

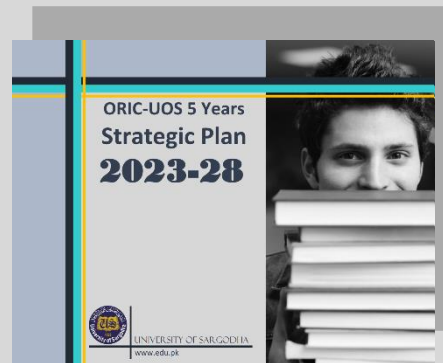
# ORIC-UOS 5 Years Strategic Plan 2023-28



UNIVERSITY OF SARGODHA

[www.uos.edu.pk](http://www.uos.edu.pk)





The draft prepared by the **Team of ORIC-UOS** and approved by the Steering Committee in its 4<sup>th</sup> meeting on March 18, 2024  
University of Sargodha,  
Sargodha (40100), Pakistan.

[www.oric.uos.edu.pk](http://www.oric.uos.edu.pk)

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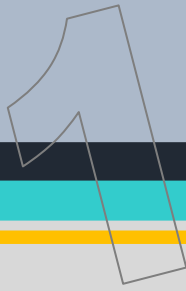
**Designed by:**

Dr Abubakar Nazeer Choudhry

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**Dear stakeholders!**

I feel gratified to express my appreciation to all who worked strenuously for the completion of this enormous task. In coming times, we'll crave the culture of innovation and commercialization by materializing this five year strategic plan (2024-28) of ORIC-UOS.

I wish for all the progressive achievements in the near future which are envisioned in this plan by ORIC-UOS to realize our vision and mission – **turning ideas into impactful commercial ventures** with innovation, commercialization, affordable industrial solutions, outreaches for society, and promises for the prosperous future.

Thanks for staying with us.

Warm Regards

**Prof Dr Qaisar Abbas**

Vice-Chancellor

University of Sargodha



# 2

## University of Sargodha

Globally, the fundamental objectives behind establishing universities are to create prosperity in their local regions and contribute to growth, jobs, investment and community wellbeing. Universities help regions to achieve their economic potential by supporting innovation and entrepreneurship, attracting investment and talent, and creating jobs. University of Sargodha also equips the youth with professional, technical and analytical skills to meet the challenges of the future. Highly supportive and conducive environment of the University creates a culture of creativity, innovation and collaborative learning.

University is fully committed to boost the economic activities of the Sargodha region. Our research activities have special focus on the challenges of agriculture and industrial sectors in the Sargodha region. Both sectors have a significant role in the socio-economic and technical development of the region. These sectors needed the highly skilled manpower and indigenous innovative solutions to contemporary challenges for sustainable development. Catering to this need, University has foreign qualified, highly skilled and well experienced human resources, state of the art high-tech laboratories, and sophisticatedly calibrated testing facilities.



### Fact Sheet

- Established Since 1929
- Three Campuses in Sargodha
- Eight Faculties
- Four Colleges
- Three Institutions
- One School
- 47 Departments
- Ten Centers
- Population 22,000+
- 180+ Academic Programs
- 210+ Affiliated Colleges

# 3



## Kirana Bar – Environmental Scan

Kirana Bar, the part of Chaj Doab, covers the area between the western side of river Chenab and the eastern side of Jhelum in the Punjab, Pakistan. Sargodha Division (26,360 Km<sup>2</sup>) situated in this bar is one of the most populated divisions of Pakistan. The capital of the division, Sargodha city (12<sup>th</sup> largest city by population) was founded in 1903 near Kirana Hills (rocky mountain range) is one of the well planned cities of Pakistan, also known as the *City of Eagles*.



### Tale of the City

The Term 'Sargodha' has its origin in the words 'Sar' meaning pound and 'goda' meaning a Hindu Monk, means – Pond of Goda. This city was established by the British as a canal colony in 1903 under the supervision of Sir Charles Montgomery Rivaz and initially spelled 'Sargoda'. Although it was a small town in the beginning, the British Royal Air Force built an airport here due to its strategic location. Now Sargodha has the largest Air Base and one of the biggest cities of Pakistan



The city is located in Northern Punjab on Potohar plateau near Kirana Hill, at 190 meters (625 feet) above sea level and at 31 degrees north latitude. About 40 Km to the southeast flows the Chenab River. The climate of Sargodha is subtropical semi-arid, with quite dry, very mild winters and very hot summers, which are also rainy because of the Indian monsoon.



In winter, from December to February nights are often cold. The temperature may drop to the freezing point or a little below on the coldest nights of the year.

Also, from November to February, fog may form at night and in the early morning. Generally, the fog dissolves during the day, however, in these situations, especially from mid-December to mid-January, it may sometime be cold even during the day, and there may be periods in which the maximum remain around 8 – 10 °C (46 – 50 °F)

From April to early July, before the monsoon, it is very hot. In the hottest periods, the temperature may reach or exceed 45 °C (113 °F).







