

RESEARCH AND DEVELOPMENT POLICY & RULES 2023

FOR UNIVERSITY OF SWAT


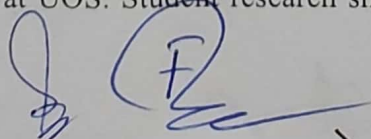
1. FUNDAMENTAL PRINCIPLES GOVERNING RESEARCH AT UNIVERSITY OF SWAT

With the advent of Higher Education Commission of Pakistan (HEC), the focus of HEIs in Pakistan has shifted toward research and knowledge creation. In the past ten years, the research output of Pakistani universities has increased exponentially. University of Swat, in this regard, has been no exception. As a fundamental part of its mission, University of Swat emphasizes its commitment to carryout and disseminate the results of basic and applied research as well as of the creative work in the arts. This commitment shall be subject to fundamental principles respecting the freedom of thought, the diversity of scholarly endeavour, and the University's mission.

- a. **Research Ethics:** Ethical principles, as determined by the University's mission and as prescribed by general and Islamic rules governing human rights, animal protection, and respect for the environment, shall be observed at all times in any kind of research activity at University of Swat. Any researcher whose work may in any way be related to these principles shall be bound to fully disclose the methods and results related to his/her research in order to ensure full transparency and accountability to the University and to the overall scientific community.
- b. **Freedom of Research:** In tune with the basic tenets of the liberal arts tradition of education, scholarly research at UoS shall be free, provided compliance with the principles of research ethics as described above and in concordance with the mission and interests of the University. Researchers at UoS are thus encouraged to carry out scholarly research in any field of interest to them, and to seek funding for this research in any way they deem appropriate.
- c. **University Support for Research:** UoS commits itself to the creation and promotion of a general atmosphere conducive to individual and collective research, to the allocation of a specific part of its budget for research activities, to a systematic program for attracting external financing and sponsoring of research, to the dissemination of all results derived from research, and to the establishment of the best possible conditions for carrying out research at all levels, whether in development and design or in publication, dissemination and integration into the classroom. The University places special emphasis on research work that encourages and advances universal values based on humanistic principles, social justice and spiritual development.

2. GOALS AND OBJECTIVES

Commensurate with the University's mission, vision and core values, as well as with its commitment to arts and social sciences education, increased emphasis shall be placed on the academic development process for both faculty members and students. While emphasizing the paramount role of fundamental research activities by faculty members in the academic development process at UoS, emphasis on student research shall be considered as a complementary aspect of research at UOS. Student research shall go hand-in-hand with the



development of faculty teaching and research skills in the respective majors and in the general education requirements courses. The latter offers a platform for academic development based on educational inter-disciplinarity.

Inter-disciplinarity as such, be it in the education of students or in the research activity of faculty members, shall always be considered as a commendable track towards knowledge creation and a powerful promotion of UOS as a place of choice for scholars at all levels.

The University's commitment to gender equality and cultural diversity enables it to serve the interests of the community and to help integrate and retain faculty members and students in a way that reflects the complex makeup of the country as a whole. The use of outreach programs and Information and Communication Technology (ICT) will enable the University to introduce "Information Commons" by integrating the resources of the respective Faculties, libraries and research centers as well as the greater scientific community. This process will serve UOS targets in terms of funding and resource development by linking it to alumni, potential domestic partners and international donors and sponsors.

3. SUPPORTING RESEARCH AT UOS

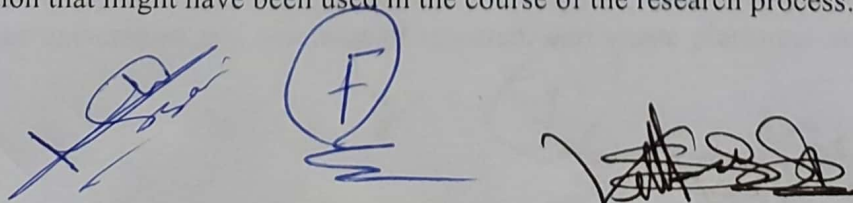
The following basic duties in supporting and conducting research at UOS shall be applied.

a. **Protecting the Right of All to Do Research:** The primary guideline of UOS in supporting research shall be to protect the right of all individuals, be they faculty members, students, or non-academic research staff, to be involved in research activities. Participants in the research process are free to carry out their research as they see fit, provided the principles of research ethics as described above are always respected. The University shall also acknowledge the eligibility of all its researchers, including students, for financial support by the University within the limit of its resources and its priorities for funding research projects coming from the various Faculties and research centers. In return, any researcher at UOS shall assume responsibility for protecting the best interests of the University when carrying out any kind of research, including the rights of the University as detailed in any contract pertaining to a research activity or the general duties of researchers towards the University. Possible misconduct by researchers shall be dealt with according to the general academic policies and by the appropriate committees or panels.

b. **Disclosure of Research Results:** The University shall not participate in research projects classified as secret or constrained by any secrecy-of-results agreements of any kind, except upon the explicit approval of the Competent Authority and in concordance with the research ethical principles set above.

