

KEY PERFORMANCE INDICATORS (KPIs)

Mapping

Target Priority Areas

1. Growth and Academic Excellence
2. Research and Collaborations
3. Financial Sustainability
4. Improving the Quality of Life at the Campus
5. Improving the Governance and Internal Control Mechanisms
6. Digitization of the University

Performance Measurement Against Target Priority Areas

Target Priority Areas	Current Status (2020-21)	2022-2026									
		Year 2022		Year 2023		Year 2024		Year 2025		Year 2026	
		Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved
Growth and Academic Excellence	34.59%	40.00%		47.00%		55.00%		65.00%		80.00%	
Research and Collaborations	18.37%	20.00%		30.00%		45.00%		65.00%		80.00%	
Financial Sustainability	1.24%	5.00%		10.00%		20.00%		35.00%		50.00%	
Improving the Quality of Life at the Campus	36.90%	45.00%		55.00%		65.00%		75.00%		85.00%	
Improving the Governance and Internal Control Mechanisms	3.13%	15.00%		30.00%		45.00%		60.00%		80.00%	
Digitization of the University	10.50%	20.00%		40.00%		55.00%		70.00%		85.00%	

Note: Achievement against each targeted priority area should be measured on annual basis. The percentage will be assigned to each target and sub target areas.

1. Growth & Academic Excellence

Goal: To pursue growth and excellence in academics.

Sub-priority Areas	Sub-goals	Strategies & interventions	Implementation Focal Point (IFP)	Primary Responsible Department (PRD)	Action Plan/ Implementation Framework Needed (to be devised by IFP and PRD)	Major Financial Assessment Required (in light of action plan)	Key Performance Indicators	Max Score	Criteria
Growth	1. To create more access to education by Open and Distance Learning (ODL) mode and to establish sub-campus* and International campuses*	1. Create infrastructure for ODL	VP (Acad)	Directorate of Distance Learning	Yes	Yes	1. Establishment of Studio and paraphernalia at University for ODL	10	Yes 10 Partial 5 No 0 N/A
							2. Implementation of LMS and Virtual Environment	10	Yes 10 Partial 5 No 0 N/A
							3. Number of courses developed for ODL per year (in addition to existing ones)	10	3 or more = 10 1-2 = 5 None = 0 N/A
							4. Progress on establishment of sub campuses and International campuses on annual basis and over the planned period	Nil	Nil (subject to approval of BoT)
	*Subject to the approval of the Board of Trustees owing its directives to	2. The university will start establishing provincial campuses	Office of the President	Directorate of Planning & Development	Yes	Yes			

the university to consolidate the academic programs/expansion plans in its 11 th Meeting held in 2015.	within Pakistan.							
	3. Development of LMS and Virtual Environment	VP (Acad)	Directorate of Information Systems	Yes	Yes			
	4. Development of courses for ODL	VP (Acad)	Directorate of Distance Learning	Yes	Yes			
2. To increase the number of academic programs and disciplines.	1. Will launch new academic programs and disciplines in line with the market needs as well as specialized programs augmenting the Islamic Character of the university for a larger societal impact	VP (Acad) & VP (R&E)	All Deans	Yes	Yes	5. New academic programs (degree, certificates, diplomas etc.) launched within existing faculties on annual basis and over the planned period	10	2 or more = 10 1 = 5 None = 0 N/A
						6. Number of new disciplines & departments established	10	1 or more = 10 Partial = 5 None = 0 N/A
						7. Number of programs/specializations initiated to augment the Islamic character of the university	10	2 or more = 10 1 = 5 None = 0 N/A

	3. To increase the number of local and International students	1. Will increase marketing efforts in existing markets	VP (Acad)	Directorate of University Advancement & Promotion	Yes	Yes	8. Number of National students admitted per year (in addition to existing ones)	10	3000 or more = 10 1500 & above = 5 None = 0 N/A
		2. Will activate 'select' number of MOUs with the countries/international universities to make them functional.	VP (R&E)	Office of Linkages	Yes	Yes	9. Number of International students admitted per year	10	15% of the national students admitted = 10 5-14% = 5 Less than 5% = 0 N/A
							10. Percent of MOUs activated/Matured out of total signed with the international bodies during the year	10	50 % or more = 10 20-49% = 5 Less than 20% = 0 N/A
Academic Excellence	1. To attract qualified and specialized faculty.	1. Will strengthen the tradition of merit	VP (Acad)	Directorate of Human Resource Management & Development	Yes	No	11. Number of students enrolled with 80% and above marks (cumulative marks)	10	1500 or more = 10 500 – 1499 = 5 Less than 500 = 0 N/A

