



STRATEGIC PLAN

2025-2030

EDUCATION FOR ALL

www.aiou.edu.pk



OUR VISION

To provide flexible, affordable and quality education to all.

OUR MISSION

We are a premier Open and Distance Learning (ODL) university which strives to shape generations by promoting education through inclusivity and diversity, learning opportunities and enabling technologies.



ACKNOWLEDGEMENT

We gratefully acknowledge the contributions of the following individuals in preparation of the Vision and Mission document of Allama Iqbal Open University:

Prof. Dr. Irshad Ahmad Arshad

Chairman, Department of Statistics
Convenor of the Committee

Committee Members:

Dr. Muhammad Kamal Khan
Associate Professor, Department of English

Dr. Saima Nasir
Additional Director Research, Office of Research, innovation and Commercialization

Dr. Furrakh Abbas
Assistant Professor, Centre for Languages and Translation Studies

Dr. Mubashar Hassan Zia
Assistant Professor, Department of Business Administration

Mr. Humayoun Awan
In-charge, Quality Enhancement Cell

Design & Layout:

Mr. Masum Ali
Theme Setting and Document Design

Photography Support:

Institute of Educational Technology (IET)
Public Relations Office

Allama Iqbal Open University
Strategic Plan 2025-30
@2025, Islamabad-Pakistan
www.aiou.edu.pk



ABBREVIATIONS

AIOU	Allama Iqbal Open University
BASR	Board of Advanced Studies and Research
CMS	Campus Management System
DIC&E	Directorate of International Collaboration and Exchange
DGRS	Director General Regional Services
DSA	Directorate of Student Affairs
EC	Executive Council
FATA	Federally Administered Tribal Areas
GB	Gilgit Baltistan
HEC	Higher Education Commission
ICT	Information and Communication Technology
IET	Institute of Education and Technology
IT	Information Technology
JICA	Japan International Cooperation Agency
KP	Khyber Pakhtunkhwa
KPI	Key Performance Indicator
KRA	Key Result Area
LMS	Learning Management System
MOU	Memorandum of Understanding
ODL	Open and Distance Learning
ORIC	Office of Research, Innovation and Commercialization
QEC	Quality Enhancement Cell
RO	Regional Office
SDGs	Sustainable Developmental Goals



Table of CONTENTS

1	Vice Chancellor's message	1
2	Convenor's message	1
3	Executive summary	2
4	About Allama Iqbal Open University 1974-2024: Institutional context	3
5	Our mission, vision, objectives, and values	4
6	Our strategic objectives	5
7	Student access	7
8	Technology-enabled environment	9
9	Student success	11
10	Institutional collaboration	13
11	Excellent teaching and research	15
12	Inclusivity and diversity	17
13	Student enhanced engagement	19
14	Community outreach	21



VICE CHANCELLOR'S MESSAGE



Education provides the foundation for the progress and development of a nation. We, at Allama Iqbal Open University (AIOU), are committed to providing flexible affordable and quality education through enabling technologies to transform the lives nationwide. We believe in creating equitable and inclusive educational opportunities for our diversified profile of learners. Being an Open and Distance Learning (ODL) university, the use of cutting-edge technology and its innovation remains at the center of all our activities, from teaching and learning to research and innovation. We believe in the process of continuous digital transformation to adapt ourselves in accordance with emerging technologies worldwide.

AIOU takes pride in presenting this strategic plan, which charts our path for the next five years (2025-30). The plan reflects our staunch dedication to provide equitable educational opportunities by fostering academic excellence and embracing innovation to meet the ever-evolving needs of learners. Our main goals are to remain a national and global leader in ODL education. Prepared under the directions of the AIOU Executive Council (EC), this strategic plan is a framework for the university to focus on the key priorities of affordability and accessibility for our learners. We extend our gratitude to the AIOU EC and all our stakeholders whose insights and efforts have shaped this plan. Together we will continue to inspire and empower learners ensuring a brighter and more inclusive future for all.

