**FIVE YEARS STRATEGIC PLAN**

**(2024-2029)**

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**PREPARED BY**

**OFFICE OF RESEARCH INNOVATION AND COMMERCIALIZATION**

**(ORIC-UAP 2024)**

**THE UNIVERSITY OF AGRICULTURE PESHAWAR PAKISTAN**



**Office of Research, Innovation & Commercialization (ORIC)**

**THE University of AGRICULTURE PESHAWAR**

**A Public Sector Agricultural and Entrepreneurial University**

Strategic Plan

2024 – 2029

**The university of agricuture pesahwar**

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# **Five years strategic plan of the ORIC-UAP**

## **Executive Summary**

The University of Agriculture Peshawar (UAP), established in 1981, is a leading university committed to advancing education, research, and innovation in the fields of agriculture, natural sciences, management sciences and related disciplines. With a rich heritage spanning over decades, UAP is dedicated in shaping the future through education, research, and societal engagement. Our faculty members, esteemed for their research expertise, have been instrumental in addressing the challenges in agriculture, food security and sustainable practices.

**Specialties and Research Expertise:** UAP takes pride in offeringan array of specialties and research expertise that span diverse fields:

1. ***Agriculture & Natural Sciences****:* From Agronomy, Horticulture and Plant Pathology to Biotechnology, Environmental and Biological Sciences, UAP has strong tradition of advancing agriculture and natural sciences to promote sustainable practices, food security, and environmental protection.
2. ***Social Sciences:*** Our Social Sciences faculty tackles critical societal issues, especially those related to agriculture through research in Agricultural Extension, Sociology, Economics and Rural Development.
3. ***Computer and Management Sciences:*** UAP’s Computer and Management Sciences strive to bridge academia and industry by fostering entrepreneurship and leadership skills. We are at the forefront of technology-driven innovation, contributing to Artificial Intelligence, Data Analytics, Software Engineering, and Cyber-Security.
4. ***Animal Husbandry and Veterinary Sciences:*** This faculty is an important component of the university supporting the livestock sector through teaching, research and industrial services.

## **Mission of the ORIC-UAP**

To catalyze and nurture a culture of cutting-edge research, innovation, and sustainable commercialization within the University of Agriculture Peshawar, empowering faculty, students, and industry partners to address local and global challenges through impactful solutions and knowledge transfer.

## **Vision of ORIC-UAP**

ORIC-UAP envisions to becoming a leading institution for research, innovation, and entrepreneurship in the region. It aspires to establish the UAP as a hub of intellectual creativity, research advancement and socio-economic impact through strategic collaboration, ethical practices, and commitment to addressing global challenges.

## **Values of ORIC-UAP**

Our actions and decisions are guided by the following set of core values;

1. **Excellence**: ORIC is always committed to explore new and better ways to perform. Thus, it fosters a culture of continuous improvement and innovation.
2. **Integrity**: ORIC uphold the highest ethical standards, transparency, and accountability in all its endeavors and interactions.
3. **Team Work/Collaboration**: ORIC believes in team work, interdisciplinary cooperation, and partnerships recognizing that diverse perspectives enrich the research and innovation process.
4. **Action Oriented Approach:** ORIC is focused to turn ideas into solutions for meaningful contribution to society and address real-world problems.
5. **Inclusivity**: ORIC aims to promote an inclusive environment that respects and values diversity, ensuring equal opportunities for all stakeholders. ORIC is a diverse family, united by differences and strengthened by uniqueness.
6. **Adaptability**: ORIC embraces flexibility and adapt to evolving trends, ensuring our strategies and approaches remain relevant to changing needs. ORIC is ready to thrive in any situation.

## **Competitive Advantage:**

ORIC-UAP leverages its strategic location within the University of Agriculture Peshawar, a premier academic institution renowned for its expertise in agriculture, natural sciences, management sciences and related disciplines. Our competitive advantage lies in, but not limited to:

1. Access to a diverse pool of talented researcher, academicians and students.
2. A research infrastructure i.e., laboratories and state-of-the-art equipment.
3. Partnership with government agencies, international institutions and industries.
4. A track record of successful patents, variety development and commercialization initiatives.
5. Proximity to key agricultural and economic stakeholders in the region.
6. A committed staff to fostering supportive ecosystem for innovation and entrepreneurship.