						12. Number of PhD faculty members inducted (in addition to existing ones)	10	5% or more = 10 2% - 4% = 5 Less than 2% = 0 N/A
2. To attract quality intake of students	2. Will develop 'hooks' to attract best faculty and the students including e.g., launching programs such as 'financing a future leader' by engaging Alumni.	VP (Acad) & VP (R&E)	Directorate of Academics & Exams/ Directorate of Graduate Studies/Directorate of University Advancement & Promotion	Yes	No	13. Number of Professors and Associate Professors in the University (of the total faculty)	10	20% or more = 10 10% - 19% = 5 Less than 10% = 0 N/A
						14. Number of Foreign faculty hired during the year (in addition to existing ones)	10	10% of the local faculty = 10 5%-9% = 5 Less than 5% = 0 N/A
	3. Will create congenial environment for teaching, research and innovation	VP (Acad) & VP (R&E)	All Deans	Yes	Yes			

	3. To improve the quality of teaching, learning and assessment	1. Will improve curriculum and supporting education infrastructure including IT labs, laboratories etc.	VP (Acad) & VP (R&E)	All Deans	Yes	Yes	15. Number of course syllabus revised in line with the market demand and in collaboration with the industry. (for reporting time compared with last year)	10	25% or above = 10 10% - 24% = 5 Less than 10% = 0 N/A
		2. Will develop educational technology enabling campus	VP (Acad) & VP (A&F)	Directorate of Information Systems	Yes	Yes	16. Number of labs upgraded or added per year	10	20% or more = 10 5%- 19% = 5 Less than 5% = 0 N/A
							17. Number of books, journals, computers, magazines, and databases added on annual basis. (for reporting time compared with last year)	Computer & databases 5	20% or more = 5 Less than 20% = 0
								Books, journal & magazines 5	20% or more = 5 Less than 20% = 0
							18. Number of	10	100 % = 10

		3. Will strengthen the library with addition of new resources	VP (R&E)	Libraries	Yes	Yes	faculties' academic audit/evaluation completed in a year.		60-99% = 5 Less than 60% = 0 N/A
		4. Will bring greater transparency in academic affairs	VP (Acad)	All Deans	Yes	No	19. Student-Teacher Ratio at faculty level.	10	up to 25:1 = 10 35:1 = 5 More than 35:1 = 0 N/A
							20. Number of meetings held between QAD and QA staff at the faculty level	10	3 or more = 10 1-2 = 5 None = 0 N/A
							21. Average score of the course evaluation for faculty	10	75% or more = 10 55% - 74% = 5 Less than 55% = 0 N/A
		5. Will make quality assurance processes more stringent	VP (Acad) & VP (R&E)	Directorate of Quality Assurance & Development	Yes	No	22. Number of initiatives taken to improve the student assessment process	10	2 or more = 10 1 = 5 None = 0 N/A

	6. Will establish and monitor the work of quality committees at the faculty level.	VP (Acad) & VP (R&E)	Directorate of Quality Assurance & Development	Yes	No			
	7. Will plan and ensure semester end meeting between quality assurance department and the faculties' quality committees	VP (Acad) & VP (R&E)	Directorate of Quality Assurance & Development	Yes	No			
	8. Will conduct annual academic audit of the faculties on regular basis	VP (Acad) & VP (R&E)	Directorate of Quality Assurance & Development	Yes	No			
	9. Will improve faculty and student assessment and evaluation	VP (Acad) & VP (R&E)	Directorate of Academics & Exams/ Directorate of Graduate Studies	Yes	No			