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## Sargodha Division

Districts	Tehsils	Union Councils	
		Urban	Rural
Sargodha	07	40	121
Khushab	03	13	038
Mianwali	03	12	044
Bhakkar	04	09	033
<b>Total</b>	<b>17</b>	<b>74</b>	<b>236</b>





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## Population of Sargodha Region

District	Unit	Area Km <sup>2</sup>	Population	Male	Female	Transgender	Gender Ratio	Population Density Per KM <sup>2</sup>	Average Household size	Annual growth rate
Sargodha		5856	3696212	1867724	1828074	414	102.17	631.18	6.17	1.73
	Rural		2608007	1316960	1290851	196	102.02		6.22	1.63
	Urban		1088205	550764	537223	218	102.52		6.06	1.97
Khushab		6511	1280372	637474	642791	107	99.17	196.65	6.06	1.84
	Rural		927412	460413	466942	57	98.60		6.08	1.67
	Urban		352960	177061	175849	50	100.69		6.02	2.30
Mianwali		5840	1542601	771969	770502	130	100.19	264.14	6.41	2.01
	Rural		1214789	605990	608718	81	99.55		6.44	1.98
	Urban		327812	165979	161784	49	102.59		6.27	2.12
Bhakkar		8153	1647852	843056	804669	127	104.77	202.12	6.12	2.39
	Rural		1388198	709912	678193	93	104.68		6.12	2.41
	Urban		259654	133144	126476	34	105.27		6.11	2.29



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Sargodha is one of the fastest growing cities of Pakistan. The major portion of the economy of the region is based on agriculture. The cash crops of the region are wheat, rice, sugarcane and citrus. The region is also famous for Citrus fruit (kinnow, orange and lemon), more than 75% of the citrus in the country produced here. The region is also famous as the highest milk production region of Pakistan. There are four major groups of agriculture based industry in the region:

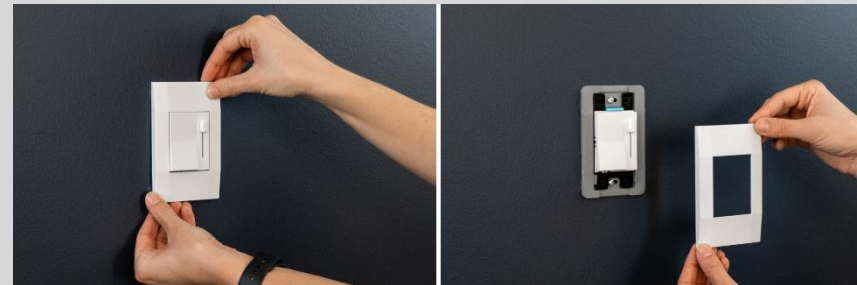
1. Citrus Processing Units
2. Pulse Mills
3. Dairy Product Industries
4. Food Industries

## Agriculture in Sargodha Region



## Industries in the Sargodha

Electric Goods – 141	Citrus Grading – 38
Soap & Detergent – 41	Cold Storage – 24
Leather Footwear -20	Flour Mills – 17
Light Engineering -16	Rice Mills – 15
Plaster of Paris – 14	Plastic Products – 14
Fans/Cooler – 12	Agricultural Implements – 11
Tannery – 8	Foundry Products – 7
Sodium Silicate – 7	Spinning – 6
Confectionery – 5	Sugar – 4
Domestic Hardware – 3	Packages – 3
Poultry Feed – 3	Fruit/Veg Preservation – 3
Ghee & Cooking Oil – 3	Pharmaceuticals – 2
Fruit Juices – 2	Paints & Varnishes – 2
Chip Board – 2	Paper Board – 2
PVC Pipe – 2	Beverages – 1
Biscuits – 1	Ceramics Products – 1
Cosmetics – 1	Glass Products – 1
Hatchery – 1	Ginning & Pressing – 1
Pesticides – 1	Cotton Waste – 1
Dairy Products – 1	Diesel Engines – 1
Garments – 1	Textile – 1
Unani Medicines – 1	Composite Textile – 1





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## ORIC-UOS

The Office of Research, Innovation, and Commercialization (ORIC) was established on April 2, 2012. Since its inception, ORIC has demonstrated notable accomplishments and performance in the fields of research, innovation and commercialization. During the period 2012–15, ORIC-UOS maintained the 'W' category status. Subsequently, it held the 'X' category label for the period 2016–19. Regrettably, from 2020–22, ORIC's standing declined to the 'Z' category, mainly due to the effects of the COVID-19 pandemic coupled with certain managerial challenges and non-availability of the team for ORIC on a regular basis. However, corrective measures have been taken to rectify these challenges and appointed the ORIC-UOS team on a regular basis since August 28, 2023. Therefore, **ORIC-UOS is reinstating rapidly to the 'W' category again.**

The core purpose of ORIC-UOS is to foster interdisciplinary research collaboration across academia and industry, in close partnership with the broader society. This collaborative effort is dedicated to addressing the challenges that the future of the planet and human society presents, thereby making a significant contribution to the sustainable development of the Sargodha region.

ORIC-UOS has facilitated collaboration among researchers with diverse backgrounds, encouraging them to work across disciplines and provide valuable insights to society through policy recommendations. ORIC-UOS as part of its approach to tackle complex global challenges, leverages cross-disciplinary knowledge drawn from fields such as agriculture, sciences, computing and IT, arts and humanities, social sciences, engineering and technology, pharmacy, and health sciences. In conjunction with our state-of-the-art UOS Business Incubation program, our primary focus is on supporting design thinking and nurturing start-ups with advanced technological and business methodologies, ensuring their long-term sustainability and growth.

