

# University of Kamalia



University of Kamalia

## Strategic Plan (2025-2029)

---

**Transforming Potential into Excellence**



## Table of Contents

|     |                                                     |    |
|-----|-----------------------------------------------------|----|
| 1   | Executive Summary .....                             | 3  |
| 2   | Our Vision.....                                     | 3  |
| 3   | Our guiding Values .....                            | 3  |
| 4   | Our Mission .....                                   | 4  |
| 5   | Introduction.....                                   | 4  |
| 6   | The Strategic Implementation Plan.....              | 7  |
| 6.1 | Structured Growth and Academic Excellence .....     | 7  |
| 6.2 | Research Development and Innovation.....            | 10 |
| 6.3 | Smart Campus and Digitization .....                 | 11 |
| 6.4 | Infrastructure Development & Campus Expansion ..... | 12 |
| 6.5 | Campus Quality of Life.....                         | 13 |
| 6.6 | Financial Sustainability .....                      | 14 |
| 6.7 | Effective Governance and Internal Efficiency .....  | 15 |
| 7   | Key milestones .....                                | 15 |
| 8   | Expected Impact.....                                | 16 |
| 9   | Monitoring & Evaluation (M&E) Framework.....        | 17 |

## 1 Executive Summary

*The newly formed University of Kamalia (UKM) will serve the educational and economic needs of the Toba Tek Singh, Kamalia, Gojra, Pir Mahal, Rajana, Chichawatni, and Shorkot geographies. UKM will deliver academic and research development excellence through, among other things, global engagement, financial sustainability and digital transformation. Our 5 year vision will see UKM set targets for growth in all major areas: accessibility; educational; research & innovation; technological advancement; economic development; and international collaboration. Focusing on 7 “strategic priorities”, e.g. ‘smart campus & digitization’, ‘efficient & effective governance’, and guided by our “core values”, such as excellence and equity, the UKM’s transformation from “potential to excellence” will be facilitated by a program of infrastructural growth in all key areas: Geographically - the 6-acre campus becomes 46; Departmentally - 7 departments & 12 programs will become 21 & 32; Student numbers - will rise from 800 to 8,500; Faculty - from 40 to 283; Staff – from 60 to 200; income (in millions of PKR) will grow from 64 to 996; and research funding will see a ten-fold increase.*

*Beginning in the fall of 2025 our ambition is to become a top tier institution in Pakistan delivering the highest quality education, the most mutually productive industry partnerships, and internationally validated skill-based learning. This road-map document outlines the vision, mission and values underpinning that before going on to unpack the strategic goals for the coming 5 years. These are explained in terms of their objectives, main priorities and implementation plans including their key performance indicators. This document also explores the expected impacts and outlines the monitoring and evaluation framework underpinning these, setting them into a structured set of development milestones. The projected growth figures are unpacked and compared for a range of scenarios including a year-on-year exposition of the growth in the list of projected academic programs. This strategic plan demonstrates how, by 2029 – through evidence-based academic excellence, applied research innovation, and demonstrable regional economic development – UKM will be playing a pivotal role in Pakistan’s knowledge economy.*

## 2 Our Vision

To become a top tier institution of higher education, research, and innovation in Pakistan and beyond by fostering: academic excellence; technological innovation & advancement; professional entrepreneurship; impactful & sustainable contributions to national industry; and transformative regional economic development.

## 3 Our guiding Values

1. Excellence – Commitment to academic and research quality.
2. Innovation – Encouraging creativity, technology, and entrepreneurship.
3. Equity & Inclusion – Ensuring diverse, affordable, and accessible education.
4. Collaboration – Strengthening industry, academia, and community partnerships.
5. Sustainability – Adopting environment-friendly policies and practices.

## 4 Our Mission

UKM will deliver high-quality education, foster research & innovation, build formidable industry-academia partnerships, and drive socio-economic transformation through a commitment to accessible and skill-based learning and entrepreneurship.

## 5 Introduction

The University of Kamalia (UKM) was established in 2022 under the University of Kamalia Act. Positioned to provide quality higher education to the underserved areas of Toba Tek Singh, Kamalia, Gojra, Pir Mahal, Rajana, Chichawatni, and Shorkot, UKM will welcome its first cohort of students in Fall 2025. Over the succeeding five years (2025-2029) UKM aims to become a center of academic excellence and innovation. To achieve this aim the focus will be on structured academic growth, faculty recruitment, research development, financial sustainability, digital transformation, and community engagement.