	processes							
4. To get industry and alumni input in curriculum development .	1. Will establish platforms to interact with the industry and alumni for improvement of curriculum.	VP (Acad)	All Deans	Yes	No	23. Number of corporate advisory board (CAB) meetings conducted per year.	10	2 or more = 10 1 = 5 0 = 0 N/A
						24. Number of BOS and BOF meetings with corporate members.	10	2 or more = 10 1 = 5 0 = 0 N/A
	2. Will form Corporate Advisory Board (CAB) at the faculty level	VP (Acad)	All Deans	Yes	No	25. Number of students internship in different industries, offices, and educational institutions. (each faculty)	10	30 or more = 10 15-29 = 5 Less than 15 = 0 N/A
	3. Involve ment of Industry and Alumni in the BOS and BOF as co-opted members	VP (Acad)	All Deans	Yes	No			
5. To pursue national and international quality accreditation	1. Will enhance the overall ranking of the university in national,	VP (R&E)	Directorate of Quality Assurance & Development	Yes	No	26. Rank achieved in the national, regional, and international level ranking platform per year	10	National Top 20 & International top 500 = 10 National

	and certification+	regional, and international level ranking platforms							Top 30 & International top 1000 = 5 Else =0 N/A
							27. Number of programs with enhanced/improved ranking per year	10	40% or more = 10 25-39% = 5 Less than 25% = 0 N/A
							28. Total number of programs sustained with national level accreditation and certification per year.	10	50% or more = 10 20-49% = 5 Less than 20% = 0 N/A
	2. Will enhance the rankings of the already accredited programs	VP (Acad)	All Deans	Yes	No		29. Number of programs sustained with international level accreditation and certification per year.	10	20% or more = 10 5-19% = 5 Less than 5% = 0 N/A
	3. Will work with the regulators and the accreditation agencies closely	VP (Acad)	All Deans	Yes	No		30. Number of new programs for which national level accreditation and certification is applied per year.	10	20% of existing total = 10 10-19% = 5 Less than 10% = 0 N/A
	4. Will apply for national level accreditation and certification	VP (Acad) & VP (R&E)	All Deans/Directorate of Quality Assurance & Development	Yes	Yes		31. Number of new programs for which	10	20% of existing total

		5. Will apply for international level accreditation and certification	VP (Acad) & VP (R&E)	All Deans/Directorate of Quality Assurance & Development	Yes	Yes	international level accreditation and certification is applied for per year.		= 10 10-19% = 5 Less than 10% = 0 N/A
--	--	---	----------------------	--	-----	-----	--	--	--

2. Research and Collaborations

Goal: To promote research and collaboration which should be translated into entrepreneurship ventures which can create a positive societal impact.

Sub-priority Areas	Sub-goals	Strategies and Interventions	Implementation Focal Point (IFP)	Primary Responsible Department (PRD)	Action Plan/Implementation Framework Needed (to be devised by IFP and PRD)	Major Financial Assessment Required (in light of action plan)	Key Performance Indicators	Max Score	Criteria
Research	1. To conduct high quality academic and applied research	1. Will enhance already established research centers	VP (R&E)	Directorate of Research & Enterprise	Yes	Yes	32. Number of publications - seminars and conferences arranged in a year,	3	10 or more = 10 1-9 = 5 None = 0 N/A
		2. Will establish new focused research clusters and networks in market-driven fields	VP (R&E)	Directorate of Research & Enterprise	Yes	Yes	33.funding secured over and above the last year from the reporting period	4	30% or more = 10 10-29% = 5 Less than 10% = 0 N/A
							34.Qualified faculty inducted in already established research centers per year (compared with dataset before reporting period)	3	20% or more = 10 5-19% = 5 Less than 5% = 0 N/A