**Prof Dr Ahmad Raza Bilal**  
Director ORIC-UOS



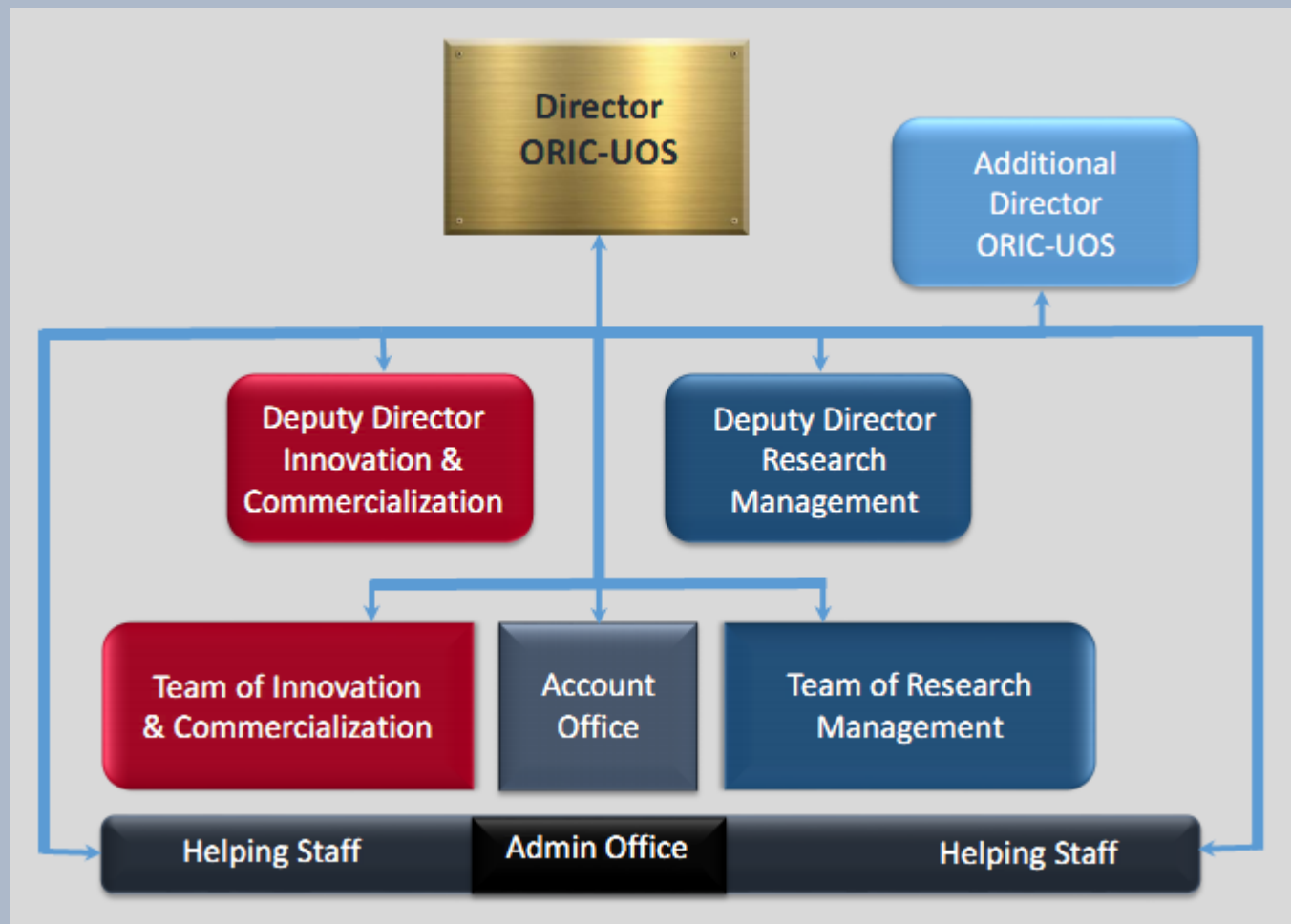
## Vision

Cultivate the research culture to build strong industrial linkages, ignite creativity, and foster innovation, all with the overarching goal of adding substantial value to agriculture, industry, and society.

## Mission

- To nurture an ecosystem that prioritizes innovation-centric Research and Development, encourage technology transfer, fostering both its commercialization and entrepreneurship.
- To foster strategic partnerships with the industry within the global knowledge economy, aiming to deepen collaborations that extend beyond the conventional funding of individual research projects







## Functions of ORIC-UOS

The University of Sargodha had established the 'Research Cell' in 2005 to manage the research activities on campus. However, in 2012, University of Sargodha renamed the cell as Office of Research, Innovation and Commercialization (ORIC-UOS) under the notification by HEC, Islamabad, Pakistan. The main objective to establish ORIC-UOS was to support and organize research and commercialization activities at University of Sargodha. The functions of ORIC-UOS are:

- enhance research quality,
- promote innovation and commercialization at UOS,
- support university-based research through strategic planning,
- streamlining of internal processes, establishing and monitoring of standards,
- mobilizing resources for research, publicizing research achievements,
- identification of synergies, and
- collaborations with key external partners.

Recently, ORIC-UOS rearrange its internal structure to improve the output significantly and synchronization with its other components. ORIC-UOS reorganize it-self into two distinct teams, 1) **Research Management**, 2) **Innovation and Commercialization**. Each of these teams, is led by Deputy Directors under the leadership of Director ORIC-UOS.

**Research Management team**  
is actively encouraging collaboration with private companies and other universities, fostering communication among researchers to stimulate innovation and enhance the visibility and productivity of the team in research management.

**Innovation and Commercialization Team**  
is striving to establish a robust academic foundation that deals with policy, management, and the social design of science, technology, and innovation. The core aim of the team is to implement appropriate technologies within society through commercialization.





OFFICE OF RESEARCH INNOVATION & COMMERCIALIZATION, UOS



## Functions of Research Management Team

ORIC-UOS research management team helps faculty members, researchers and students in:

- research proposal development and submission,
- development of pre- and post-award protocols for externally and internally funded projects,
- grant proposal submissions,
- contracts management, grants and progress reports,
- post-award grant management (reporting, human resources, consultants, and closing),
- internal and external reporting needs,
- necessary arrangements of workshops, seminars, conferences and webinars

This team also responsible for:

- maintenance of research database,
- development of strategies to set goals and responsibilities for maximum efficiency,

- planning of research portfolio of University of Sargodha,
- explore funding opportunities from multiple sources,
- establishment of liaison with stakeholders and funding agencies,
- presentation of annual report describing priority areas of research in the Advance Studies and Research Board (AS&RB),
- publishing periodic reports highlighting the research achievements of University of Sargodha,
- exhibitions to showcase the research conducted by faculty members and graduate students, and
- internal grant review procedures, and ethical approval and review of proposals.



