# **The Khyber Medical University ORIC Strategic Plan 2021-2026 (DRAFT)**

# Objective

The primary objective of the Khyber Medical University Research Strategy is for the university to be a national leader in research and Innovation while laying down the foundations for a future global leadership role.

How will we achieve this?  
  
1. By recruiting and retaining the best researchers at all career stages available in the market, and supporting and mentoring existing staff, so as to offer all staff an attractive environment in which their research can flourish.

We will:

* Create additional faculty positions at all levels in each constituent institute and develop recruitment processes that select academic staff who are, or have the potential to become international leaders in their research area.
* Ensure a work environment that facilitates research through the allowance of time and flexibility in terms of research approaches.
* Provide research facilities and infrastructure of the highest quality, embedding this priority within the University’s development plan.
* Establish a prestigious support scheme for early career researchers that encourages them to develop their research at KMU.
* Provide professional development opportunities to equip all researchers with the skills needed to undertake rigorous research with a view to impactful outcomes.
* Ensure that all Institutes are provided with research support staff
* Ensure that all research support staff, including technical officers, are fully trained and integrated into the research culture of the Institutes.
* Continue with our strong commitment to ensuring equal career opportunities for all, as demonstrated in our work with Athena Swan, Juno, and other initiatives.

2. Ensuring interdisciplinary research by giving it a focus, identity, and presence.

We will:

* Support excellent research within the core academic disciplines across the University.
* Identify themes for research based on our strength and the need of the country, and encourage inter-disciplinary approaches to answer the research questions pertaining to these themes.
* Ensure that decision-­‐‑making processes for the allocation of resources are transparent and meet the highest standards of research quality and integrity.
* Set clearly defined performance indicators for the research themes, taking into account different research models, and monitor these annually through University ASRB. Use this information to inform decisions on the life span of each theme.
* Develop underpinning systems that are kept up to date with relevant publication and activity data.
* Develop a stronger web presence for research, focused around the themes to ensure academic colleagues, potential collaborators, funders and policymakers are fully aware of the University’s strengths.
* Promote activities that communicate our research strengths and successes in engagement with the wider public.

3. By recognizing the role of Institutes in supporting their staff in the development of their research.

We will:

* Maintain a strong commitment to the link between research and teaching and continue to expect that the majority of academic staff will undertake both activities.
* Strengthen research grant planning and peer review processes to encourage competitive funding proposals and recognize the use of staff time for these purposes.
* Employ resources such as academic leave and workload adjustment to enable research grant preparation.
* Agree on clear research expectations for Institutes in terms of levels of activity and performance.
* Monitor these expectations on an annual basis, via reporting to University ASRB.
* Ensure that resources for research are used effectively and efficiently.

4. By deploying University resources to support research excellence

We will:

* Make resources available to support staff in the development of large applications for funding in areas of particular research strength.
* Organize related support structures to encourage research income generation.
* Provide excellent research support appropriate for the needs of individual researchers across the disciplines and promote the career development of research support staff to align with these expectations.
* Ensure that incentives offered to researchers who are particularly successful in attracting research income and producing world-leading research outcomes are appropriate and effective.
* Develop partnerships at the national and international level that support the University’s research ambitions and the development of long-­‐‑term sustainable relationships.
* Be proactive in engaging with major funders of research and external partners in order to understand their priorities, highlight KMU’s capabilities and expertise, and inform their policies.
* Diversify the portfolio of research income, particularly from industry and other public and private sources.
* Improve the efficiency and effectiveness of research grant development and management, by reviewing current processes and implementing an integrated University research grants management system.

5. By supporting our postgraduate research students and their supervisors to train a vibrant research community of excellent research scholars.

We will:

* Strengthen the ASRB to provide institution-wide oversight of all matters relating to postgraduate research students, particularly training, development, and support.
* Ensure the highest level of broad and subject-­specific support across the University.
* Recognize the role of research students in promoting the research ambitions of the University and integrate them more effectively into the research culture of the institution.
* Provide training for both students and supervisors, as appropriate, to ensure a culture of research excellence and integrity.
* Increase Graduate research student numbers while maintaining the highest academic quality.