						35. Number of new focused research clusters and networks in market-driven fields established per year	10	5 or more = 10 1-5 = 5 None = 0
	3. Will establish new focused research clusters, thematic groups and networks dedicated to address contemporary problems in the Islamic perspective in order to uplift the Islamic character of the university such as De-radicalization and Tolerance, Inter-faith harmony, discourses and narratives on Islamophobia, Islam and human rights, Islam and democracy,	VP (R&E)	Directorate of Research & Enterprise	Yes	Yes	36. Number of new focused research clusters, thematic groups and networks focused on Islamic perspective established per year	10	5 or more = 10 1-4 = 5 None = 0
						37. Number of funded research projects/ grants won by the faculty of the university per year (cumulative)	10	25 or more = 10 10-24 = 5 Less than 10 = 0
						38. Amount of funding by the university for Research through local and external sources per year.	10	500 million or more = 10 50-499 million = 5 Less than 50 million = 0
						39. Number of books, journals and high-quality papers published per year (cumulative)	10	1500 or more = 10 500-1499 = 5 Less than 500 = 0

	Islam and Science etc.					40. Number of patents submitted/filed/accepted per year (cumulative)	10	5 or more = 10 1-4 = 5 None = 0
	4. Will provide research-oriented environment for students and faculty	VP (R&E)	Directorate of Research & Enterprise & Directorate of Graduate Studies	Yes	No	41. Number of MS students produced per year (compared with the last data set i.e. 2020)	10	25% or more = 10 10-24% = 5 Less than 10 % = 0
						42. Number of PhD students produced per year (compared with the last data set i.e. 2020)	10	30% or more = 10 10-29% = 5 Less than 10 % = 0
	5. Will enhance the quality of existing IIU Journals and publications	VP (R&E)	Directorate of Research & Enterprise	Yes	No			
	6. Will encourage to launch new journals	VP (R&E)	Directorate of Research & Enterprise	Yes	Yes			
	7. Will encourage the patents filing and creation of IIU intellectual property	VP (R&E)	Directorate of Research & Enterprise	Yes	No			
	8. Will encourage	VP (R&E)	Directorate of Research	Yes	No			

		collaboration with international journals and publishers		& Enterprise					
		9. Will encourage faculty and research students to publish quality research in top tier national and international journals	VP (R&E)	Directorate of Research & Enterprise	Yes	Yes			
Nurturing Entrepreneurship	1. To promote entrepreneurship among the faculty and the students	1. Will resource ORIC, BIC, etc. to plan and arrange activities including business idea competitions and incubating a greater number of entrepreneurs.	VP (R&E)	Directorate of R&E	Yes	Yes	43. Number of business idea competitions and job fairs conducted per year	10	2 or more = 10 1 = 5 None = 0 N/A
							44. Number of incubates per year	10	5 or more = 10 marks 1-4 = 5 None = 0 N/A
							45. Number of startups which won funding per year	10	2 or more = 10 1 = 5 None = 0 N/A
							46. Number of startups which	10	3 or more = 10 1-2 = 5

		2. Will introduce 'entrepreneurship' course in all the faculties and will arrange frequent workshops related to entrepreneurship.	VP (Acad)	All Deans	Yes	No	accelerated and leave the incubation centers per year		None = 0 N/A
							47. Number of startups which remained sustainable after 1-2 years of their departure from IIU's incubation center per year	10	3 or more = 10 1-2 = 5 marks None = 0 N/A
Collaborations	1. To enhance collaboration and build ties with the national and international partners and platforms	1. Will enhance and activate the already established relationship in the form of MoUs etc. with the national and international partners and platforms	VP (R&E)	Office of Linkages	Yes	No	48. Number of active MoUs etc. (compared with dataset before reporting period)	10	5 or more = 10 1-4 = 5 None = 0
							49. Number of MoUs signed with national and international corporate, development and public sector organizations per year. (compared with dataset before reporting period)	10	3 or more = 10 1-2 = 5 None = 0
		2. Will identify	VP (R&E)	Office of Linkages	Yes	No	50. Number of students and faculty exchange program executed per year.	10	4 or more = 10 1-3 = 5 None = 0