Dr Saeed Ahmad Pirzada  
Deputy Director  
Research Management

## Functions of Innovation & Commercialization Team

- Extend the vision about intellectual property to campus research community.
- Build the capacity among researcher of University of Sargodha regarding IP rights.
- Manage to File the patent applications
- Liaison with the Intellectual Property Organization (IPO).
- Liaison with the industry for promoting public-private partnership in R&D.
- Strengthen university-industry linkages.
- Streamline research priorities according to the indigenous needs.
- Local solutions on competitive price for industrial problems.
- Exploring the opportunities for technology transfer and commercialization of UOS research outputs.
- Develop the database of regional industry
- Research collaborations
- Licensing agreements
- Research collaborations
- Licensing agreements
- Royalties of innovative products
- Management of contract researches.
- Marketing through digital sources and social media plate forms to leverage commercialization.
- Promote the culture of commercialization through Expo.
- Deep working relations with chambers of commerce, industries, progressive farmer, small industries, traders' organizations and cottage industries.
- Rural development and outreach programs.
- Social work activities in the field.
- Gender empowerment in Sargodha region for sustainable economic growth.
- Good working relations with bilateral and multilateral organizations.



Dr Abubakar Nazeer Choudhry  
Deputy Director  
Innovation & Commercialization



## Values of ORIC-UOS

**Balance:** ORIC-UOS Promotes work-life balance and overall well-being for its employees.

**Collaboration:** ORIC-UOS Promotes teamwork, open communication, and cooperation across the organization.

**Creativeness:** ORIC-UOS always encourages innovation, creativity, and a critical advance-thinking mindset, continuous improvement and the development of new ideas. The organization seeks new ways to improve its services, processes, and operations.

**Empowerment:** ORIC-UOS encourages its employees to take initiative and make decisions.

**Integrity:** ORIC-UOS emphasizes the importance of acting with honesty, transparency, and fairness in all aspects of its dealings. This includes interactions with employees, faculty members, researchers, components of ORIC-UOS and other stakeholders.

**Learning:** ORIC-UOS encourages continuous learning and promotions of its team members' growth.

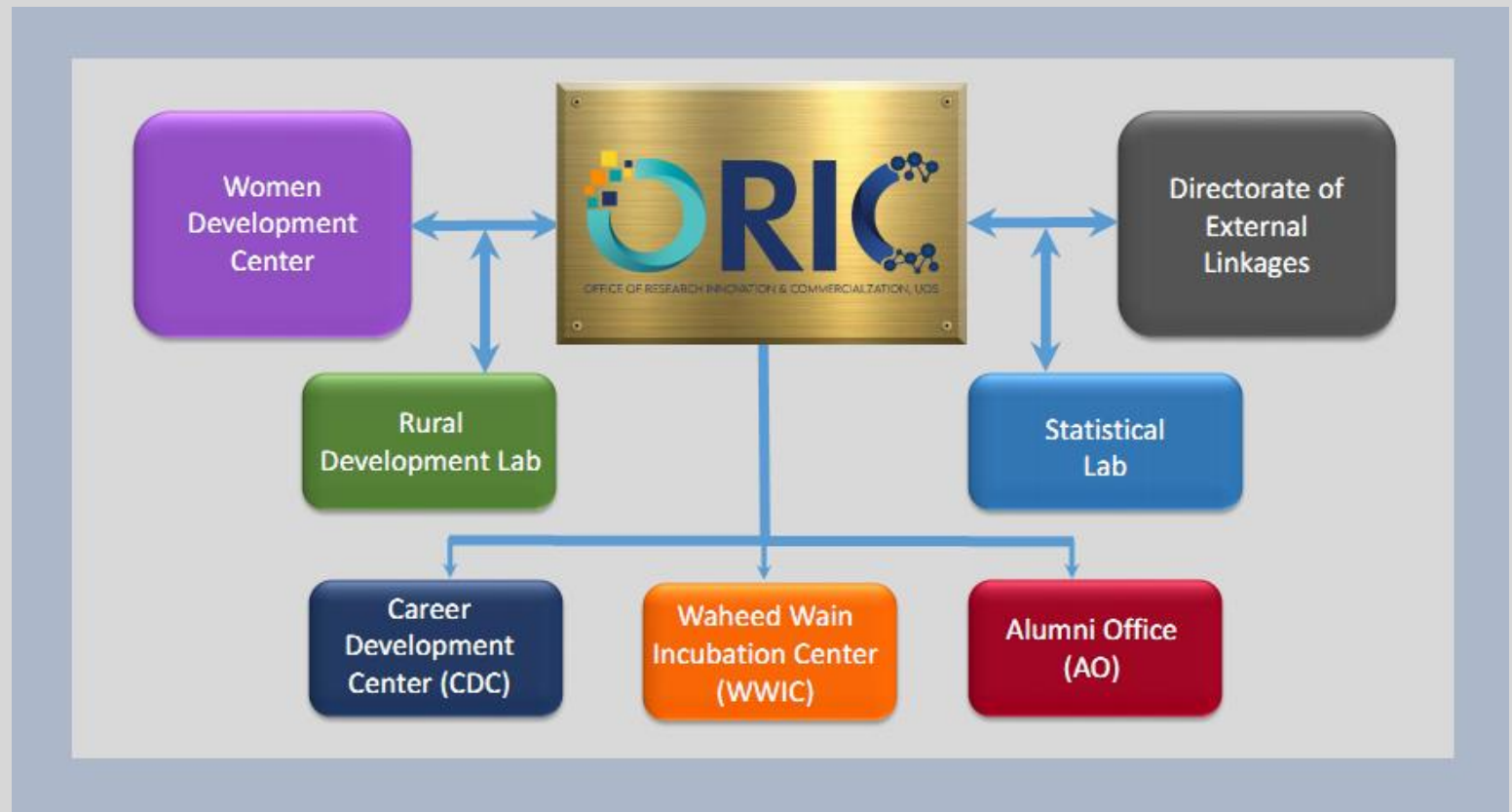
**Positive impact on society:** Unilever aims to make a positive difference in the world through its products, services, and business practices. This includes supporting social and environmental initiatives, promoting health and well-being, and empowering people and communities.