To accommodate these significant developments the current 6-acre city campus will expand - augmented by an additional 46 acres allocated for a brand-new main campus. This strategic plan for growth, excellence and recognition needs to ensure UKM's steady institutional development towards national and then global recognition takes place in a phased way. To this end a formal roadmap has been developed and will be discussed in the following pages.

### 5.1 Ambition for growth

To meet our ambitions UKM, in the next five years, will become synonymous with strategic growth. This will take place in 4 crucial performance areas: financial stability; infrastructural expansion; scholarships & research funding; and validated outcome metrics.

The following summarizes the 2025-29 growth projections in these areas (details in Annexure 1 & 2)

#### 5.1.1 Financial Stability

- **Expenditure (PKR):** In order to grow at a sufficient level of accelerated development investment in 2025 (at 239 million) will reach 1.25 billion by 2029.
- **Financial Sustainability:** Sufficient investment, in and of itself, will not create financial sustainability. UKM will need to see a consistent drive towards revenue diversification. Initially this will arrive through executive education, technology commercialization, endowment funds, real estate leasing, and consultancy services. The projected increases will see this financial base rise from PKR 64 million in 2025 to PKR 1.37 billion by 2029.
- **Deficit Management:** The institution of an ambitious growth investment program necessitates the anticipation of a financially prudent “steady state”. As well as the diversified revenue streams above, UKM leadership has set a target of financial sustainability by 2029 through sustainable growth in student numbers under an optimized fee model.

#### 5.1.2 Infrastructural Expansion

- a) **Academic Expansion:** The education, research and socio-economic targets for UKM will be underpinned by a strategic program of targeted expansion in the academic base and academic excellence of UKM. The current 7 departments and 12 programs (2025) will be subjected to a

managed expansion reaching 21 departments and 32 programs by 2029. This is tantamount to a tripling of provision: departments increasing by 300% and programs by 267%

- b) **Faculty Growth:** In parallel with a growth in department and student numbers, UKM faculty will expand and diversify. The 40 faculty members in 2025 will become 283 by 2029. The current (highly generous) faculty to student ratio of 1:20 in year 1 will equilibrate to a sustainable, but impressive, 1:30 in the year 5 evidencing a 700% increase overall.
- c) **Student Enrollment:** The powerhouse of UKM strategic growth will be in the number of students that the University is able to educate. The current 800 students enrolling in 2025 will rise to a figure of 8,500 by 2029. This sustainable growth indicates an average 1.8-fold year-on-year increase in the student population. The base figure for the institution's optimal viability will see a 1062% increase managed over the five-year plan.

## 5.1.3 Scholarships and Research Funding

- a) **Scholarship Coverage:** One keyway in which our core driving value of 'equity and inclusion' will become manifest is in diverse, affordable and accessible education. UKM will become a class-leading institution in Pakistan for the provision of scholarships. Provision will increase from 10% of students in 2025 to 50% by 2029. In line with our revenue diversification strategy these scholarships will be funded from a highly stable and long-term mix of community support, overseas Pakistanis, and funding agencies.
- b) **Research Funding:** Formidable industry relationships and tangible long-term socio-economic impacts can only be sustainably generated by a university capable of world-class international research activity. The research funding for UKM will be a priority area in the strategy increasing ten-fold from PKR 10 million in 2025 to PKR 100 million by 2029. UKM leadership and faculty will be constantly prioritizing the drive to secure recurring grants from national and international funding agencies, and this will be linked to the performance management of the faculty and senior team.

## 5.1.4 Outcome Metrics

The stability, expansion and security of revenue above will be closely monitored by the senior team in the coming years. At the higher levels of strategy reporting three outcome metrics are seen as the key drivers of strategic health: internationalization, employability, and technology transfer and commercialization.