The right to publish and disseminate research results, and the obligation to disclose research methods and results, including those related to artistic production, as well as to demonstrate their compliance and transparency with regard to the general principles set above, apply to faculty members, students, and non-academic staff alike. The right and obligation to disseminate results could also be significant in cases related to the integration of certain findings into students' Masters and doctoral dissertations.

The University does, however, recognize that the fundamental principles of research ethics allow for specific forms of constraint and confidentiality in order to protect personal and private information that might have been used in the course of the research process.



c. **Departments, Research Centers and Laboratories:** Research at UOS shall be undertaken as part of the activities to be performed by the basic academic units of the University, i.e. the departments, Faculties, research centers, interdisciplinary units, and laboratories. In line with its declared commitment to enhance research for the service of the community, be it in a local, national, regional or international setting, UOS emphasizes the need for all academic units to engage in interdisciplinary research besides their basic internal scholarly work. Accordingly, UOS strongly encourages research networks among its various academic units in order to achieve the following:

- i. Secure optimal conditions which enable active members in the individual departments and units to do research.
- ii. Support international research projects and cooperation between individual researchers and University research centers on the one hand, and international partners on the other.
- iii. Establish and promote national and international funding programs by connecting the University with as many external academic institutions and exchange programs as possible.
- iv. Cooperate with the private and public sectors, nationally and internationally, in order to promote funded cooperative research.
- v. Work with representatives of the local community in order to disseminate research results that are beneficial to the mission of the University and to the economic and social advancement of the country.
- vi. Ensure that the results of research carried out at UOS are integrated into the teaching process as far as possible.

4. PROMOTING RESEARCH AT UOS

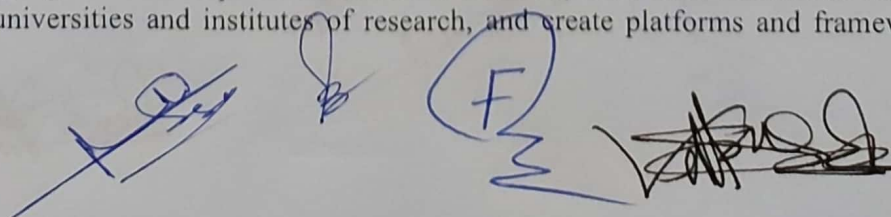
Promoting research at UOS by developing research-related policies and providing administrative support for research endeavors is of particular significance and shall be carried out according to the following guidelines.

The Syndicate of the UOS shall be the primary framer and initiator of policies with regard to research and research-related matters, in addition to its responsibilities in reviewing the proper functioning of the various research-related policies and establishing the necessary preconditions for supporting research at UOS.

Conflicts regarding authorship and ownership rights, the dissemination of research results, the ethics governing the research methods, the possible misconduct by researchers, or any related case, shall be dealt with by the appropriate University appeal bodies/Committee(s).

a. **Sponsored Research:** A University shall govern the activities/projects sponsored by internal or external sources in all their phases, from the submission of initial proposals through budgetary control up to the final dissemination of results. Sponsored research is a fundamental part of UOS's research output and, as such, shall be given particular attention. The UOS shall also ensure that any sponsored research policy is carried out in the best interest of the research per se, the proper use and dissemination of results, the interests of the external partners and sponsors, and the mission of the University.

b. **Research Cooperation and Visiting Research Scholars:** In accordance with its goal of supporting a general atmosphere conducive to research, UOS shall enhance its cooperation with other universities and institutes of research, and create platforms and frameworks for



exchanging research scholars with these partners. This shall include, among others, the shaping of provisions for protecting the research-related rights of visiting scholars doing research at UOS, as well as those of UOS faculty members and students doing the same abroad.

5. Payment of Reward Money for Research Publications

In order to encourage the faculty members and students, the UOS shall pay cash award *to the primary/first author* for publishing papers in reputed national & international Journals as per the following breakup:

- a. PKR. 50,000 per article for publishing in "W" category journals
- b. PKR. 30,000 per article for publishing in "X" category journals
- c. PKR. 15,000 per article for publishing in "Y" category journals

6. Payment of Fee for Research Publications in Journals

The UOS shall pay Publication fee for publishing in W, X, & Y, category journals. However, in case of local journals (all journals published/registered in Pakistan) in all categories, the maximum limit of payment of publication fee shall be Rs.20, 000. Furthermore, the payment shall vary depending on the following cases:

Case 1: Full payment for publication of research paper in national & international journals shall be made if all the author(s) is/are affiliated with the UoS.