## **Leadership at ORIC-UAP**

The leadership of ORIC-UAP is comprised of a team of visionary professional who are dedicated to driving transformative change in research and innovation led by a Director who possesses extensive experience in academia, research, and industry engagement. The leadership team collaborates with faculty, researchers, entrepreneurs and other relevant stakeholders to create an environment conducive to remarkable discoveries and positive impact on society. They are committed to guiding the university community towards a future of enhanced research excellence, innovation, and sustainable development.

## **Role, Responsibilities and Strategic Priorities of ORIC-UAP**

## **Research Facilitation:**

ORIC-UAP acts as a bridge between researchers, funding agencies, and regulatory bodies, streamlining the research process and ensuring compliance with ethical and regulatory guidelines. Our major research commitments and priorities include;

## **COMMITMENT 1**

To promote and enable striving research of exceptional quality. Ambitious discovery-led research undertaken to the highest standards of rigor and integrity has the potential to create a high impact. ORIC will provide researchers with the freedom to investigate problems of significance, whether their work be curiosity-driven or challenge-led. The breadth and depth of the University disciplinary expertise enables us to lead international research agenda across the sciences, social sciences and humanities, and to convene multidisciplinary and international teams to address the most significant problems facing the community.

## **COMMITMENT 2**

To invest in people, to support them and their research environment, thereby enabling the research endeavor to grow sustainably. The ORIC will provide a conducive environment for conducting research, with state-of-the-art facilities and infrastructure, appropriate support for staff and students, and investment in the training, support and wellbeing of our staff. The ORIC will ensure that appropriate measures are in place to attract the brightest minds from across the world to engage in our research.

## **COMMITMENT 3**

To change the world for the better, our research will impact the world through new understanding that leads to cultural, societal, political and economic change. UAP is a university with national and international ambitions. We will invest further in the infrastructure to facilitate regional, national and international collaboration, in the skills and people to provide capacity for such collaboration. We aim to maximize the cultural, social and economic benefit derived from our research regionally, nationally and across the world.

## **RESEARCH PRIORITIES**

We commit to invest substantially in the research environment, both human and physical (including the estate, libraries, collections, equipment and IT) by 2028. The ORIC intends to increase the scale and scope of central research fund to grow our capacity to pump-prime, and match-fund major research initiatives, engage with business, NGOs and others to grow the volume and value of non-public-sector-funded research on a sustainable basis. Further, we are committed to continue to broaden and invest in our innovation activities and foster the entrepreneurial environment for staff and students. Our five years targets for research grant management along with targets for research linkages, coordination & networking are given in Annexure-1.

## **Innovation Promotion, Intellectual Proper ty Management and commercialization:**

ORIC fosters a culture of innovation by providing guidance, and mentorship to researchers enabling the transformation of novel ideas into practical solutions. In addition, ORIC manage intellectual property rights, including patents, copyrights, and trademarks, facilitating the commercialization of university inventions and innovations. The University is committed to excel in innovation and commercialization related activities, develop an entrepreneurial environment, support and encourage faculty to file patents, conduct consultancies and contract research.

## **Research and IP legislation**

The innovation and commercialization have significant worth, if it is protected at national and international level. Further, the Business Incubation at academic and research settings, sometime have legal consequences, especially if the idea and/or technology is an outcome of the University research. The University is committed to develop its relevant policies. Our Five Year’s Targets Research & IP Legislation are given in Annexure-1

## **Patents / Trademarks / Designs**

Copyright is important as it helps to protect the value of an author/academic/researchers work, by giving the originator of the work the ability to protect it from unlicensed or uncredited usage. To protect and acknowledge the knowledge generator is as important as to protect the knowledge itself. The ORIC is committed to protect the innovative outcomes of the University research (for five year targets see Annexure-1).

## **Entrepreneurship Support Commercialization and IP Licensing**

ORIC-UAP offers guidance to aspiring entrepreneurs within the University community assisting in the development of business plans, market analysis, and access to funding opportunities. Moreover, with a vision of participating in regional and national economic growth and inclination for independent financing. We are committed to commercialize knowledge that is privatization of scientific advancements and the development and transfer of technology from the University. We are committed for a number of commercialization and IP licensing activities (for five year targets see Annexure-1).