- a) **Internationalization:** Pushing back against the global expansionist trend of wealthy international universities establishing campuses abroad (to attract increasing numbers of students to their overseas programs) is a non-negotiable target for UKM. Our strategy will see 5-10% of students enrolled by 2029 coming from the international community. To facilitate this, we will have an evangelistic program of global academic partnerships (10+ by 2019). We will tactically recruit gifted foreign faculty to strategically significant disciplines. A dedicated International Affairs Team (through conferences, seminars, competitions, events and publications) will maintain a target level of "international footprint" for UKM.
- b) **Employability:** UKM will develop an immediate reputation priority for successful outcomes for our graduates. We will set a target of 80% of graduates to secure graduate-level employment (or further higher education) within six months of graduation. This objective will be supported by a dedicated modern Career Placement Office working in collaboration with UKM's own Business, Economic and Commerce departments. Together They will design and

manage an internationally validated, research-led “Student Success Tracking System” (UKM SSTs). This will publish longitudinal evidence annually and provide detailed and ongoing feedback to regional and national government.

- c) **Technology Transfer & Commercialization:** A successful international university must be able to influence the external worlds of business, policy-making and economic impact. UKM will aim to produce 10+ patents, 20+ policy papers and see 30+ community challenges solved all of which leading to multiple technology licensing agreements by 2029.

## 5.2 Seven Core Priorities for Transformation to Top Tier

The UKM has a 5-year strategic plan to deliver “growth with excellence”. The program of structured academic growth, faculty recruitment, research development, financial sustainability, digital transformation, and community engagement will ensure this. These strategic initiatives set us on a path towards national and then global recognition. That ambition is aligned to seven, equally important, core priorities. Taken together these will guide UKM’s transformation into a top-tier institution:

### 5.2.1 Priority 1 - Structured Growth and Academic Excellence

Through a planned expansion of especially industry-relevant disciplines (IT, Business, Engineering) UKM will focus on hybrid learning, curriculum enhancement, and faculty development. To deliver and maintain our international footprint, UKM will: incentivize and attract quality international students; develop joint degree programs with compatible foreign institutions (both east and west); foster productive faculty exchanges with global partners; and aim to be listed in the global university rankings.

### 5.2.2 Priority 2 - Research Development and Innovation

UKM research funding growth is targeted to go from PKR 10 million in 2025 to PKR 100 million by 2029. This funding base will facilitate the establishment of research centers, the promotion of meaningful industry collaboration, and a range of commercialization strategies from day one. These will include securing patents, writing influential policy papers, a consistent period of targeted community engagement, and international showcasing of our research and partnering success in a rolling program of attending and hosting exhibitions.

### 5.2.3 Priority 3 - Smart Campus and Digitization

Spear-headed by our Integrated Campus Management System (CMS), UKM will integrate AI-driven learning tools, boast blockchain credential verification, and develop a reputation for being one of the most highly digitized student and faculty experiences in Pakistan. Folding into this a program of internal research and innovation – utilizing our own computer science and business faculty – will see our students committing to validate, research and innovate within the digital life of the campus. Thus, we will be constantly regenerating and modernizing our approach. The results of these efforts will be published internationally.

### 5.2.4 Priority 4 - Infrastructure Development & Campus Expansion

To support the structured growth of the University of Kamalia, a well-planned infrastructure development initiative is essential. The university's 46-acre main campus will undergo a phased construction plan to establish state-of-the-art academic, research, and residential facilities. Utilizing the experience and expertise of our Business and Project faculty, coupled to targeted support from appropriate international consultants in tandem with the expertise of our providers this plan will be professionally managed in an integrated way.

## 5.2.5 Priority 5 - Campus Quality of Life

The classrooms, research labs, hostels, and student support facilities at UKM will be second to none in the region. We will foster and communicate our reputation for being a state-of-the-art campus. We will maintain a doctrine of thoroughgoing commitment to achieving, and maintaining, external international certification for our green campus initiatives across the life of the University.

## 5.2.6 Priority 6 - Financial Sustainability

Diversification of revenue through executive education, corporate training, technology licensing, and consultancy services is a life-blood initiative for UKM. The senior management will appoint a dedicated team of faculty leads and international consultant support to ensure a constant drive for effective regional, national and international outcomes. The outcomes and metrics in this space will form a back-bone of the UKM's annual reporting to stakeholders and government.

## 5.2.7 Priority 7 - Effective Governance and Internal Efficiency

Increasing financial pressures on the future of Pakistan's university sector calls for a clear-headed approach to the effective governance of the institution. Traditionally this covers areas such as the efficient ratio of professional and blue-collar staff to academic; the number of tiers in the decision-making and budget holding hierarchy; and the degree to which processes for decisions and sign off are lengthy and ponderous. If these factors are not well managed, then UKM can expect a high degree of institutional inertia. To combat this set of challenges UKM senior management will design transparent decision-making, the highest levels of process automation possible, and a continuous (research-led) monitoring program to ensure continuous improvement.