Case 2: In case where Principal Author does not belong to UoS, the proportionate share of the author/authors affiliated with UoS and constituting not more than 50% of the total cost of the publication will be paid only.

Case 3: In case of multiple authors with Principal Author being affiliated with UoS and co-authors from both UoS as well as other HEI's, 50% of publication cost will be paid on behalf of the principal author belonging to UoS. Remaining cost of 50% will be shared by the remaining authors. However if there is/are co-author/s from UoS in the remaining authors, their proportionate share not exceeding more than 50% of the total cost will be paid by the UoS.

- a. A research student shall only be paid fee (as a Principal Author), if there is at least one faculty member of UoS included in the co-authors list.
- b. In order to avail the registration fee for publications, authors shall be required to submit following documents:
 1. Acceptance letter from the journal
 2. Copy of paper {with all authors along with their affiliations}
 3. ISSN no. of the journal
 4. Copy of the registration fee

7. Payment of Processing/Evaluation Fee for publication in Journals

Processing/Evaluation Fee shall be paid once a year to the Principal Author who is full-time faculty member or research student of UoS.

8. Payment of Research Grants for Research Activities at the UOS

The UOS may announce research grants opportunities for the faculty members and students of the University to improve the research culture. The faculty and students will be remunerated as per the approved budget/award letter. Moreover, the Faculty of the UoS shall be awarded upto Rs.500,000/- per project for carrying out research projects at the University. In addition to project remuneration, the rewards may also be given to faculty members who are supervising MPhil and PhD students. Therefore, those faculty members who are supervising PhD/MPhil students shall be given credit reduction of 0.5 of CH of teaching load for each student supervised as main supervisor. The maximum credit hour can be reduced by 6 Credit hours of teaching only.

9. Promoting Research labs in University of Swat

The committee also suggested that there should be separate joint account in each department having laboratories. The lab fee deposited by the students at the time of admission or at the end of each semester, must be deposited in this joint account and must be utilized for the equipment, maintenance and development of these labs.

10. Policy Guidelines for the Award of Travel Grants at University of Swat

The following guidelines should be considered for the travel grants for local and international conferences.

- i. UoS will contribute a matching amount to the Travel Grants Fund, i.e., equal to the amount allocated by HEC for this purpose;
- ii. A faculty member can avail only one travel grant in two years. However, an application for the travel grant may be considered after one year if:
 - a. No application, fulfilling the basic eligibility requirements, is outstanding and,
 - b. The Research Committee is convinced that the Travel Grant Funds will lapse if not awarded.

A. Quality of Conferences

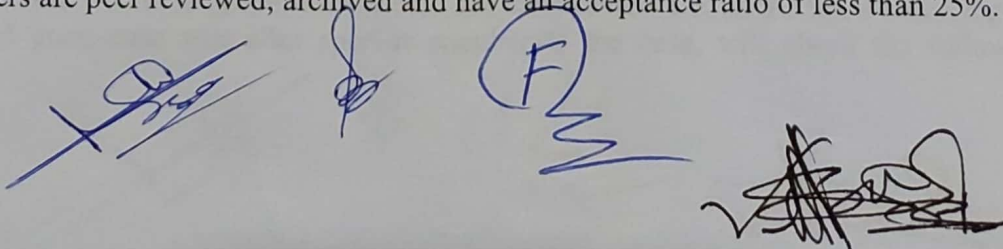
During the process of scrutiny of the Travel Grant applications for oral presentation of paper, the following will be considered/assessed;

i. Conference quality, organizers and proceedings

- a. Quality of the conference
- b. Organized by a professional body (national/international) of relevant discipline
- c. Conference Proceedings Citation Index of the Clarivate Analytics

ii. Category/Tier of Conferences

(1) **TIER 1 International Conference (75% reimbursement by HEC).** An international conference directly organized by a leading professional body of the relevant discipline (e.g., IEEE, ACM, AEA, ASQ, AOM, AMA, CIM, PMI etc.) whose papers are peer reviewed, archived and have an acceptance ratio of less than 25%.



(2) **TIER 1 National Conference (75% reimbursement by HEC).** A national conference directly organized by a leading national professional body or supported by a leading international professional body of the relevant discipline (e.g., IEEE, ACM, AEA, ASQ, AOM, AMA, CIM, PMI etc.) whose papers are peer reviewed, archived and have an acceptance ratio of less than 25%.

