



Strategic Plan

University of Peshawar



2016 - 2020

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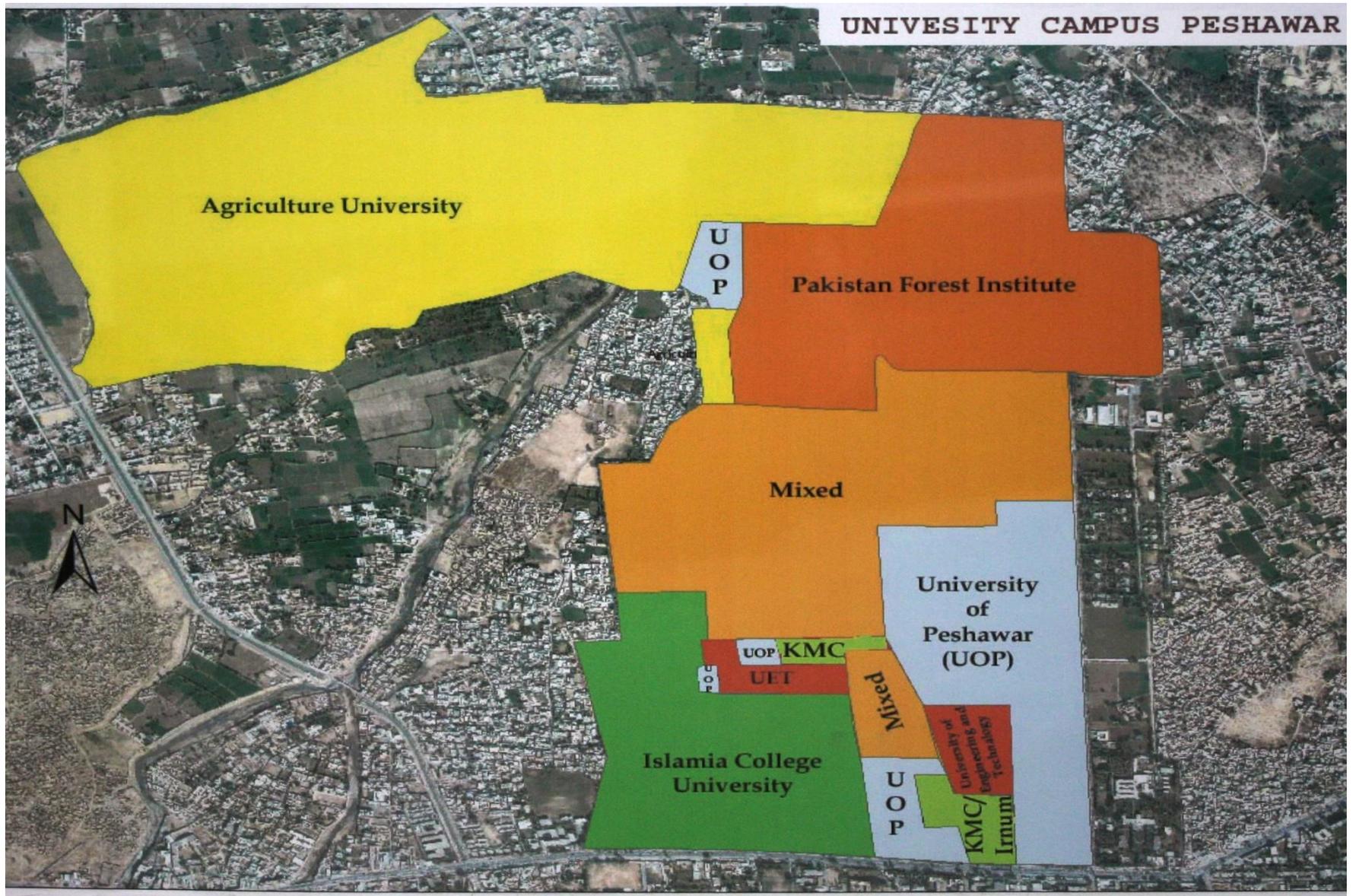
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The University of Peshawar Strategic Plan (USP) is the University's five-year plan projecting academic, administrative, financial, professional, and research activities. This document shows the annual plan and the focal responsible personnels to initiate and execute the plan over the next five years in order to achieve good quality teaching and high quality research.

As the University aims at shifting from teaching-oriented to research-oriented institution, it envisages expenses, revenues, cost reduction, and efficient use of its available human and physical resources. University of Peshawar believes in academic excellence; committed professionalism; and in reaching out to the off-campus communities. We feel that while we gear ourselves towards knowledge-based teaching and knowledge-based economy, we also have a responsibility to our community and society at large. This is why the USP focuses on conceiving its research projects, grants, and proposals in accordance with the issues and challenges facing us regionally and in line with the work done at the global level.

