

# CAC Newsletter – May 2012

Dear NUSTIANS,

We are proud to share with you the first newsletter of the Corporate Advisory Council (CAC), NUST. In this issue, we would like to share with you the history, rationale, mandate, and some achievements of the CAC. Some of you may be familiar with the concept; for others this might be totally new. The first thought that we would like to share with you, is something that most of you might have asked yourselves or others....Why has the CAC been formed? What was the vision behind establishing this platform? What specific objectives did NUST want to achieve through this forum? Is the establishment of the CAC an end in itself or a means to an end? In the next few paragraphs, we are going to attempt to answer these questions.

The most basic function of a university is to teach and award degrees. However, at this level, a university is doing no more than a college would. You would agree that several universities in Pakistan have restricted themselves to this standard function. The second function of a university is basic, academic research that is focused mostly on cutting edge technologies and theories in various disciplines; this research contributes to long-term advancement of the relevant disciplines. NUST, while fulfilling the first function par excellence, has also strived to become a Center of Excellence in Pakistan for advanced scientific and technological research.

The third function is to establish mutually beneficial linkages with the Industry. The academic research of

a university, which is more long-term-oriented, must be supplemented with industry-specific research (both short-term and long-term) that can add value to industrial and business units in the country. This value could be in terms of process efficiencies leading to cost reduction or quality improvements, product or process innovation, etc. This very important task of a university is well-understood and conducted by most universities in the West, and recently within Asia Pacific, and is also getting its essence across the Middle East. However, in Pakistan, this function is not appreciated as a core function of a university. For an emerging economy like Pakistan, the role of a science & technology university for developing the local industry is critical. In our economy, there is currently a minimum wastage of 10-12%, which amounts to approximately USD 20-25 billion. These wastages will be removed through knowledge input and technology, and the gaps can be filled through university-industry linkages.

Understanding and appreciating the importance of industry linkages and value addition, which currently in Pakistan is the lowest in the world (value addition per person), and the fact that NUST has access to some of the best academic minds in the country and to the highest echelon of industrial and intellectual leadership of Pakistan, the NUST management decided to create a platform which is, to date, unique in any university in Pakistan – the Corporate Advisory Council.

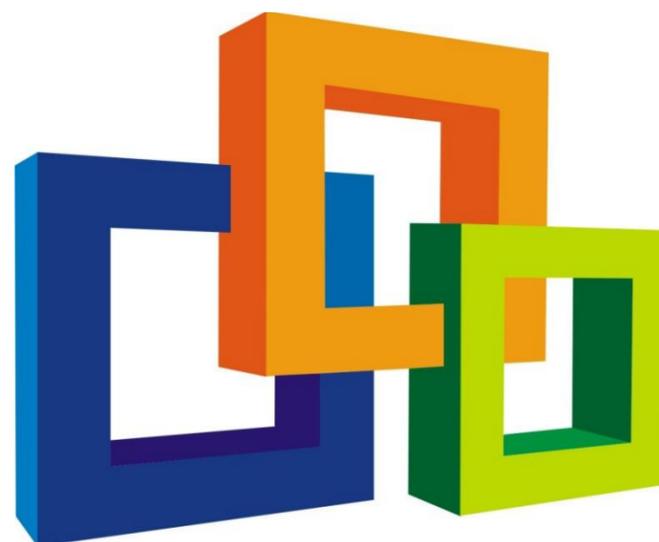
The CAC was born in April 2010; the idea was very simple – the university and the Pakistani industry need to collaborate for mutual benefit, with a direct impact on the economy of Pakistan.

The CAC brings the NUST institutes and the industry together on a common platform, enabling them to join hands to find workable solutions, through R&D, to real-life problems encountered in product development, design and commercialization. The CAC has established linkages with industrial and business enterprises across 11 sectors of the economy, including Automotive, Health & Pharmaceuticals, Infrastructure, Information & Communications Technology (ICT), Engineering, Banking & Financial Services, Energy, Chemical, Defence Technologies, Intellectual Property Rights (IPR), and the Social Sector. Cooperation and collaboration between industry and NUST academia has led to innovative projects aimed at providing solutions to industrial and corporate partners. . Coming together on the CAC platform has also enhanced inter-industry linkages, which, in turn, is strengthening university-industry linkages. Moreover, it has helped human capital development at NUST in more practical, industry-specific, and meaningful terms, ranging from the curriculum, which is continuously revised to include industry orientation, to student placements including internships, on-the-job training, and employment within the industry, creating an overall environment of industry-specific human capital development.