(3) **TIER 2 International Conference (75% reimbursement by HEC).** An international conference supported by a leading professional body of the relevant discipline (e.g., IEEE, ACM, AEA, ASQ, AOM, AMA, CIM, PMI etc.) whose papers are peer reviewed, archived and have an acceptance ratio between 25% to 40%.

(4) **TIER 2 International Conference (50% reimbursement by HEC).**

a. An international conference supported by a leading professional body of the relevant discipline (e.g., IEEE, ACM, AEA, ASQ, AOM, AMA, CIM, PMI etc.) whose papers are peer reviewed and archived.

b. An international conference for which the proceedings of previous conferences have been indexed in Conference Proceedings Citation Index of the Clarivate Analytics.

(5) **TIER 2 National Conference (75% reimbursement by HEC).**

A national conference supported by a leading national professional body or supported by a leading international professional body of the relevant discipline (e.g., IEEE, ACM, AEA, ASQ, AOM, AMA, CIM, PMI etc.) whose papers are peer reviewed, archived and have an acceptance ratio between 25% to 40%.

(6) **TIER 2 National Conference (50% reimbursement by HEC).**

a. A national conference supported by a leading national professional body whose papers are peer reviewed and archived.

b. A national conference organized or supported by a university recognized by the HEC.

c. A national conference for which the proceedings of previous conferences have been indexed in Conference Proceedings Citation Index of the Clarivate Analytics.

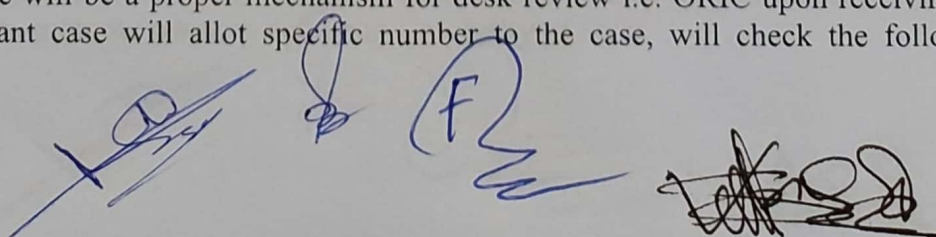
B. Application Procedure and Scrutiny of the Documents

(1) Application should be submitted at least 45 days before the conference; early submission will be encouraged.

(2) 30 days will be the processing time for the Travel Grant application.

(3) Research Committee Meeting will be held on first Monday of every month, if there is a holiday on first Monday then Meeting will be held on next working day.

(4) There will be a proper mechanism for desk review i.e. ORIC upon receiving the travel grant case will allot specific number to the case, will check the following



requisite documents and will acknowledge the case receiving with date and time on a stamped receipt:

- a. Letter of Acceptance/Invitation or email from the organizer in which the mode of presentation (oral/poster) has been clearly mentioned.
- b. Documentary evidence indicating that your abstract/paper has been accepted based upon peer-review by the technical committee of the event.
- c. Documentary evidence indicating that abstract / paper will be published in Book of Abstracts/ Proceedings/Journals for the conference etc.
- d. Copy of conference brochure containing aims, objectives and themes, charges of registration and accommodation etc.
- e. Full-text paper (both hard and soft copies).
- f. NOC from the principal author (in case the applicant is co-author).
- g. CV of the applicant along with the list of recent publications (2-3 pages).
- h. Online details of cheapest available return air tickets.

C. Reimbursement Procedure

Upon return from the conference the applicant must submit reimbursement claim along with the following documents within 10 working days to ORIC.

- a. Dully filled Reimbursement Form are required to be submitted on relevant prescribed proforma i.e. HEC Travel Grant Reimbursement Form for Paper Presentation.
- b. Used air ticket/e-ticket bearing the cost of the ticket.
- c. Original boarding pass counterfoil.
- d. Original receipt of payment of registration fee of the event bearing the grantee's name and the actual amount.
- e. Original receipt of payment for accommodation bearing the grantee's name, duration of stay and the actual amount.

11. Remuneration for the evaluators of the research proposals seeking grants from the UoS Research Fund

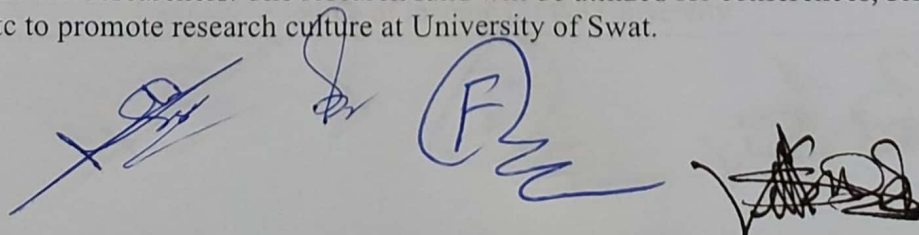
1. The faculty member of UoS shall be paid remuneration at the rate of Rs.2,000/- per proposal.
2. No additional amount shall be paid for re-evaluating the same proposal in case where changes have been recommended and the proposal is being re-evaluated.