	partners and platforms which can be targeted for active national and international collaborations					(compared with dataset before reporting period)		
						51. Number of projects/activities initiated under MoUs per year (compared with dataset before reporting period)	10	3 or more = 10 1-2 = 5 None = 0
						52. Number of projects/activities completed under MoUs. (compared with dataset before reporting period)	10	3 or more = 10 1-2 = 5 None = 0
2. To serve as an extended research arm for public enterprises	1. Will design and conduct studies for public policy making units of the government	VP (R&E)	Office of Linkages & Institute of Professional Development	Yes	No	53. Number of policy level interventions carried out (compared with dataset before reporting period)	10	2 or more = 10 1 = 5 None = 0
3. To serve as national center for exhibitions, conferences, and other academic congregations	1. Will provide venue for paid educational activities/conferences and exhibitions.	VP (A&F)	Directorate of General Administration	Yes	No	54. Number of conferences, seminars and exhibitions organized per year	10	10 or more = 10 5-9 = 5 Less than 5 = 0
	2. Will develop opportunities	All VPs	All Deans	Yes	No	55. Revenue earned through organizing these conferences,	10	5 million or more = 10 1-4.9 million = 5 Less than 1

		to engage more with the society					seminars, and exhibitions per year		million = 0 N/A
	4. To contribute in the enhancement of quality of education at colleges/schools	1. Will extend helping hands (including in terms of capacity building of the teachers, designing and improvement of the curriculum) to colleges/schools for the improvement of quality of education.	VP (R&E)	Institute of Professional development	Yes	No	56. Number of teacher trainings organized for colleges/schools per year	10	4 or more = 10 2-3 = 5 Less than 2 = 0
							57. Number of College level teachers admitted in the university to accomplish the MS level qualification in their disciplines per year	10	20 or more = 10 5-19 = 5 Less than 5 = 0
Societal Impact	1. To raise awareness on social issues	1. Will provide educational programs to increase	VP (R&E)	Directorate of Research & Enterprise & Institute of	Yes	Yes	58. Number of programs executed for social awareness per year	10	4 or more = 10 2-3 = 5 Less than 2 = 0

		awareness on social issues including gender equality, tolerance, interfaith harmony, Islam and Social values, environmental challenges, etc.		Professional Development			59. Number of activities conducted on social awareness per year	10	5 or more = 10 2-4 = 5 Less than 2 = 0
	2. To make the students responsible citizens and faculty as contributors to the society	1. Will engage students and the faculty in social projects.	VP (Acad) & VP (Female Campus)	Directorate of Student Affairs & Directorate of HRM & Development	Yes	No	60. Number of students engaged in social activities	10	30% or more = 10 10-29% = 5 Less than 10% = 0 N/A
							61. Number of faculty and staff engaged in social activities	10	30% or more = 10 10-29% = 5 Less than 10% = 0 N/A
							62. Number of joint ventures with social sector organization,	10	2 or more = 10 1 = 5 None = 0

3. Financial Sustainability

Goal: To get the university out of financial crunch and to gain financial stability and sustainability

Sub-priority Areas	Sub-goals	Strategies & Interventions	Implementation Focal Point (IFP)	Primary Responsible Department (PRD)	Action Plan/Implementation Framework Needed (to be devised by IFP and PRD)	Major Financial Assessment Required (in light of action plan)	Key Performance Indicators	Max Score	Criteria
Financial Stability and Sustainability	1. To develop a business plan for the university	1. Will develop business plan of the university by specifying targets for revenue generation and planning for careful spending	VP (A&F)	Directorate of Finance & Procurement / Office of Advisory	Yes	Yes	63. Number of initiatives to reduce the budget deficit	10	5 or more = 10 2-4 = 5 Less than 2 = 0
							64. Number of initiatives to increase revenue	10	5 or more = 10 2-4 = 5 Less than 2 = 0
	2. To reduce leakages and wastages	1. Will involve the students, staff, and faculty in generating ideas to reduce leakages and wastages	VP (A&F) & VP (Acad)	All Deans & Directorate of HRM & Development	Yes	No	65. No. of ideas/initiatives received/taken from students, staff, and faculty to improve the utilization of resources	10	10 or more = 10 5-9 = 5 Less than 5 = 0