To ensure that the USP is successfully executed, the University of Peshawar looks forward to working with sister universities to streamline demarcation and utilization of physical assets and immovable property. This, on one hand, will enable University of Peshawar to use its spaces effectively and efficiently, and, on the other, will reduce the financial liabilities.

While the University of Peshawar will vigorously pursue the USP, it foresees some challenges which, it is feared, will frustrate the successful execution of the USP. They are: one, change in university management after three or four years; and two, settling overdue demarcation and reclamation of the University of Peshawar buildings and assets. Change in management leads to change in focus on priorities, and lack of space prevents the University of Peshawar from the overdue academic growth in strengthening its research and academic programs.



1 RESEARCH, INNOVATION AND ENTREPRENEURSHIP

1.1 GOAL

Shift to research-oriented university geared towards fulfilling regional, national, and international needs, in line with the ideals of knowledge-based societies through creation, dissemination, and application of knowledge.

1.2 STRATEGIES

1.2.1 Promote research culture and environment in the University; and enhance relevance of research to regional, national, and international priorities.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Identify key thematic areas for research in relevance to regional, national, and international needs.	Director ORIC; Relevant researchers.	X				
Form special interest groups of researchers for research in key thematic areas.	Director ORIC; Director P&D	X				
Review current policies, procedures, and institutional arrangements to develop and strengthen supportive and facilitative research environment.	Director ORIC; Director P&D	X	X			
Build professional capacity and develop human resources.	Registrar; CHRCD	X	X	X	X	X
Facilitate partnerships and linkages with national and international donors for carrying out research in priority thematic	Director ORIC; Director P&D	X	X	X	X	X

ORIC = Office of Research, Innovation and Commercialization; P&D = Planning and Development; CHRCD = Center for Human Resource and Career Development; HoD = Head of Department

areas						
Brand and market institutional expertise.	Deans; HoDs; Director ORIC; Media and Protocol	X	X	X	X	X

* Director ORIC will serve as Focal Person to coordinate activities with the concerned offices.

1.2.2 Promote, develop and strengthen collaborations, partnerships, and linkages with public, private, and social sector organizations.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Establish collaborations, partnerships and linkages with government and non-government organizations.	Director ORIC; Director P&D; Relevant researchers.	X	X	X	X	X
Develop links with Chambers of Commerce and industries.	Director ORIC; Director P&D	X	X	X	X	X
Arrange meetings and events for networking of industry partners with researchers	Director ORIC; HoDs; Director P&D	X	X	X	X	X
Pitch projects, ideas to industry for initiating University-Industry Projects	Director ORIC; Director P&D	X	X	X	X	X
Encourage researchers to contribute to policy-making process	Director ORIC; Director P&D	X	X	X	X	X

* Relevant Director will serve as Focal Persons to coordinate with the concerned offices.

1.2.3 Promote entrepreneurial activities and develop business incubation center.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Establish Business Incubation Center (BIC)	Director ORIC; Director P&D	X	X	X		
Organize activities that encourage faculty, students, and staff towards entrepreneurship	Director ORIC; Director P&D; Relevant scholar	X	X	X	X	X
Encourage students, faculty and staff to participate in national and international business plan competitions	Director ORIC; Director P&D; Relevant scholar	X	X	X	X	X
Market BIC and its services; awareness raising program for both internal and external stakeholders	Director ORIC			X	X	X
Target donors for raising funds for BIC.	Director ORIC			X	X	X

* Director ORIC will serve as Focal Person to coordinate with the concerned offices.

1.3 KEY PERFORMANCE INDICATORS

- a. Departments offering research degrees
- b. Research grants availed
- c. Conference publications
- d. Journal publications
- e. Funded research projects
- f. Interactions, meetings with donors
- g. Incubatees in BIC
- h. Entrepreneurship workshops, seminars arranged, attended

- i. Business plan trainings, workshops arranged, attended
- j. BIC awareness sessions for stakeholders
- k. Collaborations, partnerships, linkages developed
- l. Faculty participation in policy dialogues

2 ACADEMIC PROGRAMS

2.1 GOAL

To offer a range of high quality and relevant undergraduate, graduate programs, and research-oriented programs in an effective and efficient manner.

2.2 STRATEGIES

2.2.1 Strengthen and expand degree programs

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Introduce new undergraduate programs (4 Years).	Deans; HoDs;	X	X	X	X	X
Review the existing programs for quality and rigor	Dean; HoDs; Director QEC; Director ORIC	X	X	X	X	X
Increase input of stakeholders in curriculum development.	Deans; HoDs;	X	X	X	X	X
Increase outside classroom experiences of students through projects, internships, field work wherever applicable.	Dean; HoDs; Faculty	X	X	X	X	X
Start joint academic program with foreign universities.	Deans; HoDs	X	X	X	X	X
Ensure successful and timely completion of degree programs by students.	HoDs; Faculty	X	X	X	X	X