## 5.3 Milestones, Impact and Monitoring

To monitor the above strategy UKM has committed to a hierarchical series of techniques which will guarantee program efficacy. Key infrastructure milestones, based upon detailed Project Management Plans, have been set. These will track the ground-breaking, buildings and technology implementation. Impact standards, as the basis for monitoring year on year success and any course-corrections required in the program, are in place. These are there to ensure all seven strategic goals above are being rigorously monitored at all times. A detailed set of performance indicators, to ensure sustainable long-term success, have already been put in play. These are to ensure the responsible (modern methods) risk management, accountability mechanisms and continuous improvement and reporting.

## 6 The Strategic Implementation Plan

To deliver the seven core priorities above, these have been understood in terms of an overarching success criteria (the goal for the priority) and deconstructed into a set of objectives broking into sub-priority areas, key tasks, intervention summary and Key Performance Indicators.

### 6.1 Structured Growth and Academic Excellence

Through expansion in industry-relevant disciplines and a focus on hybrid learning, curriculum enhancement, and faculty development, UKM is committed to structured growth and academic excellence.

**Goal:** Through domestic academic excellence coupled to an international footprint for high quality international students' experience and joint degree programs with leading foreign institutions, Kamalia will be listed in the global university rankings.

**Objective:** Establish and expand reputable academic programs aligned with proportionate national and international market needs (focusing on high-quality education, industry partnerships, and skill-based learning).

| Priority Areas                                                                                | Key Tasks                                                                                            | Interventions                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>6.1.1</b> Gradual expansion of academic programs with a focus on professional fields       | Prioritize market-driven disciplines such as IT, Business Management, & Engineering                  | Implement core professional disciplines first, followed by specialized and interdisciplinary programs aligned with industry demands and emerging technologies                                                                                     |
| <b>6.1.2</b> Strengthen Learning Management System (LMS) and Virtual Education Infrastructure | Develop and document hybrid learning systems                                                         | Enhance LMS and digital tools for flexible and interactive learning                                                                                                                                                                               |
| <b>6.1.3</b> Faculty Development Plan                                                         | Ensure recruitment and training of qualified faculty                                                 | Recruit highly qualified faculty and provide continuous professional development through faculty training programs                                                                                                                                |
| <b>6.1.4</b> Quality Assurance and Student Learning Enhancement                               | Maintain academic excellence and continuously improve classroom engagement                           | Strengthen curriculum design with industry and community input; conduct academic audits; implement active learning methodologies (case studies, problem-solving, flipped classrooms); develop modern student feedback mechanisms                  |
| <b>6.1.5</b> Skill Development, Industry Readiness, and Career Placement                      | Ensure students develop relevant industry skills and support them to secure employment opportunities | Launch mandatory internships; establish industry-academia linkages; conduct entrepreneurship training; introduce industry skills workshops; establish a Career Placement Office (CPO); and develop a state of the art long-term monitoring (SSTS) |
| <b>6.1.6</b> Professional Ethics, Global Standards, and Accreditation                         | Instill ethical values, ensure international recognition, and enhance global engagement              | Introduce compulsory courses and workshops on professional ethics, patience, workplace diversity, acceptance of gender and minorities; drive internationalization initiatives, joint degree programs, and track accreditation success             |
| <b>6.1.7</b> International and Global Engagement                                              | Attract international students and establish global collaborations                                   | Develop international undergraduate admissions; offer scholarships for international students; establish international exchange programs; initiate dual-degree and joint programs with reputed global universities                                |

| Structured Growth and Academic Excellence KPIs                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Area 6.1.1:</b> Number of new professional interdisciplinary programs launched annually & number of industry-led partnerships for curriculum development with an emphasis on emerging technology |
| <b>Area 6.1.2</b> Percentage increase in student enrollment in online/hybrid courses coupled to student outcome data and feedback                                                                   |

|                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Area 6.1.3</b> Faculty-student ratio & the number of faculty training workshops coupled to outcomes and feedback                                                                                                                                           |
| <b>Area 6.1.4</b> Annual trends and action plan from academic audits, student satisfaction scores & course evaluation results                                                                                                                                 |
| <b>Area 6.1.5</b> Number of students completing internships; percentage of graduates securing jobs within six months & employer satisfaction ratings; student follow up data; year on year report from SSTS                                                   |
| <b>Area 6.1.6</b> Number of students completing professional development programs; number of international students successfully completing studies; number and quality of accredited programs; number and diversity of global academic partnerships          |
| <b>Area 6.1.7</b> Number of international students completing courses, number and diversity of joint degree programs, number of visiting students in exchange programs (with student experience satisfaction data) and number of global academic partnerships |

## 6.2 Research Development and Innovation

Research funding will grow to PKR 100 million by 2029 leading to the establishment of research centers, stronger industry collaboration and commercialization through patents, policy papers, and international community engagement.