## **Industry Collaboration****, Commercial Linkages, Coordination and Networking**

ORIC-UAP establishes partnership with industries and businesses, facilitating knowledge transfer, research collaboration, and technology adoption for mutual benefits. We are committed for playing our role in national knowledge economy and have below mentioned commitments;

## **COMMITMENT 1**

To engage with the public and policy makers to shape our research and education and to encourage the widest possible use of our research findings and expertise. Working in partnership with government, business, cultural organizations and others, we will look to inform the public and public policy through our research findings. We will also shape our research agenda, in part, through focusing attention on the issues of greatest social importance.

## **COMMITMENT 2**

We believe that public engagement enriches research and society and, to that end, are committed to enabling our researchers to inspire, consult and collaborate with the public. We seek to embed high-quality and innovative public engagement as an integral part of our research culture and practice.

## **COMMITMENT 3**

We will be an active partner in the development of open scholarships, providing the tools necessary for researchers to publish and share outputs from their research and to support national and international collaboration. Through continuing digital investment, the University will reach global audiences and communities.

For five-year targets for linkages, coordination and networking see Annexure-1

## **Sustainability**

By enhancing the public engagement, knowledge exchange and innovation culture of the University, we aim to ensure that our research and education benefit wider publics in Khyber Pakhtunkhwa Province as well as across the country. To this end we will work in partnership with public, private, voluntary and commercial organizations, and our alumni. Further, we will work for regional and national sustainability through policy advocacy, collaboration and knowledge economy. Further, the University is committed to develop an innovation, research and commercialization conducive environment in the University through ORIC.

The University benefits from the careful stewardship of resources by previous generations – ensuring that the University remains both financially and environmentally sustainable in the future. Enhancing the efficiency and effectiveness of our support services by simplifying systems and working together more collaboratively will be key to delivering a sustainable platform to underpin our education and research.

## **COMMITMENT 1**

To manage our financial resources and ensure the University’s long-term sustainability, we recognize that effective control of the University’s resources underpins all our aspirations. The University will actively manage both its income and expenditure in an agile and responsive manner which enables the University to react swiftly and effectively to any changes in the external funding environment. Key to this will be protecting and growing our income streams by diversifying our income sources and pursuing an ambitious development strategy which seeks to fund our core long-term academic activities. The University will also seek to better integrate its support structures, to ensure that its excellent teaching and research is complemented by similarly excellent professional services. This will deliver an improved working environment for all staff and deliver significant cost reductions by driving out inefficiencies.

## **COMMITMENT 2**

To continue to invest in our information technology capability to enhance the quality of our research and education and to streamline our administrative processes, we will invest in our information technology in order to increase research capability, enhance teaching and learning, and deliver efficiencies in support of administrative functions. We will provide infrastructure which enables all staff and students to communicate effectively, share information securely and collaborate locally and globally. With a continuing focus on training and best-practice dissemination we aim to empower teachers and researchers to innovate, staff to use IT systems effectively, and students to improve their digital literacy for discovering, evaluating and creating information using digital technologies.

##  **COMMITMENT 3**

To raise funds to support the very best students, invest in our staff and their work, and provide new resources and infrastructure. We will ensure that fundraising and outreach efforts concentrate on those areas where we can be most effective and which address most strongly the strategic goals of the University.

##  **COMMITMENT 4**

We are committed to diversify sources of income and investment including through partnership with the private sector, commercial activities, philanthropy and the breadth of sources of research funding. Through the focus program deliver service and process improvement to allow the continued growth in research and education without an equivalent growth in service costs. Devise and implement a development strategy, appropriately resourced, which accords with the scale and ambition of the University’s strategic plan (For five-year targets for sustainability see Annexure-1).

## **Trainings, Mentoring & Workshops**

Employee training and development programs are essential to the success of businesses worldwide. Not only do these programs offer opportunities for staff to improve their skills, but also for employers to enhance employee productivity and improve organization culture. We are committed for our students and employee’s development to strengthen work performance through approaches like coaching, training sessions, and leadership mentoring. Further, we are also committed to align these trainings, mentoring programs and workshops with our economic sustainability goals. Our Five Year’s Targets for Trainings, Mentoring & Workshops are given in Annexure-1.