Prof. Dr. Nasir Mahmood
Vice Chancellor

CONVENOR'S MESSAGE



As convener of the AIOU vision and mission committee, I extend my heartfelt gratitude to the dedicated members of my team who have worked ardently to develop this five-year strategic plan. Their commitment, expertise, and foresight have been instrumental in shaping a roadmap that reflects the university's core objectives, values and aspirations. This achievement is a testament to the collaborative spirit and unwavering dedication of faculty, staff, administrators, and other stakeholders who provided invaluable insights and constructive feedback throughout the process. The committee's efforts in aligning diverse perspectives with the university's goals have ensured a strategic framework that is both innovative and inclusive.

I would also like to acknowledge the leadership of Deans of Faculties, Principal Officers and Chairpersons of the academic departments, and extend my special thanks for their guidance and steadfast support in providing data thus greatly facilitating this endeavor. Together we have laid the foundation for a transformative journey for the next five years that will enhance our impact on learners and communities alike.

Prof. Dr. Irshad Ahmad Arshad
Convenor of the Committee

EXECUTIVE SUMMARY



This strategic plan prepared under the special directions of the AIOU Executive Council in accordance with the AIOU Act 1974 is in large a roadmap for AIOU to follow in the next five years (2025-30). It is a framework to support student access and create opportunities for students' educational success so that all learners can thrive and achieve their goals.

AIOU's mission, as reflected in this plan, is mainly to promote education through inclusivity and diversity, learning opportunities and enabling technologies. The core idea is to strengthen the automation process of the university and use it for the benefit of its students in terms of access and inclusivity through institutional support for enhancement engagement and excellent research and teaching practices. All material including fiscal data as used in this plan are reflected as per the baseline year 2024-25, and as of December 31, 2024.

This plan aims to coordinate, assure and elevate strategic priorities for the university which are to be followed through 2030. The objectives and priorities given are planning guidelines and might be modified as per the recommendations of the Vision and Mission Committee and approved by the AIOU Executive Council from time to time and as deemed fit by the main stakeholders. It specifies AIOU's commitments related to each of the strategic priorities which are:

- to provide access to underrepresented and marginalized groups through increased enrolment plans
- to create state-of-the-art technological infrastructure and digital student support services in all campuses of the university
- to focus on reducing inequalities and increasing graduation rates by creating various learning platforms with comprehensive support and tutorial services for student success
- to generate ways for local and global institutional collaboration through effective outreach programs to increase students' perspectives and provide them with global opportunities for learning
- to provide excellence in teaching and research through research-friendly and professional environment for its faculty and students
- to ensure equal opportunities and an environment of all-inclusive for its employees and students while focusing on inclusivity and diversity
- to engage students in academic and extra-curricular activities using social media and innovative feedback mechanism
- to ensure regional presence while serving local communities across Pakistan through collaborative community outreach programs.

Each objective is strategically defined and is further described in terms of a series of proposed action plans including relevant key result areas (KRAs) and key performance indicators (KPIs) with projections for the next five years as well as responsible offices for their respective actions. A detailed strategic and implementation plan might follow this brief plan aligning the given strategies with their developmental goals for each of the academic departments, principal offices and faculties of the university.

AIOU remains committed to pursuing the designed action plans and results as presented in this document in the next five years, 2025-30.





ALLAMA IQBAL OPEN UNIVERSITY (1974-2024): INSTITUTIONAL CONTEXT

While celebrating its golden jubilee last year (2024), Allama Iqbal Open University (AIOU) stands out as Pakistan's largest and Asia's second largest university with more than one million students while maintaining its 56 regional campuses across the country. AIOU offers over a hundred postgraduate and undergraduate degree programs, diplomas and certificate courses.

AIOU AT A GLANCE

AT PRESENT AIOU:

- Serves more than one million students
- Offers 1500+ courses in 100+ PG and UG degree programs, diplomas and certificate courses
- Employs 1750+ faculty and staff members
- Engages 150,000 tutors and resource persons
- Operates through 56 regional campuses and contact offices across the country
- Collaborates with 95 national and international universities
- Provides education to overseas Pakistanis and foreigners through its Directorate of International Collaboration and Exchange (DIC&E)
- Operates three state-of-the-art studios for digitization and course recording as part of its Institute of Educational Technology (IET)
- Delivers free education, from matriculation to PhD, to transgressors, jail inmates, and students from Baluchistan and former FATA districts
- Offers free secondary and higher secondary education to students from Gligit and Baltistan (GB).