**Goal:** Through securing recurring and considerable grant and research funding coupled to a proliferation of internationally acclaimed patents, papers and policy engagement UKM will be a globally class leading institution for research and innovation.

**Objective:** Build core research capacity and continuously promote innovation for the societal impact of UKM research.

| Priority Areas                                                                 | Key Tasks                                                                   | Interventions                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>6.2.1</b> Establish Research Centers and Technology Parks                   | Create specialized research clusters in areas of academic excellence        | Set up formal research groups, initially in IT, business innovation, textile design, and sustainable agriculture                                                                                                                                                        |
| <b>6.2.2</b> Create Meaningful Industry Collaboration                          | Foster a rolling program of research-industry ties                          | Partner with businesses, initially in IT, business innovation, textile design and sustainable agriculture to fund applied research and product development and deployment                                                                                               |
| <b>6.2.3</b> An evidence-led approach to Commercialization and Societal Impact | Support innovation, patents, and monitor and report broader societal impact | Launch a Technology Transfer Office (TTO) under ORIC office; setting global targets for promoting patents, publishing policy papers, solving community economy and business problems; licensing technologies, and holding exhibitions for arts and research innovations |
| <b>6.2.4</b> Establish Research Culture                                        | Strengthen research opportunities for faculty and students                  | Provide seed grants, mentoring and coaching for faculty and student-led applied research projects                                                                                                                                                                       |
| <b>6.2.5</b> Establish International Research Collaboration                    | Develop partnerships with global universities and research institutions     | Sign MOUs with international universities, establish joint research projects, and co-author research publications with foreign faculty                                                                                                                                  |
| <b>6.2.6</b> Faculty Exchange for Collaborative Research                       | Facilitate faculty exchange programs for research collaboration             | Develop inbound and outbound faculty exchange programs to strengthen collaborative research efforts with international institutions                                                                                                                                     |

| Research Development and Innovation KPIs                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>6.2.1</b> Targeted number of research publications in indexed journals comparable with similar Pakistan and international institutions; number and diversity of research projects secured; and number and diversity of national/international research grants acquired |
| <b>6.2.2</b> Number and diversity of industry-sponsored research projects; and number and value creation of technology commercialization deals                                                                                                                            |
| <b>6.2.3</b> Number of patents filed; number and diversity of policy papers published, number and impact of community economic problems solved; number and scope of exhibitions held, and number of technologies licensed                                                 |
| <b>6.2.4</b> Number and diversity of student startups incubated, and faculty research projects funded                                                                                                                                                                     |
| <b>6.2.5</b> Number of joint research projects, international conference presentations, and co-authored papers with global institutions                                                                                                                                   |
| <b>6.2.6</b> Number of inbound and outbound faculty exchanges for research collaboration and joint research grants secured                                                                                                                                                |

## 6.3 Smart Campus and Digitization

UKM will develop a reputation for being one of the most highly digitized student and faculty experiences in Pakistan. This will be evidenced by a program of internal research and innovation – validated by our own research evidence as an integral part of our digitized curriculum and encased in our world-class Campus Management System.