QEC = Quality Enhancement Cell

Establish linkages with national and international organizations	Deans; HoDs	X	X	X	X	X
Estimate, identify, manage and mobilize resources for research	Treasurer; Director ORIC	X	X	X	X	X
Relate research to local and regional market oriented needs.	Deans; HoDs; Faculty; Registrar	X	X	X	X	X

2.2.2 Effective and efficient use of resources through integration of academic programs

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Conduct cost benefit analysis of programs	Treasurer	X	X			
Review degree programs portfolio for duplication and redundancy.	Deans; HoDs; Registrar	X				
Devise and implement strategy for phasing out redundant academic programs.	Registrar		X	X	X	X
Integrate programs/courses to promote/ensure efficient utilization of resources.	Registrar	X	X	X	X	X

2.3 KEY PERFORMANCE INDICATORS

- a. New undergraduate programs offered

- b. Program review every three years
- c. Students field visits
- d. Joint academic programs
- e. Average completion period of degree
- f. Cost benefit analysis conducted
- g. Academic programs phased out
- h. Programs/courses integrated

3 FINANCIAL SUSTAINABILITY

3.1 GOAL

To ensure financial sustainability through diversification of sources of funding and income generation and to reduce budget deficit.

3.2 STRATEGIES

3.2.1 Improve financial management and control.

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Implement enterprise resource planning software	Treasurer; Director P&D; Director MP3	X	X	X		
On-time payment of fees and dues	Treasurer; HoDs	X	X	X	X	X
Develop human resources both on-campus and off-campus	Treasurer; CHRCD	X	X	X	X	X
Cut down redundant costs on maintenance and repairs	Director of Works; Treasurer	X	X	X	X	X
Dissemination of changes in financial rules to stakeholders from time to time.	Treasurer	X	X	X	X	X

3.2.2 Generate new sources of funding and income generation

MP3 = Mega Project 3

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Increase student intake in BS Programs	Registrar	X	X	X	X	X
Mobilize University Alumni Association for donations	Registrar; Treasurer	X	X	X	X	X
Generate revenues through donations and gifts	Director P&D	X	X	X	X	X
Generate income through consultancy services.	Director ORIC; Director P&D	X	X	X	X	X
Establish University endowment fund	Treasurer	X	X	X	X	X

3.3 KEY PERFORMANCE INDICATORS

- a. Fees and dues
- b. Consultancies and donations
- c. Alumni Association
- d. Trainings

4 INFRASTRUCTURE AND FACILITIES

4.1 GOAL

To upgrade and equip required physical and technological infrastructure to ensure conduct of good quality teaching and high quality research.

4.2 STRATEGIES

4.2.1 Rehabilitate and improve standard of our basic infrastructure

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Assess and examine buildings for repairs, maintenance etc.	Director of Works; BSI	X	X	X	X	X
Efficient use of academic and residential spaces e.g. physical integration of schools, colleges, departments etc.	Director of Works; BSI					
Rehabilitate sports facilities	Director Sports	X	X	X	X	X
Rehabilitate and reclaim buildings	Director of Works; Director P&D; BSI	X	X	X	X	X
Construct Business Incubation Center	Director P&D	X	X	X		

BSI = Bureau of Statistics and Information

4.2.2 Expand access to research and information environment

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Establish and strengthen laboratories.	Director P&D	X	X	X	X	X
Establish and strengthen Information and Communication Technologies (ICT)	Director P&D; Director CITS	X	X			
Increase use of ICT in the University community through trainings and awareness programs.	Librarian; Director CITS; Director P&D	X	X	X	X	X
Rehabilitate, upgrade, and equip Central Library	Librarian; Director P&D	X	X	X		

4.3 KEY PERFORMANCE INDICATORS

- a. Buildings rehabilitated or reclaimed
- b. ICT Facilities established
- c. Laboratories established
- d. Library (physical and digital)

5 LEADERSHIP, GOVERNANCE AND MANAGEMENT

5.1 GOAL

To support excellence in research and teaching through strengthening and support of leadership, governance, and management.

5.2 STRATEGIES

5.2.1 Enhance management efficiency

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Assign and decentralize responsibilities	Registrar; Treasurer	X	X	X	X	X
Efficient use of Campus Management Solution (CMS)	End User	X	X	X	X	X
Increase frequency of interaction and meetings	Registrar	X	X	X	X	X
Academic Calendar	Director Admissions	X	X	X	X	X

5.2.2 Invest in human resource development

Actions	Responsibility	Y1	Y2	Y3	Y4	Y5
Conduct Training Needs Assessment (TNA)	CHRCD	X				
Identify resources for study and trainings	CHRCD; Director P&D	X	X	X	X	X

Train identified staff and evaluate their performance	CHRC	X	X	X	X	X
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5.3 KEY PERFORMANCE INDICATORS

- a. Job Descriptions
- b. Rules of Business
- c. Meetings
- d. Academic calendar
- e. TNAs
- f. Trainings