AIOU's primary focus is to provide flexible, affordable and quality education to everyone irrespective of wherever and whoever they are. With its broader coverage across the country – from Chitral to Turbat, the university has a unique position to give access to underprivileged and underrepresented communities. AIOU is the only university in Pakistan which offers secondary and higher secondary school certificates through its quality-maintained semester system. Its Office of Research Innovation and Commercialization (ORIC) as well as Quality Enhancement Cell (QEC) are working actively to maintain international quality standards and achieve visibility at national and international educational platforms.

The Directorate of International Collaboration and Exchange (DIC&E) not only creates exchange programs for AIOU students and faculty but also offers degree programs for international and Pakistani overseas students. The university is currently hosting Yunis Emre Institute and Turkish Language and Cultural Center, the Russian Culture and Language Center as well as the French Culture and Language Center. AIOU is also actively playing its leadership role in Asian Association of Open Universities (AAOU) and has hosted its 17th and 37th conferences at its main campus in Islamabad. AIOU's active role in AAOU and other global networks is an evidence of its passion for regional cooperation for the promotion of ODL education in Asia and beyond.

AIOU's ODL framework for lifelong learning creates numerous opportunities for its students to balance their studies with other career commitments. This strategic plan is prepared under the directions of the AIOU Executive Council to create a carefully designed pathway that is contributing towards achieving success in every student's educational goal in life.

STRATEGIC OBJECTIVES AND ACTION PLANS

OUR STRATEGY



Our Strategic Objectives

To pursue our vision and mission, we have outlined the following eight strategic objectives:

1. Student Access:

Provide access to underrepresented and marginalized groups through increased enrolment plans by removing geographical, social, financial and cultural barriers.

2. Technology-Enabled Environment:

Create best technology-enabled environment by developing existing infrastructure, digital resources and 24/7 student support services and by using cutting-edge technology for teaching and learning.

3. Student Success:

Focus on student success by reducing inequalities and increasing graduation ratios by activating various learning platforms with comprehensive and dynamic student support services.

4. Institutional Collaboration:

Generate ways for effective institutional collaboration through tailored exchange programs in Pakistan and across the globe through active Memorandums of Understanding (MOUs) and membership of international bodies to broaden students' perspectives and increase their global opportunities for learning.

5. Excellence in Teaching and Research:

Provide excellence in teaching and research through research-friendly and professional environment for its faculty and students by fostering a research-oriented culture and offering excellent professional development opportunities.

6. Inclusivity and Diversity:

Ensure equal opportunities and an environment of all-inclusive for its employees and students while focusing on inclusivity and diversity and by taking special initiatives for downtrodden communities of the society.

7. Student Enhanced Engagement:

Engage students in both academic and extra-curricular activities through ODL events, seminars and conferences while using social media communications, and 24/7 student feedback mechanism.

8. Community Outreach:

Ensure regional presence in its main and all 56 regional centers across the country while serving local communities through effective community outreach programs.

Our Values

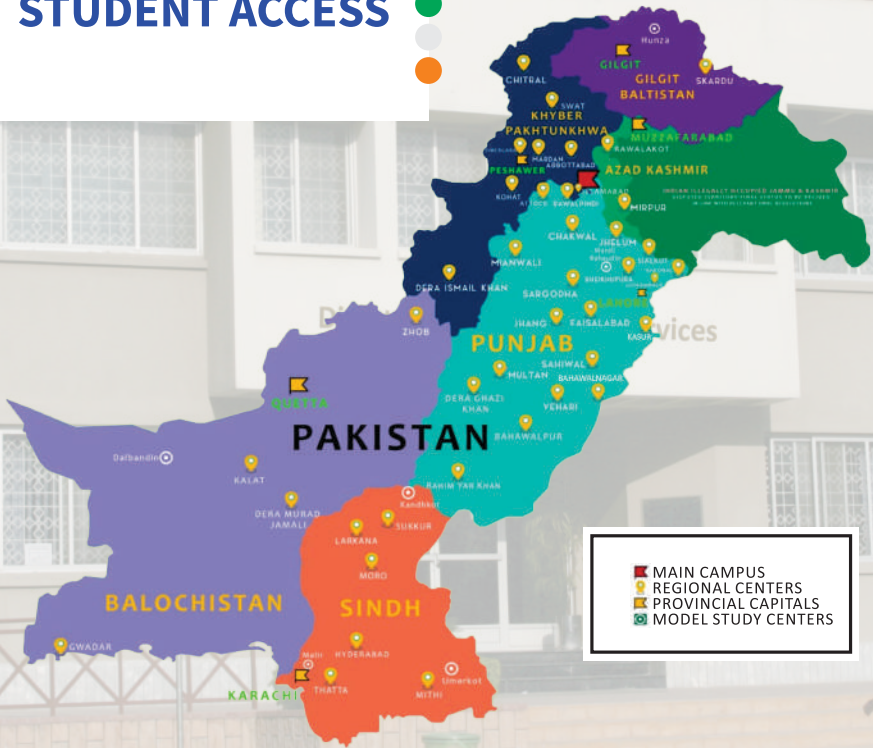
Our values are an integral part of our strategy. These include:

- Openness and flexibility
- Life-long learning
- Free exchange of ideas
- Scholarly research
- Inclusive-innovative-responsive systems
- Quality education
- Accountability
- Integrity



Gateway Block

STUDENT ACCESS



■ MAIN CAMPUS
● REGIONAL CENTERS
■ PROVINCIAL CAPITALS
● MODEL STUDY CENTERS

1. Student Access

AIOU aims to enhance student access through increased enrolment, by extending further opportunities for underrepresented and marginalized groups. By transcending geographical, financial, social, and cultural barriers, AIOU aims at fostering an inclusive learning environment by extending comprehensive support for students from diverse backgrounds, ensuring that all learners, regardless of their circumstances, have access to university resources and guidance they require to succeed. By offering various student access strategies, AIOU alleviates financial barriers to ensure that talented individuals from disadvantaged communities, pursue their academic and professional goals. AIOU

initiatives for transgenders and jail inmates are milestone examples in this regard. Alongside higher education, AIOU also promotes access to education at secondary and post-secondary levels by offering free education to underprivileged communities from Ex-FATA, Balochistan and Gilgit-Baltistan. These initiatives are aligned with the Strategic Developmental Goals of the United Nations, specifically, 'quality education' (SDG-4) and 'reduced inequalities' (SDG-10).

AIOU Enrolments from Remote Regions Autumn 2021 – Autumn 2024	
Geographical Areas	Enrolments
Dera Ghazi Khan	151,956
Dera Ismail Khan (KP)	79,760
Dera Murad Jumali (Baluchistan)	22,326
Gawa darand Turbat (Baluchistan)	35,166
Gilgit (GB)	34,291
Kalat (Baluchistan)	38,273
Larkana (Sindh)	19,802
Mithi (Sindh)	39,181
Moro (Sindh)	45,133
Rahim Yar Khan	38,818
Skardu (GB)	21,631
Thatta (Sindh)	40,762
Timargara (KP)	103,232
Zhob (Baluchistan)	39,656
Total Enrolments	709,987

Strategies for Student Access

- Enhanced Enrolment Plans
- Student Financial Aid Programs
- Digital Student Support Services
- Student Diversity Demographics

Proposed actions for the next five years:

1. Providing access to underrepresented and marginalized groups through increased enrolment programs and geographical outreach plans.
2. Offering financial assistance through special initiatives for deprived communities.
3. Devising a comprehensive financial support program along with dynamic student support services at regional centers in far-flung areas across Pakistan.

Student Access: Action Plan for 2025-2030

KRA	KPIs	Baseline	Five years projections					Responsible office
		2024	2025	2026	2027	2028	2029	
Students Access	Number of students enrolled from remote regions	213,778	220,191	226,797	233,601	240,609	247,827	DRS/DGRS Admissions
	Number of students with scholarships	35,524	36,590	38,048	39,189	40,365	41,576	DSA/DF
	Amount disbursed in financial assistance	130 million	134 million	138 million	142 million	146 million	151 million	DSA/DF/DGRS
	Number of SSC students with Fee Waiver from GB, Ex-FATA & Balochistan	23,006	23,696	24,406	25,138	25,892	26,670	DSA/DF/DGRS



**Technology-Enabled
Environment**



2. Technology-Enabled Environment

Technology-enabled environment plays a pivotal role in success of AIOU as an ODL university. The university strives to foster a tech-based environment by adopting latest trends in technology, upgrading IT infrastructure, adapting digital learning resources, expanding its large book repositories and increasing access to online resources. Similarly, to meet the challenges of an increasingly digital world, AIOU offers its students with flexible, interactive and personalized learning experiences that contribute towards creating a critical mass of highly skilled and tech-savvy workforce for communities.