**Respect:** ORIC-UOS is very keen on its culture of respect. The contributions of employees are valued a lot. Therefore, all individuals are treated with dignity, empathy and fairness regardless of their background or position.

**Responsibility:** ORIC-UOS is a responsible organization and accountable for its actions and their impact on people and the planet. Therefore, sustainability, ensuring ethical practices, and addressing social and environmental challenges are our top priorities.

**Safety:** Prioritizing the safety and well-being of employees, customers, and the community

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Components of ORIC-UOS

## Bodies of ORIC-UOS

### ORIC-UOS Steering Committee

ORIC-UOS Steering Committee was established under the chair of the Vice Chancellor, and comprised eminent representatives from the private sector, and senior University officials. The committee has gender balance perfectly. President of Sargodha Chamber of Commerce, Sargodha Chamber of Small Industry and Small Traders, Women Sargodha Chamber of Commerce, and the representatives of farmers are also the part of the committee. The meetings of the committee are held on monthly basis. ORIC-UOS regularly submit periodic monitoring reports to the steering committee for review and advice to ORIC-UOS. The minutes of each steering committee meeting have been share with higher and middle level management regularly.



### Internal Review Board

Internal Review Board is another permanent body in ORIC-UOS to review each research proposal before submission to quarter concern. After careful scanning of each project and blind peer review by board, ORIC-UOS forward suggestions back to researchers for necessary changes regarding methodology, sampling, unit of analysis, budgeting, outputs etc. This internal review process increases the chances to win international and local grants. The meetings of the board regularly hold once in the month, however, it may be twice in a month depending upon the situation and according to submission time limit for any call for proposal. For further information you may contact at [irb.oric@uos.edu.pk](mailto:irb.oric@uos.edu.pk)

### Ethical Review Board

The Ethical Review Board (ERB) of ORIC-UOS is fully functional and conducts meetings on monthly basis for ethical reviews of research proposal, research programs and dissertations subject to animal or human use for research proposes in the discipline of Sciences, Social Sciences, and Art & Humanities. The Board methodically reviews all proposals submitted for ethical approvals according to research ethic policy framed by ORIC-UOS and award approval letters after necessary changes and taking corrective measures if required. For further information please contact on [erb.oric@uos.edu.pk](mailto:erb.oric@uos.edu.pk)



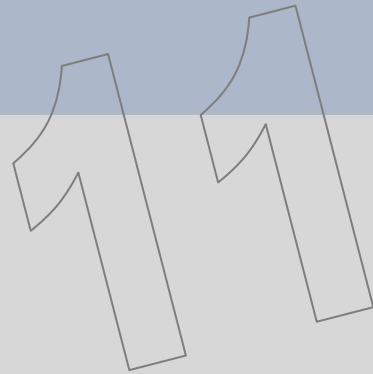
# 10



## Key Stakeholders

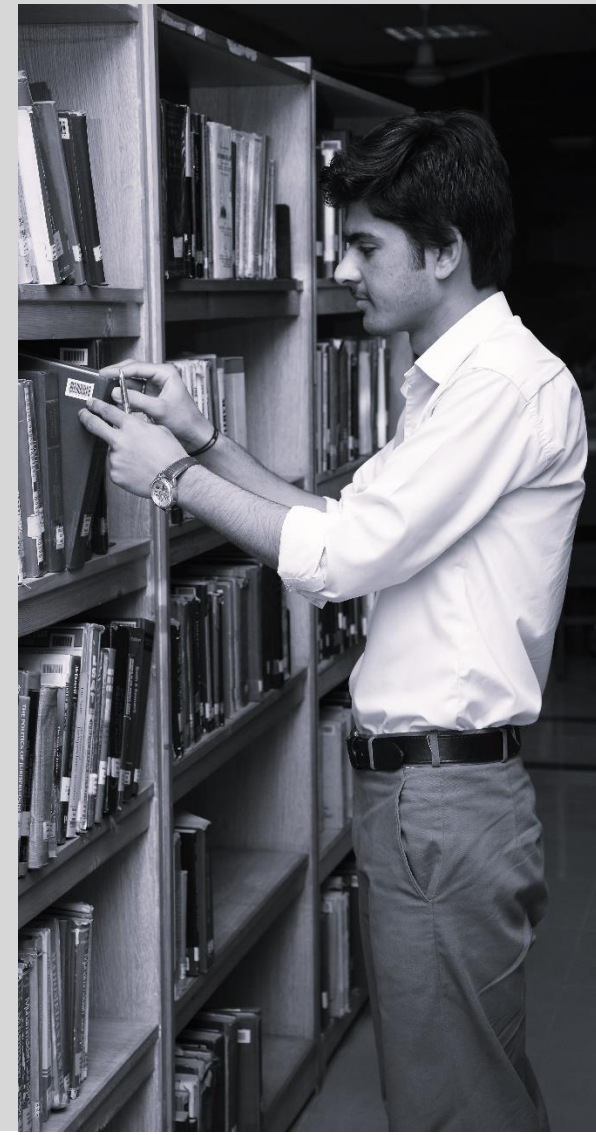
- Faculty Member & Researcher of University of Sargodha
- Students of University of Sargodha
- Industry in Sargodha Region
- Sargodha Chamber of Commerce and Industry
- Women Sargodha Chamber of Commerce and Industry
- Sargodha Chamber of Small Traders and Small Industry
- People of Sargodha Region
- Civil Society Organizations
- Federal Government of Pakistan
- Provincial Government of the Punjab
- Higher Education Commission of Pakistan
- Punjab Higher Education Commission, Lahore
- Funding and Donner Agencies





