaconhouse Schools, the Kasuri family, the Government of Punjab and several other generous donors.

Today, BNU is almost at capacity in terms of student numbers. The Board of Governors does not plan to enlarge the university beyond its quality optimum. The focus will remain on sustaining an island of excellence – an alma mater to be proud of – that becomes the best university in Pakistan and the broader region.

BNU has been fortunate in that in twenty-two years, it has not seen any major changes at the top and is now running under the stewardship of its third Vice Chancellor. As the university steps into the third decade of its existence, it must chart out a strategic plan with which to move forward – an ambitious plan which is both achievable and exciting for the BNU community.

Going forward, we must remain committed to ensuring even greater diversity by inducting students from underrepresented communities and offering attractive financial assistance packages beyond the existing scholarships. We must also continue investing in critical programs of the future like environmental studies, emerging technologies, agriculture, and the like, regardless of their financial feasibility. Also critical to BNU's future success will be our ability to continue encouraging and motivating faculty to produce seminal research and practice.

BNU is already recognized as one of the country's leaders in tertiary education. The platform is perfectly set for it to further enhance its service to the country, a feat I have no doubt the university will achieve in the years to come.

Nasreen Mahmud Kasuri
Chairperson, Board of Governors



Vice Chancellor's Message

If one lands in Pakistan for the first time and asks to be taken to a university that represents perfection in all aspects of tertiary education, the answer should be BNU every time. This is my vision for the university I am extremely privileged to lead.

As Pakistan's premier liberal arts university, BNU is committed to academic excellence. At our purpose-built campus, we offer a wholesome college experience where all students are encouraged to discover their passion and prepare to pursue their professional dreams.

As a *non-profit that cares*, BNU strives to ensure that no student is turned away solely due to

affordability of education. We work diligently to identify students with the potential to benefit from BNU and equip them with the tools to become responsible and active citizens and leaders in their respective fields. We do so by offering an intellectual environment where teaching, research, and practice thrive. To further enrich the BNU experience, the university builds synergies, not only within the university but with peer institutions in Pakistan and abroad.

I envision BNU as a 'complete university' for students. This involves caring not only for their academic pursuits, but also their co-curricular interests, and most importantly, their psychological and emotional well-being. We wish to see each of them make us, and our country, proud – in whatever they do and wherever they go.

Achieving our ambitious goals requires analyses, strategic foresight, proactive planning, and successful implementation of these plans. It also requires dedication and perseverance. Embodying these attributes is BNU's strategic plan 2025-30. The document brings together years of thinking and input from the BNU community and creates buy-in for the future we envision for ourselves. Only with strong ownership and a sense of shared purpose among our entire community can we expect this plan to deliver the outcomes we are committing to pursue over the next five years.

Many members of the BNU community and several other individuals have helped develop this strategic plan. I wish to thank each one of them for their contributions and look forward to their continuing guidance.

Moeed Yusuf
Vice Chancellor



Executive Summary

Beaconhouse National University

An institution committed to social transformation | A non-profit that cares

Beaconhouse National University's (BNU) strategic plan 2025-30 lays out how the university plans to benefit from the opportunities created by the fast-evolving global and educational landscape, national and sub-national developments, and the technological revolution while remaining true to its core identity as a non-profit, liberal arts university.

Vision

To cultivate empowered and engaged local and global citizenship through innovative and rigorous scholarship.

Mission

To be a globally acclaimed hub of academic excellence and innovation, advancing interdisciplinary liberal arts education that nurtures responsible citizens able to generate creative solutions to pressing societal and global challenges.

Core Values

1. Academic Excellence
2. Intellectual Freedom
3. Creativity and Innovation
4. Adaptability
5. Inclusivity and Diversity
6. Social Responsibility
7. Sustainability

Strategic Goals

1. Promoting BNU's Non-Profit and National Identities

- a. Continuing as a non-profit institution
- b. University's expansion to be dictated by its quality optimum
- c. Increased diversity of the student body
- d. Enhanced provision for financial support to deserving students

2. *Taleem*: Imparting Quality Liberal Arts Education

- a. Inter-disciplinarity to continue as the core learning approach
- b. Program offerings to cater to both market demand and societal need
- c. Experimentation with new forms of learning beyond traditional degrees

3. *Tarbeeqat*: Inculcating responsible citizenship among students

- a. Safe and healthy learning environment
- b. Civic responsibility to be inculcated through the core curriculum
- c. Relevant co-curricular and immersive opportunities to promote civic responsibility
- d. Peer mentorship
- e. Increased and streamlined student opportunities for professional exposure

4. Investing in Our Faculty and Staff

- a. Low pupil-to-faculty ratios to allow faculty to ensure positive learning outcomes
- b. Structured faculty and staff support
- c. Regular professional development activities
- d. Service-to-community culture among faculty and staff