AIOU employs technology as a key tool of communication with faculty, students, administration and other stakeholders. Information and Communication Technology (ICT), therefore, plays a crucial role in fostering AIOU's tech-enabled learning environment. To meet the challenge of accommodating millions of its students, AIOU accomplished its capital plan of complete automation of systems in 2022. In unison with the development of IT facilities for support of its students and other stakeholders, the university has surmounted yet another milestone project in October 2024 by adopting its e-office management system that enabled the university to maintain a paper-less campus. Based on aligning its tech-based initiatives with SDG-9, i.e., 'Industry, Innovation, and Infrastructure', AIOU stands out as a university by offering an array of programs in ODL mode and by maintaining its Facebook, WhatsApp and YouTube channels to actively facilitating its students, faculty, and other stakeholders.

AIOU's initiatives for developing Technology Enabled Environment

- Institute of Educational Technology (IET)
- Information and Communication Technology (ICT) systems
- AIOU Automation Project
- Aaghi - Learning Management System (LMS)
- AIOU E-Office Management
- AIOU Social Media Channels
- AIOU Campus Management System (CMS)
- Online Student Monitoring & Support System

Technology-Enabled Environment at AIOU

- Development of Technological Infrastructure
- Student Support Facilitation through Technology
- IET Support for Course Digitization
- AIOU Social Media Channels and their application for teaching and learning

Proposed actions for the next five years:

1. Developing and enhancing existing infrastructure with inclusion of artificial intelligence.
2. Ensuring access for students to digital resources through open-source learning platforms.
3. Creating strong student support through technology-based systems.
4. Adopting integrated communication channels to serve students and other stakeholders.

Technology-Enabled Environment: Action Plan for 2025-2030

KRA	KPIs	Baseline	Five years projections					Responsible office
			2024	2025	2026	2027	2028	
Technology-enabled Environment	Video programs (teaching resources)	1,397	1,438	1,481	1,525	1,570	1,617	IET/ICT/ Faculties
	Number of students receiving IT support services	92,000	94,760	97,602	100,530	103,456	106,652	DSA/ICT
	Percentage of decrease in response time	-	3%	6%	9%	12%	15%	ICT/DSA
	Feedback surveys from stakeholders	-	10,000	10,300	10,609	10,927	11,255	QEC/DSA/ ICT



STUDENT SUCCESS

ME

3. Student Success

AIOU aims to ensure student success in all possible ways. Its exceptional growth in terms of enrolment in certificate courses and degree programs and its focus on continuously enhancing the quality of teaching and learning is a testament to this mission. On flexibility of access, AIOU strives to provide students with means of achieving success through leading edge technology and equitable learning opportunities—supporting students irrespective of whoever and wherever they are.

For maintaining an all-inclusive support liaison with its student body, AIOU has specifically designed its Student Facilitation Centre (SFC). During Spring 2023-Autumn 2024, this facility was availed by 259,624 students. Similarly, AIOU has created an Instant Resolution Helpdesk and the AIOU Call Centre for student facilitation services. This facility was availed by 598,435 students for information and guidance during Spring 2022-Autumn 2024.

AIOU also runs various programs for producing well-rounded and well-aware graduates in collaboration with RELO-Pakistan, British Council, JICA, HEC, and other funding agencies. These programs include themes and skills related to students' future success as professionals. During 2023-24, AIOU specifically organized events on topics such as: English language skills, democratic values, community engagement, digital literacy, personal development, cultural appreciation, employability skills, values of inclusivity and global awareness among students. As part of awareness programs AIOU also celebrates international days such as Humanitarian Day, Youth Day, Literacy Day, Literacy Day, World Teacher Day, World Food Day, and Day for the Elimination of Violence Against Women.