## Strategic Goals of ORIC-UOS

- Focus on UOS strategic research direction and policy framework.
- Promote research culture in the University by engaging all faculty members in research productivity.
- Innovation-based development and extend IP protection to university scientists.
- Effective research communication among all stakeholders and recognize their contribution towards achieving research milestones.
- Encourage faculty in participating national and international research grant competitions to extend sustainable research and development culture.
- Solidify industry-academia linkages through applied research, contract research and industrial consultancy to local industry.
- Aligned interdisciplinary research with UN sustainable development goals.
- Focus on establishing strong research collaboration with national and international research community.
- Implement teaching-research nexus in academics by adding own research outcomes in curricula.
- Inculcate entrepreneurial culture among UOS graduates and extend support to incubate by offering targeted expertise, mentorship, and access to cutting-edge knowledge, thereby enhancing innovation, problem-solving, and overall business development.
- Support scientists in commercialization of research ideas through technology transfer, licensing and royalties.



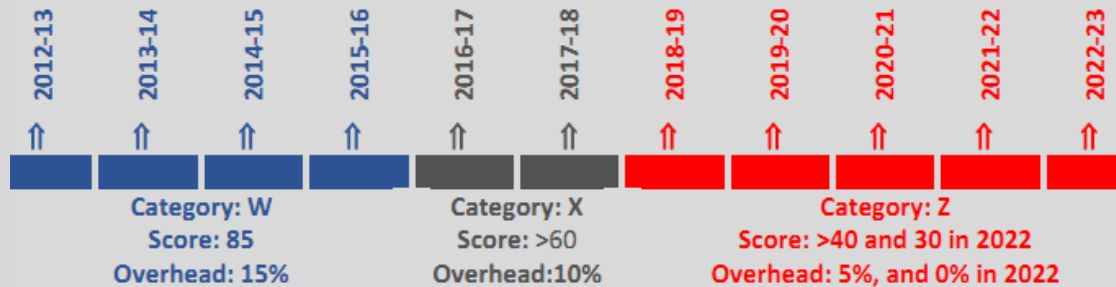


# 12



## Strategic Framework of ORIC-UOS

The ORIC – UOS had been facing severe decline since 2015. The said office secured top ranked position during fiscal years 2012-15 and gained 15% research overheads by scoring 85 points in HEC evaluation. ORIC-UOS ranked 'W' category during this period. In next two fiscal years (2016-18) office gained 10% research overheads due to lower key performance indicators and ranked in 'X' category. But unfortunately in last five years (2018-23) the office gained only 5% research overheads due to lowest performance. In fiscal year 2021-22 The ORIC-UOS scored only 30 points and falls in 'Z' category.



The ORIC-UOS was stand in W category during the fiscal years of 2012 to 2015 according to the evaluation of Higher Education Commission of Pakistan. This ranking indicates that University of Sargodha has a potential of research despite the present ranking. The history and present situation also reveals the fact that the affecting factor was managerial rather than capacity.



University of Sargodha has highly qualified and technical human resources and sophisticated state-of-the-art infrastructure, and our history also verify the fact that we contributed a lot in the field of agriculture, natural sciences, health sciences social sciences, arts and humanities respectively. We have strong faculties and eminent experts in Agriculture, Allied Health Sciences, Biotechnology, Botany, Economics, Civil Engineering, Commerce, Chemistry, Computing, Criminology, Education, Electrical Engineering, Food Science & Technology, History, Humanities, Information Management Sciences, International Relations & Political Science, Languages, Management Sciences, Law, Mathematics, Mechanical Engineering, Pharmacy, Physics, Psychology, Social Work, Sociology, and Zoology.

Similarly, we have modern infrastructure. Beside teaching labs, we have research labs with latest reliable and highly calibrated equipment.

- Central Lab
- High Tech Lab
- Tissue Culture Lab
- Fungal Bank
- Bio Control Lab
- High Tech Lab (Agriculture)
- Single X-ray Crystallography Lab
- Powder X-ray diffraction
- Laser Lab
- Food Technology Lab with canning facilities
- Eight Agriculture Research Labs
- Electron microscope



Keeping in view the above human resources and huge infrastructure, ORIC-UOS has chalked-out the unique strategic framework to utilize all these resources with maximum efficiency by establishing robust collaborations with the industry of Sargodha region. Our strategic framework has been focused in four areas:

1. **Human Resources, Operations and Infrastructure Development**
2. **Research Management**
3. **Innovation & Commercialization**
4. **Sustainability and Capacity Building**



# 1. Human Resources, Operations and Infrastructure Development

Development of highly skilled human resources is the top priority for intrinsic sustainable development of ORIC-UOS. Second priority is the well-defined operations and protocols for smooth functioning and execution. Infrastructure development is also very important, it provides the foundations for other systems, structures, and services to survive, while infrastructure improvements make them thrive in the long run. Keeping in view the importance of infrastructure, ORIC-UOS has a plan to develop advance infrastructure, despite the existing one is catering the need sufficiently. The advance and modern structural design will capture the more investments, grants, joint ventures and commercialization opportunities.