12. Remuneration for conducting Local Case Studies

- a. An amount upto Rs.500,000/- shall be paid for conducting local case studies whenever announced.
- b. A research Committee shall evaluate the proposals submitted for case studies and shall recommend it with reasonable budget if found appropriate.

13. Research Fund

There should be a separate research fund (Account) in the University of Swat to facilitate faculty members and researchers. The research fund will be utilized for conferences, seminars, travel grants etc to promote research culture at University of Swat.

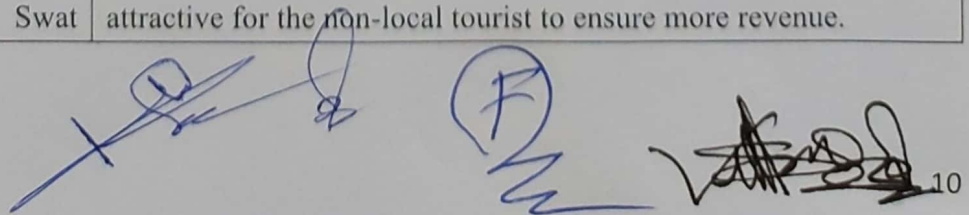


14. Revenue Generating Opportunities for University of Swat

S. No	Area for Investment	Proposed Activity Brief
1.	Souvenir Shop	The Souvenir shop can be established to sell various products such as laptop bags, key chains, Scarps, stationary with UOS Logo, shields, banners, Sports' goods etc. Our students are our reliable and permanent customers. The third party involvement must be avoided to ensure the direct financial benefits to UOS.
2.	Women campus	The women campus may be extended to other disciplines to get more enrollment in district Swat. Many of the female don't apply for admission due to non-availability of transport facility, long distance and co-education. We can earn substantial revenue than rental losses.
3.	Fee increase	The tuition fees may be increased gradually for all disciplines. This is the main source of revenue of almost all Universities in Pakistan. However, the gradual increase would be appropriate to lessen the reaction of the students against financial burden.
4.	Teaching Language classes and computer sciences courses on physical mood	Keeping in the view the market demand for language classes (English, Arabic, Chinese), the University may provide these services with physical mood. The University may generate substantial revenue for such programs.
5.	Launching medical degree programs	The University of Swat has the potential to launch medical degree programs without further delay. The curriculum/structure of other established institutional may be adopted to launch these programs at the earliest.
6.	Launching health technology and nursing programs	Currently the undergraduates are looking for seeking admissions in appropriate health technologies and nursing programs for their career building. The University may launch the market oriented various health technologies and nursing programs to meet the growing demand
7.	Establishing Specialized Training division	The University may have devoted division for imparting trainings on management, commerce, technology, E-business, statistical packages etc. These are substantial sources of revenue for the University if managed properly.
8.	Providing paid internships	For getting experience, the undergraduates may be provided paid internships. The reasonable fees from these internships may be attractive source of income for the University

S. No	Area for Investment	Proposed Activity Brief
9.	Coaching classes	In the evening, the coaching classes for CSS, PMS and other competitive exams may be launched to increase the revenue of the University
10.	Patents filing	The University may generate revenue if the faculty members of the University especially the faculty members of sciences subjects register patents and share the revenue as per the University IPR rules.
11.	Encouraging consultancies	The University may encourage the faculty members to hunt consultancy opportunities and sharing the revenue as per the University consultancy rules.
12.	Paid exhibitions	The paid exhibitions may be organized in the University campus or outside the city on various areas
13.	Paid co-curriculum activities	The University may also generate revenue from Paid Poetry programs, cultural shows etc
14.	Biodiversity parks	The University may construct/develop Biodiversity parks at various feasible spots to generate revenue. The IUCN and other biodiversity protections NGOs and government organizations may be requested to support this initiative
15.	Investment in Tourism Industry	The construction/hiring of guest houses/hotels in the key tourist spots such as Kalam, Malam Jabba, Gabin Jabba etc. Our own faculty members, local community and tourists (national/international) would be our key customers. These hotels may also be utilized for organizing academic and non-academic activities for UOS and other institutions.
16.	Real estate business	The deductions of the University employees may be utilized in the real estates business. The University may get the service charges while faculty members may have shops/land as they get retired. The UOS may be the sole owner of the assets if invested on its own resources.
17.	Agri-tourists' spots	The construction of appropriate agri-tourist spots at appropriate areas may be used for generating attractive revenue for the UOS. The spots may own or rented for this purpose at the appropriate areas in Swat
18.	Recreational parks	The construction of appropriate recreational parks on tourists' spots on the bank of river swat may be used for generating attractive revenue for the UOS. The spots may be own or rented for this purpose at the appropriate areas.
19.	University owned Hatcheries	The construction of Hatcheries at various feasible sites may be potential source of revenue for the University of Swat. The market