**Goal:** *UKM will be a smart and digitized campus experience managed and monitored by state-of-the-art tools and internally validated research evidence for a constantly self-modernizing outlook.*

**Objective:** Leverage, develop and monitor state of the art technology for academic excellence and administrative efficiency

| Priority Areas                                                     | Key Tasks                                                                                                                | Interventions                                                                                                                                                                            |
|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>6.3.1.</b> Develop an Integrated Campus Management System (CMS) | Centralize digital operations using state of the art tools and approaches                                                | Implement and monitor AI-powered learning tools and smart campus technologies                                                                                                            |
| <b>6.3.2</b> Expand IT infrastructure                              | Roll out a five year strategy to continuously strengthen digital connectivity and impact of digitized systems            | Increase bandwidth, improve LMS, and implement a phased program of smart classrooms                                                                                                      |
| <b>6.3.3</b> Blockchain for Credential Verification                | Launch project to secure digital records and to monitor the efficacy of the credential verification systems and approach | Implement blockchain-based degrees and transcripts                                                                                                                                       |
| <b>6.3.4</b> Design, Deliver and Evaluate Training Programs        | Enhance digital literacy of UKM students and faculty from baseline to industry quality.                                  | Conduct state of the art assessment of impactful IT training strategy; design bespoke sessions for faculty, staff, and students based on a Training Needs Analysis and program roll out. |

| KPIs                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------|
| <b>6.3.1</b> Percentage of academic and administrative processes digitized                                          |
| <b>6.3.2</b> Student and faculty adoption rates of digital learning tools; delivery against the strategy            |
| <b>6.3.3</b> Number of cybersecurity and IT training programs conducted and level of increased performance          |
| <b>6.3.4</b> Number of training programs conducted: evidence-led impact analysis of training for ongoing competence |

## 6.4 Infrastructure Development & Campus Expansion

The University of Kamalia will be defined over the next five years by infrastructure development to establish a state-of-the-art campus. The program will be professionally managed in an integrated way utilizing a range of national and international experts and advisors to ensure smooth execution of our masterplan.

**Goal:** *To develop a state-of-the-art, sustainable, and technology-driven university campus that supports academic excellence, research innovation, and student well-being through phased infrastructure expansion.*

**Objective:** To deliver the infrastructure masterplan on time, in full and on budget

| Priority Areas                                | Key Tasks                                                                                        | Interventions                                                                           |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| 6.4.1 Academic and Residential Infrastructure | Develop state-of-the-art academic blocks, research labs, faculty offices, and student facilities | Phase-wise construction of academic blocks aligned with department expansion masterplan |
| 6.4.2 Student & Faculty Accommodation         | Build modern hostels and residential facilities                                                  | Construction of hostels, faculty housing, and staff accommodations                      |
| 6.4.3 Library & Research Facilities           | Establish a central library, IT park, and innovation hub                                         | Develop research clusters, digital library, and technology incubation center            |
| 6.4.5 Green & Smart Campus                    | Ensure sustainable and technology-driven campus infrastructure                                   | Solar energy deployment, smart classrooms, eco-friendly campus initiatives              |

| KPIs                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.4.1 Covered area constructed / completed per year compared with masterplan                                                                                                |
| 6.4.2 Number of hostel and faculty housing units built compared with masterplan                                                                                             |
| 6.4.3 Number of research centers and IT park facilities established compared with masterplan                                                                                |
| 6.4.4 Percentage of campus powered by renewable energy; number of award and recognitions for green initiatives; number of certifications by external green awareness bodies |

## 6.5 Campus Quality of Life

With UKM's classrooms, research labs, hostels, and student support facilities being second to none in the region we will build and maintain a reputation for being a state-of-the-art smart, digitized and green campus.

**Goal:** *UKM's students, faculty, staff, industry partners and stakeholders will become the message bearers of the UKM's commitment and investment in the deep quality of life for all who use or engage with our real and virtual campus.*

**Objective:** Enhance student, faculty, staff and visitor well-being through accessible state of the art infrastructure and support services.

| Priority Areas                                                         | Key Tasks                                                                                                                       | Interventions                                                                                                                                                                                   |
|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.5.1 Expand student support services                                  | Conduct a rolling needs analysis to ensure we provide and monitor an accessible, inclusive and holistic student support program | Career counseling, mentorship programs, and needs-led mental health support                                                                                                                     |
| 6.5.2 Develop campus quality of life infrastructure                    | Improve campus facilities                                                                                                       | Smart classrooms, research labs, hostels, and recreational spaces                                                                                                                               |
| 6.5.3 Promote sustainability initiatives and take a listening approach | Implement green solutions. Engage students in the innovation of "deeper greening" of the campus and practices.                  | Adopt solar energy, water conservation, and eco-friendly campus policies; hold annual prize awarding competitions for student-led "green and good" campus quality of life innovations and ideas |

| Campus Quality of Life KPIs                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.5.1 Research-led student satisfaction score for career and mental health quality and outcomes; Number and diversity of wellness and extracurricular programs conducted annually |
| 6.5.2 Audit of the ratio of smart classrooms, labs and hostels. Student and Faculty satisfaction rating for recreational spaces.                                                  |
| 6.5.3 Percentage increase in green spaces and sustainable infrastructure; number of students led green and good initiatives year on year.                                         |

## 6.6 Financial Sustainability

Financial sustainability needs to be achieved in the long term for UKM to have a secure and growing future. This will come through revenue diversification and the identification of long-term income streams. A team of faculty leads, and international consultants will deliver a transparent, accountable and effective financial planning and governance.