How is the CAC structure unique? And how does this structure help in achieving the CAC objectives?

The CAC has 11 Sector Committees, representing 11 sectors of the economy; each Sector Committee is headed by an **Industry Co-Chair** and a **NUST Co-Chair**, the former a head of one of the top enterprises in the respective industry, the latter an accomplished academician and a master in the relevant field of study. Each Sector Committee consists of 15-20 members representing the notable companies in the sector as well as the NUST school supporting the particular sector. The senior executives from the industry and academia combine their thought leadership and experience, working towards corporate-university liaison for research, national level policy-making, resource generation, international collaborations and entrepreneurship. This distinctive structure of the CAC, with its key industry-academia partnerships, affords it a concrete mechanism for industry-driven problem-solving and innovative research, design, and development.





In a period of less than 2 years, the CAC membership has grown to include more than 100 members from top-line local and international business and industrial firms, banking and investment houses, high-level public policy-makers, bureaucrats and intellectuals. You can see the list of our partner companies by clicking on [CAC Partners](#).

This number is continuously growing as the CAC adds to its panel, more experts to add better value to our mandate. You must have noticed that amongst the CAC membership, we have mentioned “public policy-makers” and “bureaucrats.” Therefore, the CAC ropes in not only the industry but also the Government. This makes the CAC a unique **“triple helix”** combination of **NUST schools, Industry** and **Government**. The Government’s role is extremely important, as any policy inputs coming out of the CAC would be implemented by the relevant bodies of the Government of Pakistan, and having Government representatives on board will make it easier to get approvals for policy recommendations. Through this triple-helix combination, we fulfil our core values of THINK.COLLABORATE.BUILD!

The NUST CAC has several international collaborations including foreign universities, business councils, and corporate entities. MoUs for joint research have been signed with China’s leading universities, namely Tsinghua University (THU),

Beijing, and Southwest University of Political Science and Law (SWUPL), Chongquin. The CAC also has the China Peace Foundation and the Canada Pakistan Business Council (CPBC) as global members. The CAC’s outreach will see it forge partnerships with

Europe, Middle-East, North America, as well as other Asian hubs in the near future

The CAC team is small and efficient, comprising of young, enthusiastic minds with a passion for nation-building. We have NUST graduates working full-time on our team, and also working as interns at CAC from time to time. Some of you must be familiar with the NUST-National Bank of Pakistan (NBP) joint research project, conducted by the CAC in summer 2011. Keeping in line with its core aim of having long-term economic impact for the sectors within its purview, the CAC embarked on a mega-research initiative of mapping the industrial disposition of Pakistan. The CAC team, along with 22 of our brightest young students, most of which came from NBS and SEECS, conducted an in-depth sector analysis covering 34 sectors of Pakistan’s economy. The objective was not only to build a repository containing authentic data about the various sectors, but also to present an outlook on the sectors and identify their growth potential, growth barriers, specific issues, strengths, opportunities and threats. The deliverable at the end of the project was a report titled ‘Industry Ratings & Strategic Positioning 2012,’ co-authored by the CAC and NBP, which was meant to provide value to industry members, potential investors / lenders, as well as policy makers, providing the framework and data repository for the industrial and economic leadership of the country. This exercise has placed NUST as a partner institute for what is considered the prime source of business intelligence in our Banking and Financial Services community. It also forms the basis of giving inputs for and shaping national policy on various aspects

and sectors of the economy .This endeavour also provides us with real and quantifiable experience in scoping, analyzing and appreciating the task ahead – nation-building, which requires an intimate

understanding of industrial issues. The work our teams have done on the report has allowed them to see these issues first-hand. You can view the report by clicking on the link below:

[Industry Ratings & Strategic Positioning 2012](#)

The Key Performance Indicators (KPIs) for the CAC include:

- Site visits by faculty / students.
- School visits by Industry.
- Guest lectures by industry specialists.
- Workshops in industry by NUST academia through Professional Development Center (PDC).
- Term projects for students based on industry requirements.
- R&D projects for NUST faculty from industry.
- Student placements in industry (internship and employment).
- Improvement/addition in NUST curriculum based on industry relevance.
- Bilateral investments.
- Co-production of material for the **CAC Newsletter**

It is now 2012, and being the first of its kind initiative, our journey has been through its natural