5. Making BNU a Nationally and Internationally Connected Universe

- a. Academic partnerships
- b. Industry linkages
- c. Strengthened alumni relations

6. Ensuring Financial Sustainability

- a. Diversification of income sources
- b. Increased fundraising efforts
- c. Prudent management of investment returns
- d. Cost savings

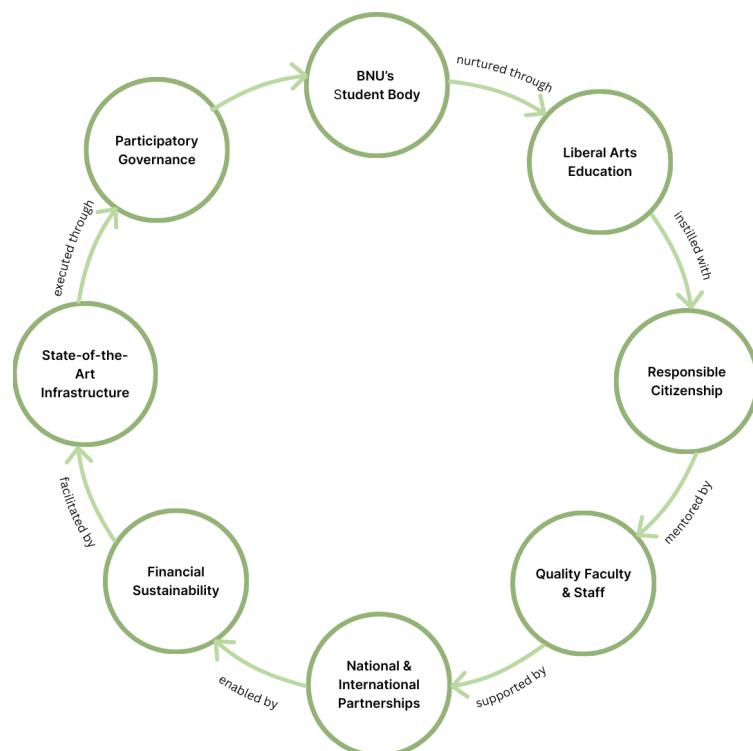
7. Physical and Digital Infrastructure Development

- a. University physical infrastructure to keep up with BNU community's needs
- b. Enhanced digital capability and capacity

8. Pursuing Participatory Governance

- a. Lean management structure
- b. Principles of participatory governance: empowerment, accessibility, transparency, and professional management