S. No	Area for Investment	Proposed Activity Brief
		for recreational fishing may also be the additional source of income.
20.	University Certified seeds/Brands	The University may sell out the seeds of different products maintaining the quality and standards in the market. The University Logo/label shall ensure the standards
21.	Dehydrator machines and Juice products	The University of Swat may arrange small vegetables/fruits dryer machines installing at Union council/village level for commercial purposes
22.	University Medical labs	The University of Swat may launch/develop various medical labs in appropriate areas maintaining the quality and standards to generate revenue.
23.	Mushroom farming and marketing	The University may generate revenue through mushroom farming and marketing. The University may have its own production units or may provide services for Mushroom farming and marketing
24.	Farming and Marketing of medicinal plants	The University may generate revenue from farming and marketing of medicinal plants. The University may have its own setup or may be outsourced with reliable suppliers to produce quality and certified medicinal plants.
25.	E-business activities	The University may launch different E-business activities for different products to generate revenue.
26.	University owned large mobile shop	The University can generate substantial revenue from establishing large mobile shop at the front of the University main gate
27.	Construction of car service station	The University can generate substantial revenue from constructing large car/Buses service station closed to the University main gate
28.	Renting University of Swat academic buildings for other academic purposes	The University Building may also be used for additional academic activities by other institutions and the University may charge reasonable rents as charges.
29.	Direct business on share basis	The University can also be involved directly in the profitable business in the market on profit /Loss basis. However, this should be carefully assessed to ensure more revenue for the University.
30.	Purchasing shares from the market	The University can also purchase the shares of established firms directly. However, this should be carefully assessed to ensure more revenue for the University.
31.	Construction of Heritage corner with Swat	The University may also set up attractive and rich Heritage corner with Swat traditional products. This should be made more attractive for the non-local tourist to ensure more revenue.



S. No	Area for Investment	Proposed Activity Brief
	traditional products	
32.	Photocopier shop	There should be a reasonable photocopier shop within campus to meet the requirements of students and all those who visit controller office.
33.	Documentaries	The media & communication department and active students from other departments can prepare documentaries on key hot issues from the platform of University of swat and the same may cashed through social media Youtube, facebook etc. The documentaries can also be prepared for other organizations as well on payment
34.	Memorial Chairs	The UoS should approach the key influential figures of the society requesting contribution for establishing centers, offices, agritourism site, biodiversity park etc. These buildings will be known by their names forever. There is also need to develop different PC-1s for all such projects
35.	Allowing Food Chains	Food is never ending industry. However, the quality of food matters for both rich and poor students. In this context, various food chains such as KFC, Pizza Hut etc may be allowed in the University campus with charging reasonable rents. The chains may be along the main road in University Campus.

15. Research Development and Proposed Action Plans

KRAs	Key performance Indicator	Action Plan
A. Research Excellence		
Research Grant Management	i. Competitive Research Grant Opportunities Identified and Circulated to Faculty / Researchers (National or International)	The key donors (national and International) should be subscribed by ORIC official account to get alerts of their call for proposals
	ii. Number of Research Proposals Submitted for Funding by HEC (Proposals Submitted to PhD Faculty Ratio)	After circulating the funding opportunities among faculty members, they should be encouraged to apply for HEC research grants
	iii. Research Proposals Approved for Funding by HEC (Proposals Acceptance Ratio)	Trainings on proposal writing should be organized to increase the chances of acceptance of HEC research proposals
	iv. Number of Research Projects (won through HEC) Completed (which were due to be completed this year)	The awardees of the project should be guided on writing technical report and they would be facilitated to accomplish project activities/report in time.
	v. Number of Research Proposals Submitted for Funding (from non HEC source - National or International) - (Proposals Submitted to PhD Faculty Ratio)	After circulating the funding opportunities among faculty members, they should be encouraged to apply for non-HEC research grants
	vi. Research Proposals Approved for Funding (from non HEC source - National or International) - (Proposals Acceptance Ratio)	Trainings on proposal writings should be organized to increase the chances of acceptance of non-HEC research proposals
	vii. Number of Research Projects Completed (won through non-HEC source - National or International) (which were due to be completed)	The awardees of the non-HEC research grants should be facilitated to accomplish all their project activities in time.
	viii. Joint Research Projects Approved for Funding (National / International Funding Agencies) - (Proposals Acceptance Ratio)	After circulating the funding opportunities among faculty members, they should be encouraged to apply for joint research grants and the PIs will be supported to hunt more such grants.
	ix. Volume of R&D Funding Secured: National (HEC, Ignite, PSF, MOST, Joint Research Projects & others from federal or provincial government) / International	The ORIC in coordination with P&D University of Swat should develop PC-1 on various projects for onward submission to national/international institutions to get more R&D funding.
	x. 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	Efforts should be made to review all research proposals by IRB before submitting to funding agencies.