		2. Will analyze the effective and efficient use of university resources	VP (A&F)	Directorate of Finance & Procurement / Office of Advisory	Yes	No	66. Set the annual targets to reduce per head utilities expenditures including transports and hostels	10	20% or more = 10 5-19% = 5 Less than 5% = 0 N/A
							67. No. of awareness sessions arranged for more efficient utilization of resources – for faculty and staff	10	4 or more = 10 2-3 = 5 Less than 2 = 0
	3. To increase market share in existing programs and launch new programs	1. Will establish a marketing and promotion directorate	Office of the President	Office of the President	Yes	No	68. Number of initiatives and activities conducted during the year	10	3 or more = 10 1-2 = 5 None = 0
		2. Will explore new national and international avenues	VP (Acad) & VP (R&E)	Directorate of Distance Learning/ Directorate of Graduate Studies	Yes	Yes	69. Percentage increase in revenues through launching new and more market-oriented programs (compared with dataset before reporting period)	10	15% or more = 10 5-14% = 5 Less than 5% = 0 N/A
		3. Will make our programs competitive	VP (Acad) & VP (R&E)	Directorate of Academics & Exams/ Directorate of Graduate Studies	Yes	Yes			
	4. To mobilize financial	1. Will establish new donor fund	VP (A&F)	Directorate of Finance & Procurement	Yes	No	70. Amount raised through the donor fund	10	20 million or more = 10 10 million –

resource through alumni engagement, donations, grants, scholarship, sponsorships, etc.			/ Office of Advisory			(within the reporting period)		19.9 million = 5 Less than 10 million = 0
	2. Will sell the ideas such as 'supporting a future leader' to the alumni	Office of the President	Directorate of University Advancement & Promotion	Yes	No	71. Revenue generated from Alumni – 'supporting a future leader' program (within the reporting period)	10	5 million or more = 10 1 – 4.9 million = 5 Less than 1 million = 0 N/A
	3. Will organize Annual Alumni Reunion on regular basis.	Office of the President	Directorate of University Advancement & Promotion	Yes	No	72. Revenue generated from Alumni – Annual Reunion (within the reporting period)	10	1 million or more = 10 0.3– 9.9 million = 5 Less than 0.3 million = 0 N/A
	4. Will approach corporate sector for sponsorships and scholarships	VP (A&F)	Directorate of University Advancement & Promotion	Yes	No	73. Number of scholarships and the amount of funds obtained from corporate sectors. (within the reporting period)	10	100 million = 10 30-99 million = 5 Less than 30 million = 0 N/A
						74. Number of sponsorships received per year through donors (within the reporting period)	10	50 or more = 10 20-49 = 5 Less than 20 = 0 N/A
	5. Will establish	Office of the President	Directorate of University	Yes	No			

		scholarships, libraries, buildings, seminar halls, roads etc. on the name of renowned donor personalities		Advancement & Promotion					
	5. To reduce financial deficit of existing 'subsidized' facilities	1. Will provide better hostel facilities on competitive rates	VP (A&F) & VP (Female Campus)	Directorate of Services	Yes	Yes	75. Percentage increase in revenue from hostel facilities (within the reporting period)	10	30% or more = 10 10-29% = 5 Less than 10% = 0 N/A
		2. Will provide transport facilities on competitive rates	VP (A&F)	Directorate of Services	Yes	Yes	76. Percentage increase in revenue from transport facilities (within the reporting period)	10	30% or more = 10 10-29% = 5 Less than 10% = 0 N/A
							77. Number of private-public partnerships for providing transport and hostel facilities (within the reporting period)	10	2 or more = 10 1 = 5 None = 0

4. Improving Quality of Life on the Campus

Goal: To improve the quality of life of the students, staff, and faculty on the campus

Priority Area	Sub-goals	Strategies & Interventions	Implementation Focal Point (IFP)	Primary Responsible Department (PRD)	Action Plan/Implementation Framework Needed (to be devised by IFP and PRD)	Major Financial Assessment Required (in light of action plan)	Key Performance Indicators	Max Score	Criteria
Improving Quality of Life on the Campus	1. To bring harmony among faculty, staff, and students	1. Will encourage employees and students to use campus facilities for curricular and extra-curricular activities	VP (A&F) & VP (Female Campus)	Directorate of Students Affairs & Directorate of HRM & Development	Yes	No	78. Number of sustainable Societies, Clubs etc. (within the reporting period)	10	10 or more = 10 3-9 = 5 Less than 3 = 0
							79. Number of social events organized (within the reporting period)	10	10 or more = 10 3-9 = 5 Less than 3 = 0
							80. Number of social projects initiated by stakeholders (within the reporting period)	10	10 or more = 10 3-9 = 5 Less than 3 = 0
	2. To	2. Will organize events for the interaction among the stakeholders	VP (A&F) & VP (Female Campus)	Directorate of Students Affairs & Directorate of HRM & Development	Yes	No			
	2. To	1.	VP (A&F) &	Directorate	Yes	No	81. Number of	10	10 or more =