## **Services offered at ORIC-UAP**

1. **Research Funding Assistance:** ORIC-UAP supports researchers in identifying and applying for research grants and funding opportunities.
2. **Training & Workshops:** We organize workshops, seminars, and training programs on research methodologies, innovation, entrepreneurship and intellectual property rights.
3. **Technology Transfer:** We facilitate the transfer of university-developed technologies to industries for commercialization, contributing to economic growth and societal development.
4. **Incubation Support:** ORIC-UAP provides guidance to startups and entrepreneurs, mentorship and networking opportunities.
5. **Industry Linkages:** We connect research with potential industry partners for collaborative research project, joint ventures, and technology adoption.
6. **Patent and Copyright Services**: ORIC-UAP assists in patenting and copyrighting university inventions, ensuring the protection of Intellectual Property Rights.
7. **Market Research & Analysis:** We offer assistance in market research, feasibility studies, and competitive analysis to help researcher and entrepreneurs make informed decisions.
8. **Commercialization Support:** ORIC-UAP supports the commercialization of research outcomes by facilitating licensing agreements, technology transfer, and spin-off companies.

## **ORIC-UAP Objectives (Year-wise)**

**Year 1:** Establish a cross-disciplinary research collaboration program and establishment of ORIC-UAP-Lab Resources for interdisciplinary research outcomes.

**Year 2:** Launch an innovation-focused training initiative for faculty and students.

**Year 3:** Secure partnership with at least three industries for collaborative projects.

**Year 4:** Support the successful commercialization of at least two university-developed products/Technologies/Services

**Year 5**: Expand the startup incubator program and incubate three successful startup companies.

## **Short term goals (1-2 years)**

1. **Enhance Research Collaboration:**
* *Goal*: Increase the number of interdisciplinary research collaborations by 30%
* *Performance indicator*: Number of joint research project initiated.
1. **Enhanced Research Collaboration:**
* *Goal***:** Train 50 faculty members and students in innovation and entrepreneurship.
* *Performance indicator:*Number of participants in training workshops.

## **Medium-Term Goals (3-4 Years):**

1. **Industry Partnership:**
* *Goal:*Establish collaborations with three industries for joint research & development.
* *Performance indicator:*Number of signed collaboration agreements.
1. **Technology Commercialization:**
* *Goal:* Successfully licensed and commercialize two university-developed products/technologies/services
* *Performance indicator*: Number of products/technologies licensed and revenue generation.

## **Long-Term Goals (5 Years)**

1. **Startup Incubation Growth:**
* *Goal:* Establish one to three successful startup companies from the incubation program.
* *Performance indicator:* Number of startups established.
1. ***Economic and Societal Impact:***
* *Goal:*  Measure a 1-5% increase in the institution’s income generation capacity
* *Performance indicator:* Financial audit of the university

## **Performance indicator of UAP-ORIC**

1. Numbers of Joint research projects initiated.
2. Numbers of faculty members, researchers and students trained
3. Numbers of signed collaboration agreement with industries.
4. Numbers of MoU signed with other institutions
5. Numbers of products/technologies licensed and revenue generated.
6. Numbers of startups from the incubator program.
7. Percent increase in the university’s revenue generation

***Action Plans:***

***Year 1: Establish a platform for researchers to propose interdisciplinary research collaborations***

* Organize an innovation workshop for faculty and students
* Identify potential industries for collaboration and initiate discussions
* Inventory of all available laboratory resources in the university and bringing them under a single ORIC-UAP-Lab (Central Resource Lab (CRL)) for interdisciplinary research outcomes and commercial use.

***Year 2:***

* Facilitate the formation of interdisciplinary research teams.
* Conduct regular innovation training workshops and seminars.
* Develop collaboration agreements with selected industries.

**Year 3:**

* Monitor progress of research collaborations and ensure outcomes.
* Expand the innovation training program to reach a larger audience.
* Launch joint research projects with industry partners.

**Year 4:**

* Evaluate and select technologies with commercial potential.
* Engage with potential licensees and negotiate licensing agreements.
* Provide support in developing business plans for technology commercialization.

**Year 5:**

* Offer advanced support to startups in the incubator program.
* Measure the economic and societal impact of research and innovation initiatives.
* Evaluate the success for startup incubation program and adjust as needed.