**Goal:** *UKM will drive a program of financial sustainability to secure diverse, significant and well-managed sources of long term and stable funding to ensure the masterplan for growth and success remains on track at all times.*

**Objective:** Ensure long-term financial viability through diverse revenue streams

| Priority Areas                             | Key Tasks                                                                         | Interventions                                                                                                       |
|--------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| 6.6.1 Develop a Business Model for revenue | Diversify revenue streams through education, training, licensing, and consultancy | Generate revenue through a planned roll out of executive education, online courses, and corporate training programs |
| 6.6.2 Society and Donor Engagement         | Strengthen external funding                                                       | Establish fundraising campaigns and donor-sponsored scholarships                                                    |
| 6.6.3 Public-Private Partnerships (PPPs)   | Establish industry collaborations                                                 | Partner with industries for campus development and research funding                                                 |
| 6.6.4 Optimize Resource Utilization        | Implement cost-effective measures                                                 | Introduce sustainability-driven cost-saving initiatives                                                             |
| 6.6.5 Endowment Fund Development           | Create a long-term financial reserve                                              | Launch an endowment fund with contributions from own resources and philanthropic organizations                      |
| 6.6.6 Technology Commercialization         | Monetize research and technology innovations                                      | License patents, commercialize university research, and support startup spin-offs                                   |
| 6.6.7 International Student Enrollment     | Increase foreign student intake and revenue                                       | Develop recruitment strategies for international students and expand global partnerships                            |
| 6.6.8 Real Estate & Facility Leasing       | Utilize university properties for revenue                                         | Lease university land or facilities for commercial purposes                                                         |
| 6.6.9 University-Led Consultancy Services  | Offer expert consultancy services                                                 | Provide consultancy and professional training to public and private sector organizations                            |

| KPIs                                                                                                        |
|-------------------------------------------------------------------------------------------------------------|
| 6.6.1 A year on year target revenue generated from non-tuition sources achieved                             |
| 6.6.2 Percentage reduction in operational costs through efficiency measures                                 |
| 6.6.3 Number, diversity and sustainability of successful industry collaborations and PPP projects           |
| 6.6.4 A target led increase in scholarships and donor funding                                               |
| 6.6.5 Total funds raised in endowment accounts                                                              |
| 6.6.6 Revenue generated from number of patents licensed, technologies commercialized, and startups launched |
| 6.6.7 Number of international students enrolled, revenue from tuition and services                          |
| 6.6.8 Revenue generated from facility leasing and land use agreements                                       |
| 6.6.9 Number of consultancy contracts signed, revenue from services                                         |

## 6.7 Effective Governance and Internal Efficiency

UKM needs to operate optimally in the interests of efficiency and to maintain a sustainably financial governance. Decision-making and budget holding hierarchy along with processes for options appraisal and sign off will be streamlined and use the highest levels of process automation possible.

**Goal:** Establish a transparent, agile, and accountable governance model for every aspect of UKM's management and execution.

**Objective:** To streamline, decentralize and continuously improve the governance processes and mechanisms of UKM

| Priority Areas                            | Key Tasks                       | Interventions                                                   |
|-------------------------------------------|---------------------------------|-----------------------------------------------------------------|
| 6.7.1 Streamline administrative processes | Improve operational efficiency  | Implement automated performance evaluation system               |
| 6.7.2 Decentralize decision-making        | Empower faculty and staff       | Provide autonomy to department heads for operational efficiency |
| 6.7.3 Feedback and Continuous Improvement | Enhance governance transparency | Conduct annual surveys for students and staff                   |

| Effective Governance and Internal Efficiency KPIs             |
|---------------------------------------------------------------|
| 6.7.1 Reduction in processing time for administrative tasks   |
| 6.7.2 Employee and student satisfaction ratings on governance |
| 6.7.3 Number of process improvements implemented annually     |