**Key areas of focus**

**Research Support**

1. Number and volume of research proposals submitted, approved, and completed.
2. Number and volume of joint research projects submitted, approved, and completed
3. Research links established with other universities, industry, government, or NGOs
4. Contract research awarded by industry or government organizations
5. Acceptance ratio of proposals
6. Annual research revenue generated
7. Research grant opportunities identified and circulated to faculty
8. Consultancy opportunities identified and circulated to faculty.
9. Consultancy contracts executed through ORIC.
10. Client satisfaction

**Innovation and Commercialization**

1. Number of IP disclosures
2. Number of policy briefs
3. Number of IP licensing negotiations initiated
4. Number of non-exclusive or exclusive licenses signed
5. Yearly revenue earned from licensing, royalties, policy advocacy, or other academic activities.
6. Number of visits by representatives of industry or community members regarding potential research subjects.
7. Number of events organized for industry or entrepreneurial stimulus, or for community engagement or community awareness
8. Number of agreements signed for collaboration with industry, government
9. Number of national or international honors or awards won.

**Performance Indicators**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **KRAs** | **KPIs** | **Baseline** | **Five Years Targets** | | | | |
| **2020-21** | **2021-22** | **2022-23** | **2023-24** | **2024-25** | **2025-26** |
| Enhance skills in research, in areas such as Proposal Writing, research tools, data collection &analysis of data and report writing. | 50 Workshops on Research related skills | <05 | 10 | 10 | 10 | 10 | 10 |
| Preparing of younger faculty members to compete for seeking research consultancy services | 22 Funded Research Projects & Consultancies | 03 | 04 | 04 | 04 | 05 | 05 |
| Conduct joint research or collaborative projects with established organizations, institutions or industries | 20 Collaborative  research projects | 3 | 04 | 04 | 04 | 04 | 04 |
| Awards for quality research, researchers and publications | Research awards  05 | 00 | 01 | 01 | 01 | 01 | 01 |
| Make research and consultancy as one of the alternative source of income to contribute to the university’s operating budget | Commercialized Laboratories/Consultancy services  (04) | 00 | 00 | 01 | 01 | 01 | 01 |
| Constantly update the database on available expertise in the university for the consumption of potential clients who may wish to engage them either for research or consultancy purpose | 12 Consultancy services to Govt/Development Partners/other organizations | 02 | 02 | 02 | 02 | 03 | 03 |
| Establishment of Furnished Laboratories for research work | 02 high tech labs established | 00 | 00 | 00 | 01 | 00 | 01 |
| Establishment of Furnished Laboratories for research work | Well Equipped Laboratories for students  (15) | 02 | 3 | 3 | 3 | 3 | 3 |
| Strengths of linkages | 10 international MoUs/ agreement signed | 04 | 02 | 03 | 03 | 03 | 04 |
| Research capacity building | 05 more programs /projects aimed at capacity development of early career researchers. Phds/Post Docs etc. | 00 | 01 | 01 | 01 | 01 | 01 |
| Collaborative seminars / workshops | 30 seminars / workshops | <5 | 05 | 05 | 05 | 10 | 10 |
| ASRB meetings | 60 meetings organized | <12 | 12 | 12 | 12 | 12 | 12 |
| Ethics meetings | 36 meetings organized | <4 annum | 06 | 06 | 06 | 06 | 06 |
| Seminar on leadership and entrepreneurial skills | 10 Seminars for graduates of entire Program, two per year. | 00 | 02 | 02 | 02 | 02 | 02 |
| International linkages | 15 MOUs with International Organizations | 04 | 03 | 03 | 03 | 03 | 03 |
| Linkage with Govt. Provincial/National agencies | 10 MOUs with Govt. agencies. | 04 | 02 | 02 | 02 | 02 | 02 |
| Industry linkages | 10 MoUs/ agreements with industry (Pharmaceuticals) | 00 | 02 | 02 | 02 | 02 | 02 |
| Establishment of ORIC sub offices | 08 offices established in medical colleges of KP | 00 | 02 | 02 | 02 | 02 | 02 |
| National and international journals | KMU Journals indexation | 00 | 01 | 01 | 01 | 01 | 00 |
| International workshops/ conferences | 05 International workshops conferences | 00 | 01 | 01 | 01 | 01 | 01 |
| ICT infrastructure for research including soft wares etc. | Provision of ICT infrastructure in all constituents Institutes of KMU available for faculty and student reserach | 00 | 01 | 02 | 03 | 03 | 05 |
| Clinical research enhancement | Clinical trial unit establishment | 00 | 00 | 00 | 01 | 00 | 00 |
| Increased commercialization of research through patents | 10 patents registered | 00 | 01 | 01 | 02 | 03 | 03 |
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