## **ORIC-UAP SWOT Analysis**

**Strengths:**

1. **Strong Research Base:** ORIC-UAP benefits from a diverse pool of researchers and faculty members, enabling a wide range of research activities.
2. **Interdisciplinary collaboration:** The institution fosters a culture of interdisciplinary collaboration, which enhances the potential for innovative research and commercialization opportunities.
3. **Established Infrastructure:** ORIC-UAP has access to research lab facilities in the university and collaborating institutions providing a conducive environment for innovative research and development. Lab’s links/ instruments details will be displayed on the ORIC UAP website.
4. **Experienced Staff:** The office is staffed with experienced professionals who are well-versed in intellectual property management, technology transfer, and business development.
5. **Strategic Partnership:** ORIC-UAP has established strong partnership with local industries, allowing for collaborative research project and potential technology commercialization.

**Weaknesses:**

1. **Limited Funding**: Insufficient funding for research projects and innovation initiatives might constrain the scope and scale of activities.
2. **Bureaucratic Processes**: Complex administrative processes and red tape could slow down the decision-making and project initiation processes.
3. **Lack of Entrepreneurial Mindset**: There might be a need to further cultivate an entrepreneurial mindset among researchers and students to drive innovation and startup creation.
4. **Limited Industry Outreach**: Despite existing partnerships, there might be untapped potential for collaboration with a broader range of industries.
5. **Energy crises**: Energy crises is/will be posing a significant challenge to the researchers, impacting funding, access to resources, mobility, laboratory operations and research priorities.

**Opportunities:**

1. **Growing Demand for Innovation:** The increasing demand for innovative solution in various industries presents opportunities for ORIC-UAP to continue through research and commercialization efforts.
2. **Government Initiatives:** Favorable government policies and funding scheme aimed at promoting research, innovation, and entrepreneurship can be leveraged.
3. **Market Demand for Intellectual Property:** The potential to monetize intellectual property through licensing or spin-off companies aligns with the institution’s commercialization goals.
4. **Global Collaboration**: Exploring international research collaborations can enhance the institution’s research reputation and access to diverse resources.

**Threats:**

1. **Economic Uncertainty:** Economic fluctuation or recessions might impact external funding sources and industry collaborations, affecting research budgets and commercialization efforts.
2. **Competitive Landscape:** Various universities or research institutions might compete for the same research grants, industry partnerships and talent.
3. **Rapid Technological Changes:** Swift technological advancements might render certain research areas obsolete or necessitate constant updates to infrastructure and expertise.
4. **Intellectual Property Challenges:** Legal and regulatory challenges related to intellectual property rights, licensing agreements, and patent disputes could hinder technology transfer and commercialization efforts.

## **Actionable Strategies:**

1. **Leverage Existing Strengths:** Capitalize on the institution’s strong research base and interdisciplinary collaboration by encouraging cross-disciplinary research initiatives**.**
2. **Streamline Processes:** Simplify administrative processes to expedite project initiation till completion and ensure efficient resource allocation.
3. **Promote Entrepreneurship:** Develop tailored programs and incentives to foster an entrepreneurial mindset among researchers and students.
4. **Diversify Industry Partnerships:** Actively seek collaboration with a wider range of industries to broaden the scope of research and commercialization opportunities.
5. **Seek Funding Diversification:** Explore diverse funding sources, including government grants, private investors, and philanthropic organizations to mitigate the impact of limited funding.
6. **Continuous Monitoring:** Stay abreast of technological trends and market demands to align research and innovation efforts with emerging opportunities.

## **Reviews & Updates**

 ORIC-UAP provides a comprehensive overview of its activities, achievements, and progress. These serve as a valuable communication tool for stakeholders, showcasing the office’s contributions and outlining its future plans. Our approach to write reviews and updates include:

1. **Introduction**: ORIC-UAP is committed to write reviews and updates annually to highlight activities and achievements. It is our core value to keep transparency and accountability in communication through ORIC-UAP reviews and updates.
2. **Achievements and highlights:** In this section the key accomplishments and milestones of ORIC-UAP during the specified period will be highlighted. These include quantitative data, qualitative insights, and noteworthy events. We will focus on outcomes related to research, innovation, technology transfer, commercialization, industry collaborations, and any significant impact on the institution and community.