Student Success at AIOU

- All-inclusive Directorate of Students Affairs (DSA)
- AIOU Alumni Office
- Dynamic Student Support Service Systems
- Exceptional Growth of Student Body
- Higher Graduation Ratios
- Flexible Retention Plans

Students Appeared in Various Exams 2021-2024

Semester	SSC/HSSC	UG/PG	Total
Spring 2024	138289	364518	502807
Autumn 2023	140390	367765	508155
Spring 2023	135455	348122	483577
Autumn 2022	148521	365434	513955
Spring 2022	132310	351498	483808
Autumn 2021	218933	495889	714822

Proposed actions for the next five years:

1. Improving quality of course contents at undergraduate level.
2. Digitizing existing contents and conducting video sessions.
3. Enriching tutorial services for OD, F2F and online modes.
4. Developing systems to monitor student progression.
5. Devising student success metrics for all BS programs.

Student Success: Action Plan for 2025-2030

KRA	KPIs	Baseline	Five years projections					Responsible Office
		2024	2025	2026	2027	2028	2029	
Student Success	Graduation rate	97,000	99,000	102,000	105,000	108,000	111,000	Admissions DGRS/ROs/Faculties
	Retention rate	70%	73%	76%	80%	80%	80%	Admissions
	Alumni activities for student support	0	10	13	16	19	21	Alumni Off/ DSA/ORIC
	Beneficiaries of DSA support services	90,000	93,000	96,000	99,000	102,000	105,000	DSA



**INSTITUTIONAL
COLLABORATION**



4. Institutional Collaboration

AIOU is committed to enhance the educational and professional development of its students by fostering strategic institutional collaborations with local as well as global partners. Through various student and teacher exchange programs, the university offers invaluable opportunities to engage with diverse cultures, broaden their global perspectives, and develop a deeper understanding of national and international educational practices. AIOU's institutional collaboration not only raises the academic standards of the university but also increases the employability of its graduates by giving them awareness about national and global job markets.

To pursue and strengthen its active institutional collaboration, AIOU has signed 95 Memorandums of Understanding (MoUs) with 43 reputable national and 52 international institutions from 22 countries. For greater collaborative interaction, AIOU has established its Directorate of International Collaboration and Exchange (DIC&E) and has mandated it with various international student engagement activities. This office frequently sends and receives students and teachers from Turkey, Indonesia and United Kingdom through student exchanges and faculty development programs. AIOU recently organized the following and many other international events:

- The 38th Conference of the Asian Association of the Open Universities
- The 28th Conference of the Foundation for Endangered Languages
- The 2nd Pak-Iran Collaboration for Academic and Culture Cooperation
- The First International Conference of Pak- TESOL

These partnerships are based on SDG-17 (global partnership for sustainable development).

Proposed actions for the next five years:

1. Collaborating with more partner universities to ensure growth of its students and faculty.
2. Developing joint training programs for tutors, scholars and teachers.
3. Conducting international collaborative research projects.

AIOU Partner Organizations

- Higher Education Commission of Pakistan
- Japan International Cooperation Agency (JICA)
- Pakistan Science Foundation
- Regional English Language Office Pakistan
- United States Education Foundation Pakistan
- British Council Pakistan
- Pakistan Institute of Development Economics
- Rupani Foundation
- Forum for Language Initiatives
- Foundation for Endangered Languages
- Yunis Emre Centre for Turkish language and culture
- Russian Culture and Language Centre
- French Culture and Language Centre
- The Asian Association of the Open Universities

Institutional Collaboration: Action Plan for 2025-2030

KRA	KPIs	Baseline	Five years projections					Responsible Office
		2024	2025	2026	2027	2028	2029	
Institutional Collaboration	Partnerships /MOUs with other HEIs	10	15	20	25	30	35	DIC&E/ORIC/ Faculties
	Collaborative research projects	3	4	5	6	7	8	ORIC/ Faculties
	AAOU activities	2	2	2	3	3	3	DIC&E
	Activities with ODL HEIs at national level	3	3	3	4	4	4	Faculties

Central Library

EXCELLENCE IN TEACHING AND RESEARCH



Central Library

Ground Floor

- Accessibility Centre
- Acquisition Section
- Binity
- Circulation Section
- Computer LAB
- Librarian Office
- OPAC
- Reference Collection
- Technical Processing Section