KRAs	Key performance Indicator	Action Plan
A. Research Excellence		
	xi. Number of Policy Advocacy or Case Studies Presented to Government Departments - (Policy Advocacy or Case Studies Submitted to PhD Faculty Ratio)	The ORIC should encourage faculty members to extract policy briefs from their research grants for presentation and dissemination to government departments.
Research Linkages, Coordination & Networks	i. Number of Research Links established with other HEIs / Corporate Sector / Industry / Community (National / International) - (Research Links Established to PhD Faculty Ratio)	The ORIC should play leading role in establishing links with HEIs / Corporate Sector / Industry / Community (National / International). ORIC will help and encourage faculty members and administrative Units of the University of Swat to see the possibilities for such linkages.
	ii. Number of Contract Research Awarded by Industry or Government Organizations (National) - (Contract Research Awarded to PhD Faculty Ratio)	Faculty members should be encouraged and facilitated in hunting and conducting Contract Research awarded by Industry or Government Organizations (National).
	iii. Number of Contract Research Awarded by Industry or Government Organizations (International) - (Contract Research Awarded to PhD Faculty Ratio)	Faculty members should be encouraged and facilitated in hunting and conducting Contract Research Awarded by Industry or Government Organizations (international).
	iv. Volume of Contract Research Awarded by Industry or Government Organization (National or International)	Faculty members should be encouraged and facilitated in hunting and conducting Contract Research Awarded by Industry or Government Organizations.
	v. Number of Civic Engagement Events / Initiatives on Issues of Public Concern	The ORIC in coordination with various societies functional in University of Swat should organize events on Civic Engagement / Initiatives on Issues of Public Concern
	vi. Consultancy Opportunities Identified and Circulated to Faculty / Researchers	The key donors (national and International) should be subscribed through Official account to get alerts of their call for proposals. Besides, additional consultancy opportunities (if announced) should be shared among faculty members/researchers.
	vii. Consultancy Contracts Executed through ORIC with Industry, Commerce or Government etc. - (Consultancy Contracts Executed to PhD Faculty Ratio)	After circulating the consultancy opportunities among faculty members/researchers, they should be encouraged to apply for these consultancies and execute such Consultancy Contracts through ORIC.

KRAs	Key performance Indicator	Action Plan
A. Research Excellence		
	viii. Liaison Developed with University's Advance Studies & Research Board (AS&RB)	The ORIC should work in close coordination with the University of Swat Advanced Studies & Research Board for improving the quality of research and other research related activities.

KRAs	Key Performance Indicators	Action Plan
B. Innovation & Commercialization		
Research & IP Legislation	i. Research Policy of the HEI	The ORIC designed rules for research projects funded by national and international organizations. The researchers/faculty members should be encouraged to follow these rules. Besides, these rules would also be uploaded on the ORIC website.
	ii. Intellectual Property Rights Policy of the HEI	The ORIC office designed Intellectual Property Policy. The researchers/faculty members should be encouraged to follow this policy. Besides, the IP policy would also be uploaded on the ORIC website.
	iii. Research Ethics Policy / Technology Transfer Policy / Research Conflict of Interest Policy / etc.	The University of Swat already has ethical review board. ORIC evaluates the research proposals by IRB and this Board should also work to propose/recommend Research Ethics Policy / Technology Transfer Policy / Research Conflict of Interest Policy / etc.
Commercialization & IP Licensing	i. Number of IP Licensing Negotiations Initiated (at National Level) - (IP Negotiations Made to PhD Faculty Ratio)	The ORIC should encourage and facilitate the faculty members/researchers for the IP licensing negotiations.
	ii. Number of Non-Exclusive or Exclusive Licenses Signed (at National Level)	The ORIC should encourage and facilitate the faculty members/researchers in signing Non-Exclusive or exclusive licenses to their number.
	iii. Number of IP Licensing Negotiations Initiated (at International Level) - (IP Negotiations Made to PhD Faculty Ratio)	The ORIC should encourage and facilitate the faculty members/researchers to initiate Non-Exclusive or exclusive licenses to increase their number.
	iv. Number of Non-Exclusive or Exclusive Licenses Signed (at International Level)	The ORIC should encourage and facilitate the faculty members/researchers in signing the exclusive or Non-Exclusive or exclusive licenses to increase their number.
	v. Number of research products / process / prototype gone into prefeasibility / industrial scale testing or prototype development	The ORIC should encourage and facilitate the faculty members/researchers for processing research products / process / prototype for processing through their prefeasibility / industrial scale testing or prototype development.
	vi. Science / Arts Products or Any Creative Activity Performed / Displayed at National or International Level	The ORIC in coordination with academic departments and societies in University of Swat should facilitate the students, faculty members and researchers to promote their Science / Arts Products or any Creative activity performed at national and international level.