Annexure-1

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| **Five Year’s Targets for Research Grants Management** |
| No. | **Key Performance Indicator** | **2024-25** | **2025-26** | **2026-27** | **2027-28** | **2028-29** |
| 1 | Competitive Research Grant **Opportunities Identified** and **Circulated** to Faculty / Researchers (National or International) | 30 | 45 | 60 | 75 | 100 |
| 2 | Number of Research Proposals **Submitted for Funding from HEC** (Proposals Submitted to PhD Faculty Ratio) | 20 | 30 | 40 | 50 | 60 |
| 3 | Research Proposals **Approved for Funding by HEC** (Proposals Acceptance Ratio) | 10 | 15 | 20 | 25 | 30 |
| 4 | Number of Research Projects completed on time **(% of projects won from HEC)** | 75 | 80 | 85 | 90 | 95 |
| 5 | Number of Research Proposals **Submitted for Funding (from non HEC source** - National or International). | 10 | 15 | 20 | 25 | 30 |
| 6 | Research Proposals **Approved for Funding (from non HEC source** - National or International) | 05 | 07 | 10 | 13 | 15 |
| 7 | Number of Research Projects Completed as percent of total project submitted **(won through non-HEC source** - National or International) | 75 | 80 | 85 | 90 | 95 |
| 8 | **Joint Research Projects Approved** for Funding (National / International Funding Agencies) | 2 | 3 | 4 | 5 | 6 |
| 9 | **Volume of R&D Funding Secured**: National (HEC, Ignite, PSF, MOST, Joint Research Projects & others from federal or provincial government) / International (multiple of 1.0 Millions) | 10 | 20 | 30 | 35 | 40 |
| 10 | Number of Research Proposals / Joint Research **Proposals Reviewed by IRB**, before Submission to Funding Bodies (HEC, Ignite, PSF, MOST & others from federal or provincial government) / International | 20 | 30 | 40 | 50 | 60 |
| 11 | Number of **Policy Advocacy or Case Studies** Presented to Government Departments | 2 | 5 | 8 | 10 | 12 |

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| **Five Year’s Targets Research Linkages, Coordination & Networking** |
| No. | **Key Performance Indicator** | **2024-25** | **2025-26** | **2026-27** | **2027-28** | **2028-29** |
| 1 | Number of **Research Links Established** with other HEIs / Corporate Sector / Industry / Community (National / International) | 3 | 5 | 8 | 10 | 12 |
| 2 | Number of **Contract Research Awarded** by Industry or Government Organizations (**National**) | 1 | 2 | 3 | 4 | 5 |
| 3 | Number of **Contract Research Awarded** by Industry or Government Organizations (**International**) | 1 | 2 | 3 | 4 | 5 |
| 4 | **Volume of Contract Research** Awarded by Industry or Government Organization (National or International) (Multiple of 1.0 Million) | 1 | 2 | 3 | 4 | 5 |
| 5 | Number of **Civic Engagement** Events / Initiatives on Issues of Public Concern | 1 | 2 | 3 | 4 | 5 |
| 6 | **Consultancy Opportunities Identified** and Circulated to Faculty / Researchers | 10 | 15 | 20 | 25 | 30 |
| 7 | **Consultancy Contracts Executed** through ORIC with Industry, Commerce or Government etc. | 3 | 5 | 7 | 8 | 10 |
| 8 | **Liaison Developed** with University's Advance Studies & Research Board (AS&RB) | 1 | 1 | 1 | 1 | 1 |

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| **Five Year’s Targets for Research & IP Legislation** |
| No. | **Key Performance Indicator**  | **2024-25** | **2025-26** | **2026-27** | **2027-28** | **2028-29** |
| 1 | Research Policy of the HEI |  |  |  |  |  |
| 2 | Intellectual Property Rights Policy of the HEI |  |  |  |  |  |
| 3 | Research Ethics Policy / Technology Transfer Policy / Research Conflict of Interest Policy / etc. |  |  |  |  |  |