	promote responsible citizenship behavior in general and in the wake of Islamic identity in particular	Will organize awareness programs for more responsible usage of university's resources	VP (Female Campus)	of Students Affairs & Directorate of HRM & Development			awareness programs, workshops, seminars, walks, etc. (within the reporting period)		10 3-9 = 5 Less than 3 = 0
							82. Number of training, presentations, and information sessions for staff (within the reporting period)	10	5 or more = 10 2-4 = 5 Less than 2 = 0
		2. Will launch awareness campaign in the university for professional and disciplined behavior in general and in the wake of Islamic identity and values	VP (A&F) & VP (Female Campus)	Directorate of Students Affairs & Directorate of HRM & Development	Yes	No			
	3. To improve the outlook of the campus	1. Will improve the infrastructure of the campus	VP (A&F) & VP (Female Campus)	Directorate of Services & Directorate of General Administration	Yes	Yes	83. Area of green belts increased per zone (compared with dataset before reporting period)	10	5 % or more = 10 2-4% = 5 Less than 2% = 0 N/A
							84. Number of plantations drives (500 plants)	10	3 or more = 10 1-2 = 5 None = 0

		2. Will increase green belts and plantation	VP (A&F) & VP (Female Campus)	Directorate of General Administratio n	Yes	Yes	planted per drive) (compared with dataset before reporting period)		
							85. Number of cleaning initiatives taken per year (within the reporting period)	10	3 or more = 10 1-2 = 5 None = 0
		3. Will keep the campus and grounds clean	VP (A&F) & VP (Female Campus)	Directorate of General Administratio n	Yes	No			
		4. Will increase parking lots	VP (A&F) & VP (Female Campus)	Directorate of General Administratio n	Yes	Yes	86. Increase in parking space. (compared with dataset before reporting period)	10	10 % or more = 10 5-9% = 5 Less than 5% = 0

5. Improving the Governance and Internal Control Mechanism.

Goal: To make the governance system more lean, responsive, responsible, and accountable by improving the Internal Control Mechanism.

Priority Area	Sub-goals	Strategies & Interventions	Implementation Focal Point (IFP)	Primary Responsible Department (PRD)	Action Plan/Implementation Framework Needed (to be devised by IFP and PRD)	Major Financial Assessment Required (in light of action plan)	Key Performance Indicators	Max Score	Criteria
Better Governance System	1. To 'right size' the administration	1. Will revisit and redesign IIU's administrative structure while considering 'work' driven mindset.	VP (A&F)	Directorate of HRM & Development	Yes	No	87. Improve the Student vs. Non-teaching staff ratio and Faculty vs. Non-teaching staff ratio as per HEC standards	10	Yes = 10 Partial = 5 No = 0
		2. Will readjust employees against the new initiatives taken such as distance learning department. etc.	VP (A&F)	Directorate of HRM & Development	Yes	No	88. Number of employees rightly readjusted according to their specialties to new departments (within the reporting period)	10	More than 20% = 10 5% - 19% = 5 Less than 5% = 0

	2. To enhance the performance of administrative employees	1. Will further define the Job description of all the positions including VPs, DGs, Deans, Directors, Chairpersons, etc. in line with the IIU ordinance	All VPs/Strategic Plan Committee	Directorate of HRM & Development	No	No	89. Percentage of notified job descriptions (compared with dataset before reporting period)	10	100% = 10 70- 99%= 5 Less than 70% = 0
		2. Will redesign and implement the performance evaluation matrix	All VPs/Strategic Plan Committee	Directorate of HRM & Development	Yes	No	90. Launching online evaluation system for performance measurement	10	Yes = 10 Partially = 5 No = 0
							91. Execution of online performance evaluation per year	10	Yes = 10 Partially = 5 No = 0
Improving Internal Control Mechanism	3. To rationalize various processes at the different hierarchies (vertical and horizontal)	1. Will evaluate administrative processes from a critical perspective to enhance efficiency.	VP (A&F)	Directorate of HRM & Development	Yes	No	92. Percentage of time reduced in Processing time for various students' applications against the benchmarks (compared with dataset before reporting period)	10	80% = 10 50%-79% = 5 Less than 50% = 0