KRAs	Key Performance Indicators	Action Plan
B. Innovation & Commercialization		
Innovation & Commercialization Linkages, Coordination & Networking	i. Number of Visits by Representatives of Industry or Community Members Regarding Potential Research Subjects	The ORIC in coordination with faculty members/researchers should make arrangements for the visits by representatives of industry or community members regarding potential research subjects
	ii. Number of Agreements Signed for Collaboration with Industry, Government or Community (at National / International Level)	The ORIC in coordination with faculty members/researchers should make arrangements for signing agreements for Collaboration with Industry, Government or Community (at National / International Level)
	iii. Number of National or International Honors or Awards Won (in Research Excellence, Innovation & Commercialization)	The ORIC should encourage the faculty members/researchers to apply for the National or International Honors or Awards Won (in Research Excellence, Innovation & Commercialization)
	iv. Number of Visits by Representatives of Industry or Community Members Regarding Potential Research Subjects	The ORIC in coordination with faculty members/researchers should make arrangements for the Visits by Representatives of Industry or Community Members Regarding Potential Research Subjects.

KRAs	Key Performance Indicators	Action Plan
C. Sustainability & Capacity Building		
Sustainability	i. Annual Research Revenue Generated by ORIC through Research Grants & Projects	The ORIC should encourage the faculty members/researchers to apply for various research grants opportunities funded by national and international donors. This will help to increase the research revenue generated by ORIC through research grants & projects
	ii. Yearly Revenue Earned from Licensing, Royalties, Policy Advocacy, or other related Academic Activities	The ORIC should encourage and facilitate the faculty members/researchers to apply for various research grants opportunities funded by national and international donors. This will help to increase the annual revenue from Licensing, Royalties, Policy Advocacy, or other related Academic Activities.
	iii. Five-Year Strategic Plan	The ORIC should have its own Five-Year Strategic Plan dully approved by its steering committee. This policy should be updated from time to time in consultation with the Steering Committee.
Training, Mentoring & Workshope	i. Number of Trainings / Workshops / Seminars /Conferences arranged by ORIC on Research, Innovation, & Commercialization etc.for Faculty, Researchers and Research Students	Various Trainings / Workshops / Seminars /Conferences should be arranged by ORIC in coordination with faculty members/researchers on Research, Innovation, & Commercialization etc. for Faculty, Researchers and Research Students

KRAs	Key Performance Indicators	Action Plan
C. Sustainability & Capacity Building		
	ii. Number of Trainings / Workshops / Seminars / Conferences Arranged by other HEIs / Entities on Research, Innovation, & Commercialization etc. for Faculty, Researchers and Research Students	Faculty members/researchers should be encouraged to participate in the trainings / workshops / seminars / conferences arranged by other HEIs / Entities on Research, Innovation, & Commercialization etc. for Faculty, Researchers and Research Students.
	iii. Number of Exhibitions / Showcasing Events / Industry Linkages Fair / Seminars / Industry or IP & Licensing Stimulus Arranged by ORIC	The ORIC in coordination with academic departments, faculty members/researchers and outside organizations should arrange Exhibitions / Showcasing Events / Industry Linkages Fair / Seminars / Industry or IP & Licensing Stimulus.
	iv. Number of Trainings / Workshops / Seminars on Research, Innovation, & Commercialization etc. for and attended by ORIC Personnel	To build the capacity of the ORIC, its staff should be encouraged to participate in the Trainings / Workshops / Seminars on Research, Innovation, & Commercialization etc.

Note: This Research & Development Policy has been drafted in light of the policies adopted by prestigious national and international institutions such as IMSciences, Pakistan Institute of Development Economics (PIDE) etc.