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| **Five Year’s Targets for Patents / Trademarks / Designs** |
| No. | **Key Performance Indicator** | **2024-25** | **2025-26** | **2026-27** | **2027-28** | **2028-29** |
| 1 | Number of IP Disclosures Made with Patent Department / Patent Attorneys etc. (at National/ International Level) | 2 | 3 | 4 | 5 | 6 |
| 2 | Number of Patents / Trademarks / Design Patent / Copyrights, etc. FILED | 2 | 3 | 4 | 5 | 6 |
| 3 | Number of Patents / Trademarks / Design Patent / Copyrights, etc. GRANTED (at National Level) | 2 | 2 | 2 | 2 | 2 |
| 4 | Number of Patents / Trademarks / Design Patent / Copyrights, etc. FILED (at International Level) | 0 | 1 | 2 | 2 | 3 |
| 5 | Number of Patents / Trademarks / Design Patent / Copyrights, etc. GRANTED (at International Level) | 0 | 0 | 1 | 1 | 1 |

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| **Five Year’s Targets for Commercialization & IP Licensing** |
| No. | **Key Performance Indicator** | **2024-25** | **2025-26** | **2026-27** | **2027-28** | **2028-29** |
| 1 | Number of IP Licensing Negotiations Initiated (at National Level) | 1 | 2 | 3 | 4 | 5 |
| 2 | Number of Non-Exclusive or Exclusive Licenses Signed (at National Level) | 1 | 1 | 1 | 1 | 1 |
| 3 | Number of IP Licensing Negotiations Initiated (at International Level) - (IP Negotiations Made to PhD Faculty Ratio) | 0 | 0 | 1 | 2 | 2 |
| 4 | Number of Non-Exclusive or Exclusive Licenses Signed (at International Level) | 0 | 0 | 1 | 1 | 1 |
| 5 | Number of research products / process / prototype gone into prefeasibility / industrial scale testing or prototype development | 1 | 2 | 3 | 4 | 5 |
| 6 | Science / Arts Products or Any Creative Activity Performed / Displayed at National or International Level | 1 | 2 | 3 | 4 | 5 |

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| **Five Year’s Targets for Linkages, Coordination and Networking** |
| No. | **Key Performance Indicator** | **2024-25** | **2025-26** | **2026-27** | **2027-28** | **2028-29** |
| 1 | Number of Visits by Representatives of Industry or Community Members Regarding Potential Research Subjects | 5 | 8 | 10 | 12 | 15 |
| 2 | Number of Agreements Signed for Collaboration with Industry, Government or Community (at National / International Level) | 2 | 3 | 5 | 7 | 10 |
| 3 | Number of National or International Honors or Awards Won (in Research Excellence, Innovation & Commercialization) | 1 | 1 | 2 | 2 | 3 |

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| **Five Year’s Targets for Sustainability** |
| No. | **Key Performance Indicator** | **2024-25** | **2025-26** | **2026-27** | **2027-28** | **2028-29** |
| 1 | Five-Year Strategic Plan |  |  |  |  |  |
| 2 | Annual Research Revenue Generated by ORIC through Research Grants & Projects (multiple of 1.0 Millions) | 5 | 6 | 7.5 | 9 | 10 |
| 3 | Yearly Revenue Earned by HEI from Licensing, Royalties, Policy Advocacy, or other related Academic Activities (multiple of 1.0 Millions) | 1 | 2 | 3 | 4 | 5 |

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| **Five Year’s Targets for Trainings, Mentoring & Workshops** |
| No. | **Key Performance Indicator** | **2024-25** | **2025-26** | **2026-27** | **2027-28** | **2028-29** |
| 1 | Number of Trainings / Workshops / Seminars / Conferences Arranged by ORIC on Research, Innovation, & Commercialization etc. - for Faculty, Researchers and Research Students | 2 | 3 | 5 | 8 | 10 |
| 2 | Number of Trainings / Workshops / Seminars / Conferences Arranged by other HEIs / Entities on Research, Innovation, & Commercialization etc. - for Faculty, Researchers and Research Students | 10 | 15 | 20 | 25 | 30 |
| 3 | Number of Exhibitions / Showcasing Events / Industry Linkages Fair / Seminars / Industry or IP & Licensing Stimulus Arranged by ORIC | 1 | 2 | 4 | 6 | 6 |
| 4 | Number of Trainings / Workshops / Seminars on Research, Innovation, & Commercialization etc. for and attended by ORIC Personnel | 2 | 4 | 4 | 6 | 6 |