6. Digitization of the University

Goal: To increase digitization for academic excellence and administrative efficiency & effectiveness

Priority Areas	Sub-goals	Strategies & Interventions	Implementation Focal Point (IFP)	Primary Responsible Department (PRD)	Action Plan/Implementation Framework Needed (to be devised by IFP and PRD)	Major Financial Assessment Required (in light of action plan)	Key Performance Indicators	Max Score	Criteria
Digitization of the University	1. To provide infrastructure for digitization	1. Will update hardware, software, and networking	VP (A&F)	Directorate of Information Systems	Yes	Yes	95. Amount of spending in hardware (compared with amount spent before reporting period)	10	20% or more = 10 5%-19% = 5 Less than 5% = 0 N/A
							96. Amount of spending in software (compared with amount spent before reporting period)	10	20% or more = 10 5%-19% = 5 Less than 5% = 0 N/A
							97. Amount of spending in networking (compared with	10	20% or more = 10 5%-19% = 5

						amount spent before reporting period)		Less than 5% = 0 N/A
	2. To reskill and upskill faculty members, administrative staff, and students	1. Will organize periodic training programs to improve IT related skills of administrative staff, faculty members and the students	VP (A&F)	Direcorate of Information Systems/Dire ctorate of HRM & Development	Yes	No	98. Number of training programs organized for reskilling and upskilling in IT – for the faculty members	10 2 or more = 10 1= 5 None = 0
							99. Number of training programs organized for reskilling and upskilling in IT – for the administrative staff	10 2 or more = 10 1= 5 None = 0
							100. Number of training programs/short courses/certificati ons organized for reskilling and upskilling in IT – for the students	10 5 or more = 10 2-4 = 5 Less than 2 = 0
		2. Impr oving the IT skillset of all the students admitted in the university through short	VP (Acad) & VP (Female Campus)	Directorate of Information Systems/All Deans	Yes	No		

	courses/diploma and certifications etc.							
3. To enhance the implementation of information technology for improving academic and administrative activities	1. Will use latest applications to create, share and integrate real time data	VP (A&F)	Directorate of Information Systems	Yes	Yes	101. Percentage of digitization of monitoring systems at the faculties (compared with data set before reporting period)	10	50% or more = 10 30-49% = 5 Less than 30% = 0 N/A
	2. Will develop an in-house Campus Management System (CMS)	VP (A&F)	Directorate of Information Systems	Yes	No	102. Launching of LMS	10	Yes fully = 10 Partially = 5 No = 0
						103. percentage of modules shifted from traditional solutions to CMS (compared with data set before reporting period)	10	50% or more = 10 30-49% = 5 Less than 30% = 0 N/A
4. To integrate all administrative units with each other through information technology	1. Will integrate administrative units through IT	VP (A&F)	Directorate of Information Systems	Yes	No	104. Percentage of administrative units integrated per year (compared with data set before reporting period)	10	50% or more = 10 30-49% = 5 Less than 30% = 0 N/A

The way forward**1. Baseline Strategy of Action Plan mapping with IIUI Strategic Plan KPIs (Stage 1)**

- KPI assessment for first practical year will start from all Implementation Focal Points (IFPs).
- Office of the President and all VPs will be briefed
- Initial scrutiny with documentary evidence (July 2021- Dec 2022) will be consolidated by Primary Responsible Departments (PRDs) and shared with relevant IFPs who will forward this data to SPIC.

2. Target Attainment Progress

- Draft consolidated report will be prepared, shared and discussed with all IFPs with observations and results before finalization
- Deliberations and final locking of the report to be presented to the higher authority.
- The Target Attainment Chart in IIUI Strategic plan 2022-26 will consequently be