Figure 1: BNU's Strategic Goals

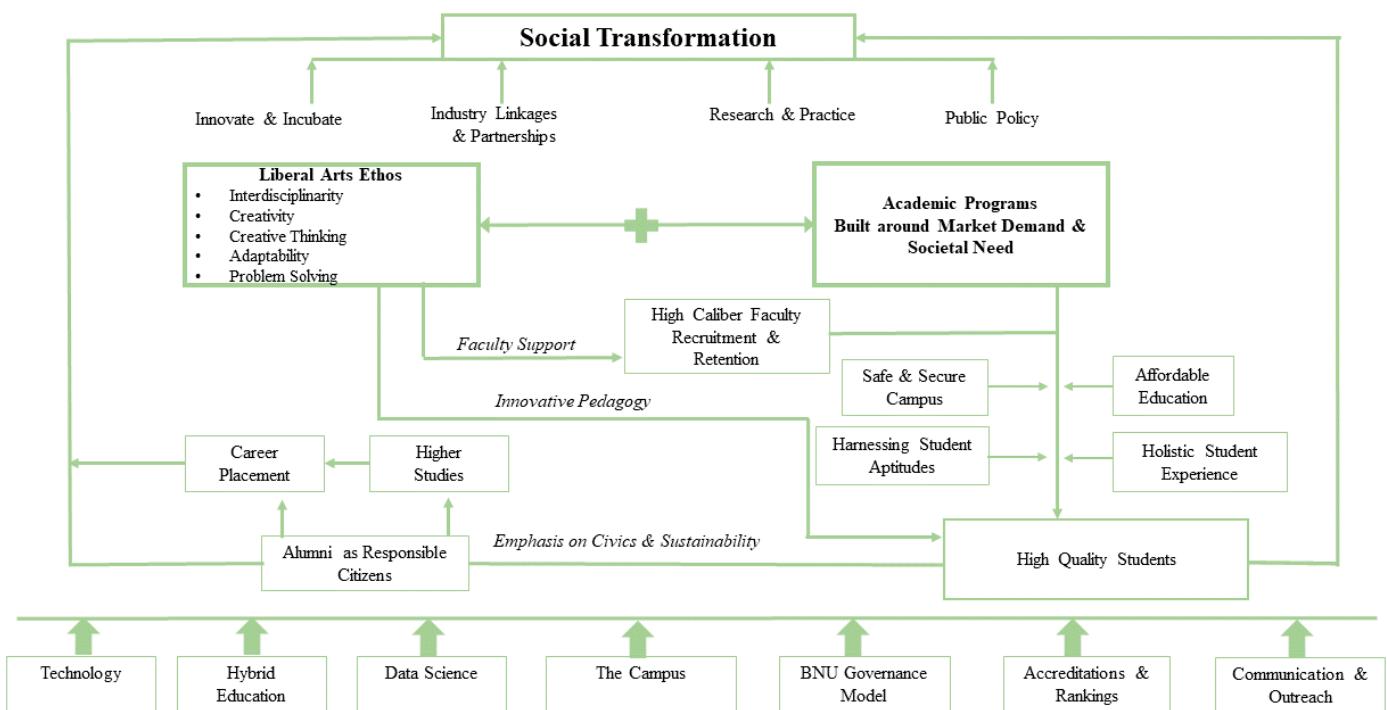


Theory of Change

Put together, BNU's vision, mission, core values, and strategic goals produce our institutional theory of change.

BNU's liberal arts approach to education and its program offerings built on a combination of market demand and societal need will produce high-quality alumni embodying responsible citizenship and able to create social impact if they are mentored by high-caliber faculty employing innovative pedagogies, offered a holistic student experience in a safe environment, and enabled by adequate facilities, financial support, and a participatory governance model.

Figure 2: Theory of change to achieve social transformation



BNU in 2030: A Snapshot

- A formally recognized not-for-profit institution with a student body of approximately 4,200 and an undergraduate-to-graduate program ratio of 3:1.
- At least 40% of BNU students will be from outside Lahore and at least 15% from outside Punjab. The gender ratio will at least be 50:50.
- At least 40% of the student body will be on some form of financial assistance.
- 181 permanent faculty and an average pupil-to-teacher ratio of 12 in studios and 25 in most theory courses.
- BNU will continue to lead with its liberal arts approach and further emphasize interdisciplinarity, and increasingly, trans-disciplinarity. There will be greater focus on experiential learning.

- New program offerings will cater to a mix of market demand and societal need. At least half of the new program offerings between 2025-30 and all new minors will be interdisciplinary in nature.
- BNU will be inclusive, diverse, drug-free, and have zero-tolerance for harassment, discrimination, bullying, and any form of misconduct.
- The university will proactively instill responsible citizenship among the student body through a core curriculum, expanded co-curricular activities, peer mentorship, and opportunities for professional exposure.
- BNU faculty functions will expand, with permanent faculty being engaged in teaching, research, practice, executive trainings, policy work, and industry projects and consulting.
- BNU's Executive Academy for Professional Development (EAPD) will train industry executives and others through at least 8-10 trainings and multiple other workshops every year.
- Faculty will continue to be compensated at market-competitive rates and further incentivized through BNU's tailored incentive framework and performance appraisal systems.
- Strong industry partnerships will allow students to benefit from corporate site visits, industry-sponsored research projects, industry-led hackathons, case competitions, simulated problem-solving exercises, and interactive mentorship sessions with seasoned professionals. Faculty will benefit from a Faculty Industry Placement Program. A dedicated Career Development Center (CDC) will promote and track student and faculty industry placements.
- Strengthened alumni relations will be managed through a dedicated alumni portal. Alumni will offer career guidance, leadership training, and exposure to emerging industry trends to students through an Alumni Mentorship Program.
- BNU will be a more internationalized university overall, with a larger network of international academic partners; greater participation of BNU faculty in fellowships and residencies, and international exhibitions and conferences; recruitment of international students to BNU; international academic program partners for transfer or fast-tracked undergraduate-to-graduate options for BNU students; international industry partners; and engagement of international faculty through distance learning, including joint course offerings and co-teaching.
- BNU will have a WWF-certified campus, which will also be fully accessible.
- BNU campus facilities will be enhanced while adhering to BNU's Green Master Plan. At least 20% of the student body will be accommodated in on-campus or BNU-managed hostel facilities.
- The university's income sources will be diversified beyond student fees through expanded faculty functions beyond teaching and fundraising for intellectual activities, infrastructure, and student scholarships.
- BNU's endowment will be at least tripled.
- The university will continue to maintain lean administrative structures and channel maximum expenditures to academic activities. Per-student administrative expenses will grow at 10% annually between 2025-30 compared to a 14% increase in per-student teaching costs.
- BNU will maintain stringent financial controls and continue to ensure that it receives clean audit reports.
- Empowerment, accessibility, transparency, and professional management will remain guiding principles of BNU's governance model.



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