## 7 Key milestones

| Phase | Key Academic & Administrative Milestones                                    | Infrastructure Development Milestones                              |
|-------|-----------------------------------------------------------------------------|--------------------------------------------------------------------|
| 2025  | First academic block, admin building construction, IT Park planning         | Groundbreaking, first academic block construction starts           |
| 2026  | Completion of hostels, library, faculty housing                             | Hostels and faculty housing construction                           |
| 2027  | Development of research labs, student center, smart classrooms              | Research labs and IT park operationalization                       |
| 2028  | Establishment of Innovation Hub, sports complex, sustainability initiatives | Smart campus technology implementation, renewable energy expansion |
| 2029  | Final campus expansion, full operationalization, green campus completion    | Full-scale infrastructure completion, final quality assessment     |

## 8 Expected Impact

| Strategic Priority                            | Key Goals                                                                          | Expected Impact by 2029                                                                  |
|-----------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| Structured Growth & Academic Excellence       | Expand high-quality academic programs aligned with market demands                  | 21 departments, 32 academic programs, 8500 students                                      |
| Research Development & Innovation             | Develop research centers, enhance commercialization of innovations                 | 10+ patents, 20+ policy papers, PKR 100M research funding                                |
| Financial Sustainability                      | Achieve financial sustainability through revenue diversification                   | PKR 1.37 billion revenue, optimized fee model, endowment fund                            |
| Campus Quality of Life                        | Improve campus facilities, wellness programs, and student experience               | State-of-the-art hostels, green campus, recreational spaces                              |
| Effective Governance & Internal Efficiency    | Enhance governance transparency and institutional efficiency                       | Streamlined administrative processes, decentralized decision-making                      |
| Smart Campus & Digitization                   | Implement AI-driven tools, blockchain credentialing, and digital integration       | 100% digital integration, AI-driven learning, blockchain-based certifications            |
| Infrastructure Development & Campus Expansion | Develop a world-class campus with smart infrastructure and sustainability features | Fully functional 46-acre main campus with modern academic and residential infrastructure |

## 9 Monitoring & Evaluation (M&E) Framework

To ensure the successful execution of this strategic plan, UKM will implement a Monitoring & Evaluation (M&E) framework with the following key components:

| Sub-Priority Areas                                 | Sub-Goals                                                                 | Interventions                                                                                                                                | KPIs                                                                                                                                                                                             |
|----------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Performance Monitoring Indicators                  | Track progress on strategic objectives                                    | Quarterly & annual reviews, real-time M&E dashboard implementation                                                                           | Number of reports generated, KPI achievement rate                                                                                                                                                |
| Responsible Committees & Accountability Mechanisms | Establish governance and oversight for implementation                     | Formation of committees for financial sustainability, academic quality, research, and internationalization                                   | Number of committee meetings held, implementation rate of recommendations                                                                                                                        |
| Risk Mitigation & Contingency Planning             | Ensure financial and operational resilience                               | Alternative funding strategies, cost reduction, scalability of programs                                                                      | Emergency funding secured, percentage reduction in financial risks                                                                                                                               |
| Feedback & Continuous Improvement                  | Gather insights and adapt strategies based on feedback                    | Annual stakeholder surveys, AI-driven analytics, regular policy refinements                                                                  | Stakeholder satisfaction score, number of policy updates                                                                                                                                         |
| Implementation Timeline                            | Execute M&E in phases for structured tracking                             | Phase 1 (2025-2026): M&E dashboard setup, Phase 2 (2027-2028): Strengthen collaborations, Phase 3 (2029): Full execution & impact assessment | Percentage completion of each phase, final impact report publication                                                                                                                             |
| Infrastructure Development Monitoring              | Monitor infrastructure development milestones and ensure timely execution | Annual review of infrastructure projects, tracking construction progress, financial monitoring, and adherence to sustainability goals        | Total constructed area per year, number of completed academic blocks and hostels, percentage of campus powered by renewable energy, infrastructure project completion within budget and timeline |

## 10 Acknowledgment

The University of Kamalia acknowledges with gratitude the contributions of its leadership, faculty, staff, students, and community representatives in shaping the UKM Strategic Plan 2025–2029.

Special thanks are extended to Dr. John Arthur, whose valuable guidance and expertise were instrumental in finalizing this plan.