First Floor

- Automation Section
- General Stack
- Label Corner
- Oriental Collection
- Serial Section
- Theses Section

5. Excellence in Teaching and Research

AIOU has always valued teaching and research as the core objectives of higher education and has consistently demonstrated its dedication to these priorities. The university has been pursuing the goals of creating a dynamic and supportive teaching and learning environment as well as achieving excellence in research by devising and implementing effective policies. As Pakistan's premier distance learning institution, AIOU faces unique challenges and opportunities in achieving excellence in teaching and research. Over the years, AIOU has risen to these challenges by introducing innovative strategies, leveraging technology, and fostering a culture of continuous improvement among its faculty and students.

Teaching excellence at AIOU is built upon robust professional development programs for faculty, innovative teaching tools, and a strong focus on quality assurance. Faculty members are empowered through targeted training programs to enhance their pedagogical and research capabilities. The integration of modern technologies such as Moodle for Learning Management and Oracle for Course Management has revolutionized how AIOU students interact with course materials, assessments, and faculty, ensuring a dynamic and student-centered learning experience. Furthermore, regular quality assurance mechanisms, including student satisfaction surveys and degree program reviews, ensure that AIOU maintains high teaching standards aligned with global benchmarks. In the realm of research, AIOU has made significant strides in fostering a research-oriented culture despite being a non-research-intensive institution in the past. With 23 research journals and 575 research publications in 2024, the faculty and staff of AIOU have demonstrated their commitment to producing quality academic outputs. Internal and external research funding programs of AIOU provide substantial support for faculty to undertake impactful projects, addressing national and regional priorities. The disbursement of PKR 12.39 million in internal funding and the securing of over PKR 89 million in external grants in 2024 alone underscore the university's dedication to advancing research excellence.

AIOU Initiatives for Research Excellence

- Policy Framework for Research Excellence
- Supportive Research Ecosystem
- Faculty Professional Development
- Institutional Research Support and Funding
- Incentives on Research Publications
- Support for Research Journals
- Best Young Researcher Award
- Faculty Performance Awards

Proposed actions for the next five years include:

1. Organizing research and development activities for graduate scholars.
2. Arranging professional development activities for faculty members and staff.
3. Offering financial and non-financial incentives for better research output.

Excellence in Teaching and Research: Action Plan for 2025-30

KPIs	Performance Measure	2024	2025	2026	2027	2028	2029	Responsible Office
Faculty Professional Development Programs	No of PDPs organized	50	50	50	50	50	50	ORIC
	Percentage of faculty participating in PDPs annually	50	52	56	58	60	62	ORIC/QEC
Research Outputs	Research publications	575	633	696	765	842	926	ORIC
	Research grants	6	7	7	8	8	8	ORIC
	Research theses (PhD & MPhil)	276	279	282	285	288	291	BASR
	Research conferences	50	50	50	50	50	50	Faculties
Quality Assurance Assessment	HEC recognized journals	7	8	9	10	11	12	ORIC
	Number of degree programs reviewed annually	15	16	17	18	19	20	QEC
	Percentage of faculty evaluated through standardized tools annually	0	50%	60%	72%	86%	92%	QEC
PhD Faculty	Number of PhD qualified faculty	170	173	176	180	184	188	Faculties



**INCLUSIVITY AND
DIVERSITY**



6. Inclusivity and Diversity

AIOU has always been a forebearer and upholder of values such as inclusivity and diversity. These values remain present in all projects and initiatives of the university. The strategic plan being presented embodies the values of inclusivity and diversity as it documents what university has done so far to project these values and by presenting a comprehensive plan to map its goals related to inclusivity and diversity for the next five years. AIOU employees hail from all provinces with appropriate number to represent regional diversity. The gender representation of male and female is also approximately equal in its enrolment with a good number of transgenders, jail-inmates and student population from Balochistan, Gilgit-Baltistan, and former FATA regions.

The all-inclusive campus culture pursues to provide equal opportunities for its learners and employees without questions of caste, religion, race and creed. There are many differently abled workers in AIOU besides the presence of a good number of non-Muslim employees mainly including Christians and Hindus. AIOU believes in inclusive policies and practices to provide equitable opportunities for learners across the whole country. There are 100 plus policy programs for inclusion, e.g., special policies for keeping transgender and jail prisoners abreast with the educational opportunities, and construction of ramps as well as provision of wheelchairs to facilitate differently abled learners.