## Objectives

Objectives are very important part of any plan to be significant and also the indicator for the sense of reason. Therefore, ORIC-UOS formulated the objectives very carefully. Our objectives for human resource, operations and infrastructure development are to:

- develop the teams of highly skilled professionals in ORIC-UOS,
- develop well-defined operation and protocols for smooth functioning and execution, and
- develop more advance infrastructures having international out-look.



## Strategies

1. Capacity building of core teams of ORIC-UOS through workshops, courses, conferences and foreign training and visits.
2. Placement against vacant seats in ORIC-UOS.
3. Digitization of record.
4. Automation in processes.
5. Interactively ironic web page.
6. Presence on social media.
7. Newsletter bi-annually.
8. Year book of ORIC.
9. Redesigning of physical office space.
10. Development of modern space for video conferencing, meetings and trainings.
11. Development of Research lounge for academia and industry.



## 2. Research Management

We are trying to excel our role in agriculture, poverty and hunger by addressing food security challenges and contribute to increase agriculture GDP by enhancing the export of citrus. Our scientists also doing remarkable research to improve the cash crop of sugarcane. We are also focusing the area of human, plant and animal health. We are continuously struggling to improve quality through innovative applied research.

### Objectives

Our objectives to excel in research are to:

- ensure the favorable research culture for University of Sargodha and it's all stakeholders,
- rational advisory role for all UOS stakeholders, and
- securing more grants from various organizations to sustainable research culture.



## Strategies

1. The University's policies for its stakeholders will be reviewed and updated annually.
2. Support to researchers and ORIC-UOS management in terms of financial incentives, recognitions and awards etc.
3. Database for research management system will be operationalize soon.
4. ORIC-UOS focuses on social media appearance to sharing latest information to the relevant community.
5. Mechanisms for project evaluation, project monitoring and ethical considerations have been developed by ORIC-UOS for effective and timely completion of research projects.
6. ORIC will encourage and coordinate with the faculty members to arrange workshops/seminars, research material for sharing research outcomes to all other stakeholders.
7. For effective communication between ORIC-UOS and faculty members, we have appointed focal persons of ORIC-UOS in all departments.
8. Collaborations will be improved to excel in research and funding with the help of Directorate of External Linkages (helping component of ORIC-UOS).
9. Training workshops will be organized by ORIC-UOS for capacity building of our faculty members to win grants.
10. Development of researchers' lounge for promotion of multi-disciplinary research, enhancing research grant opportunities, provide support each other for project preparation.



### 3. Innovation and Commercialization

Innovation is more than the direct translation of the basic scientific research into marketable product development. It is more complex process of developing and placing new products, processes, and services. Innovation is the way to match market needs and conduct research to fill gaps in knowledge during product conception, design, manufacturing, and marketing.

The culture of innovation and commercialization needs a strong foundation applied research and infrastructure. We have enough infrastructure, modern lab facilities and highly skilled human resources to nourish such culture. Hence, ORIC-UOS develop robust and very effective strategic frame work to promote innovation and commercialization culture.

#### Objectives

The objective of our team of innovation and commercialization are to:

- strengthen the academia – industry linkages,
- develop mechanism of sophisticated processes to commercialize the research of University of Sargodha with significant social and economic impact, and
- generate financial revenue for sustainable research eco-system in University of Sargodha.





## Strategies

- Develop and devise University Intellectual Property Rights (IPR) policy to fully protect the interests of researchers and faculty members.
- Support to faculty members and researcher in filling of patents.
- Capacity building of faculty members and researcher in innovation and commercialization process for development of research products.
- Help in the process of prototype development.
- Expedite entrepreneurial activities and start-ups.
- Industrial scale and commercial testing.
- Science and arts product display.
- Identification of potential industries in Sargodha region for research collaborations and local problem solutions.
- Promotion of industrial need based applied research.
- Bridging the gap between industry and academia.



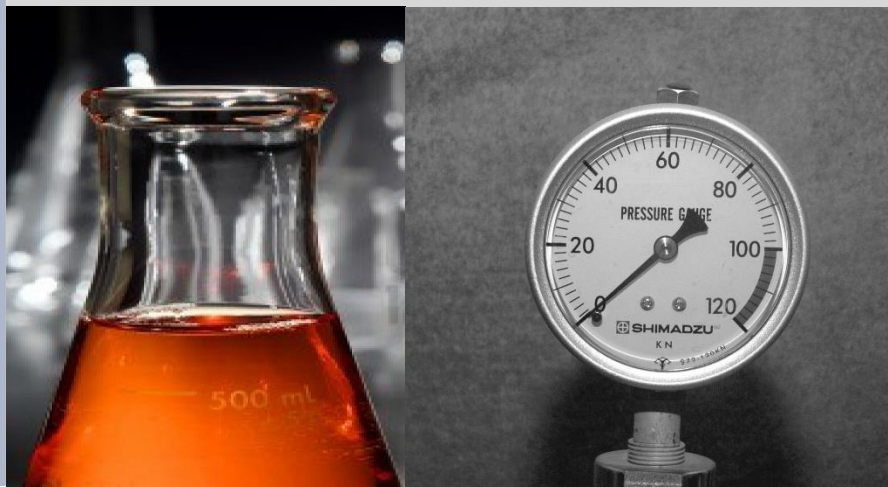
## 4. Sustainability and Capacity Building

Sustainability and capacity building – building skills and competencies to empower sustainable change; as ORIC-UOS perceives this concept. We know very well, it all starts with awareness. We want to make the world a better place especially when our teams are busy in work at University of Sargodha. Hence, our teams have formulated some objectives to be more precise and chalked-out effective strategies to attain these objectives.

### Objectives

For achievement of sustainability and capacity building our objective are to:

- increase the research revenue,
- skill building and produce competencies among faculty, management staff and students, and
- internships and practical trainings



## Strategies

- Increase in annual research revenue through research activities, consultancy and analytical services.
- Organizing trainings, workshops, seminars and conferences on research, innovation & commercialization for faculty, researchers and students thereby promoting an entrepreneurial ecosystem.
- Facilitation to organize scientific events (trainings, workshops, seminars and conferences, exhibitions etc.) for knowledge sharing and academic / research collaborations.
- Internships and practical trainings for researchers and students



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## Future Plans of ORIC-UOS

- Development of Interdisciplinary Centre for One Health (for Human, Animals and Plant Health).
- Release of 'Equipment Repair Fund' based on commercial viability and sustainability model in next fiscal year (2024-25).
- Development of Interdisciplinary Diagnostic Center for Public health.
- Release of 'Annual Research Financial Award' for Faculty – in up-coming fiscal year 2024-25.
- Development of 'Technology Park'.
- Development of 'Commercial hub' for start-ups and scale-ups.
- Completion of 'Center of excellence for Citrus research'.
- Establishment of 'Agriculture Economic Zone'.
- Expansion to activity network of 'Business Incubation Center'.
- Formation of 'Multidisciplinary Research Groups' and development of infrastructure for them.
- Establishment of 'One-Stop' counter in ORIC-UOS – advisory and helping support to local industry.
- Development the infrastructure of 'Research Lounge' in ORIC-UOS for academia and industry.
- Commercialization of Testing Labs
- Up-gradation the Teaching and Research Labs
- Establishment of a 'Center for Crops Seed Production' – production and marketing through advance crop mechanization technologies at University of Sargodha.
- Establishment of the 'Center for Fabrication' for marketing of innovative indigenous crop mechanization technologies to the stakeholders.
- Establishment of 'Innovation Center' – for product display and sale.





## Key Performance Indicators

Key Performance Indicators	Baseline 2022-23	Targets					
		2023-24	2024-25	2025-26	2026-27	2027-28	
<b>1. Research Management</b>							
i. Number of Research Projects	Submitted	55	100	150	200	250	300
	Approved	02	20	30	40	50	60
	Completed	06	09	12	15	25	35
ii. Number of Joint Projects	0	2	5	20	30	40	
iii. Volume of R&D funding secured (Rs. Million)	8 Million	50 Million	80 Million	110 Million	150 Million	200 Million	
iv. Research links established with other universities, industry, government, or NGOs	07	10	20	30	40	50	
v. Number of Contract research awarded by industry or government organizations	0	5	10	15	20	30	

vi. Volume of Contract research awarded by industry or government organizations (Rs million)	0	2.5 Million	5 Million	7.5 Million	10 Million	15 Million
vii. Proposal Acceptance Percentage	4%	20%	20%	20%	20%	20%
viii. Research grant opportunities identified and circulated to faculty	04	10	15	20	20	20
ix. Consultancy opportunities identified and circulated to faculty	0	5	10	20	30	40
x. Consultancy contracts executed through ORIC	0	5	10	20	30	40
xi. Number of Civic Engagement Events / Initiatives on Issues of Public Concern	11	20	40	60	80	100

Key Performance Indicators	Targets					
	Baseline 2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
<b>2. Innovation and Commercialization</b>						
i. Number of IP disclosures	0	1	3	5	7	10
ii. Number of IPs Filed	0	18	30	40	50	60
iii. Number of IPs granted	1	8	15	30	40	60
iv. IP licensing negotiations	3	5	8	12	15	20
v. Number of non-exclusive or exclusive license agreements	0	5	10	15	20	25
vi. Research products / process / prototype	0	5	15	25	35	45
vii. Science / Arts Products or Any Creative Activity Performed / Displayed	05	10	20	30	40	50
viii. Number of visits by representatives of industry or community members regarding potential research subjects	11	15	20	25	30	35
ix. Number of agreements signed for collaboration with industry, government	07	10	15	20	20	25

Key Performance Indicators	Targets					
	Baseline 2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
<b>3. Sustainability and Capacity Building</b>						
i. Revenue generated by ORIC	0.4 Million	2.5 Million	4 Million	11 Million	15 Million	30 Million
ii. Yearly revenue earned from licensing, royalties, policy advocacy, or other academic activities	8.4 Million	55 Million	89 Million	128.5 Million	175 Million	245 Million
iii. Trainings, Workshops, Seminars, Conferences Arranged by ORIC on Research, Innovation, & Commercialization etc.	48	100	150	200	250	300
iv. Exhibitions, Showcasing Events, Industry Linkages Fair, Seminars, Industry or IP & Licensing Stimulus Arranged	03	20	30	40	50	60
v. Trainings, Workshops, Seminars on Research, Innovation, & Commercialization attended by ORIC Personnel	28	20	30	40	40	50





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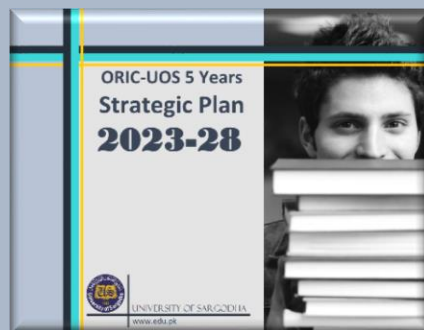


## Evaluation & Review

All the key performance indicators (KPIs) are monitored and evaluated by our well-developed internal mechanisms. However, the quarterly meetings of ORIC-UOS staff will also be held to evaluate achievements and set new targets for the next quarter. In each meeting, all the sections of ORIC-UOS present the achievement reports of the previous quarter and set strategies for the coming quarter.

ORIC-UOS also evaluates the annual progress according to the plan at the end of each fiscal year. In the last week of July high- and middle-level management systematically evaluate and review the targets achieved and in the light of previous year experiences sets appropriate strategies to achieve new targets documented in the plan for the coming year.





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