AIOU Initiatives for Inclusivity and Diversity

- Funding for the education of jail inmates
- Support for the education of transgenders
- Free SSC education for Baluchistan, FATA and Gilgit Baltistan
- Educational opportunities for especially abled students
- Special opportunities for female education
- Equal employment opportunities for all regardless of caste, creed and religion
- Policies to promote inclusive campus culture

Proposed actions for the next five years include:

1. Devising activities for active participation of parents and community members in inclusivity programs.
2. Supporting functional mentorship, counselling, or peer-support programs for underprivileged students.
3. Creating more scholarships for jail-inmates, transgenders and differently-abled students in order to give them opportunities to assimilate in the mainstream of the country.

Inclusivity and Diversity: Action Plan for 2025-2030

KRA	KPIs	Baseline	Five years projections					Responsible office
		2024	2025	2026	2027	2028	2029	
Inclusivity and Diversity	Scholarships for jail inmates	268	276	284	293	301	310	DRS/DGRS Admissions
	Scholarships for transgenders	14	15	16	17	18	19	DSA/DF/DGRS
	Scholarships for differently-abled students	912	940	968	998	1,030	1,060	DSA/DF/DGRS



AIOU *Alumni* HOMECOMING 2024

**STUDENT
ENHANCED
ENGAGEMENT**



7. Student Enhanced Engagement

Being a premier ODL university, AIOU tries its level best to effectively use all ODL and F2F resources and social media platforms to engage and facilitate its learners. Most of its programs are offered by using digital spaces through state-of-the-art LMS and CMS systems. The university is engaged in experimentation on developing digital assistants and robotics to facilitate learners online and to immediately solve any issues faced by them. It is very important for any university to keep its students constructively engaged in fruitful activities. At AIOU, the Directorate of Student Affairs (DSA) believes in engaging students constructively by arranging curricular and co-curricular activities from time to time at main and regional campuses of the university.

The annual alumni meet-up is an opportunity for the alumni to network and reunite with their peers and friends. The university pursues to maximize the use of social media tools to provide easy and best learning opportunities for its learners. Besides YouTube and Facebook, the university engages its learners by using LinkedIn and Twitter as well for circulating information to the youth nationwide.

AIOU Initiatives for Student Enhanced Engagement

- Arrangement of activities to engage students by DSA
- Alumni reunion and networking activities
- Educational engagement through YouTube
- Engagement through Facebook promotional activities

Proposed actions for the next five years include:

1. Developing engagement metrics to assess student engagement through use of platforms like Google Classroom, Microsoft Teams, or Moodle.
2. Creating analytic tools to integrate gamified elements in quizzes to make them engaging.
3. Engaging students effectively by developing content such as videos, infographics, or podcasts through Facebook, Instagram and YouTube channels.
4. Involving students in cocurricular activities and providing opportunities for AIOU Alumni for networking and contributing to the academic programs at AIOU.

Student Enhanced Engagement: Action Plan for 2025-2030

KRAs	KPIs	Baseline	Five years projections					Responsible office
		2024	2025	2026	2027	2028	2029	
Student Enhanced Engagement	Alumni reunion	1	1	2	3	4	5	DRS/DGRS
	Student participation activities in regions	20	25	30	35	40	45	DSA/DF/DGRS
	YouTube subscribers	99K	102K	105K	108K	111.5K	115K	DSA/DF/DGRS
	YouTube videos (by students)	3,221	3,318	3,417	3,520	3,625	3,734	IET/DSA/ICT
	Facebook followers	707K	728K	750K	773K	796K	820K	IET/ICT/DSA



**COMMUNITY
OUTREACH**



8. Community Outreach

AIOU makes continuous efforts to engage with and contribute to the well-being of the surrounding communities and beyond, to fulfill its mission of inclusivity and diversity, and educational access. Through well-structured community outreach programs, the university addresses societal challenges, builds partnerships, and fosters civic engagement to create measurable impacts on local communities. As the largest ODL institution with its presence in remote and marginalized areas, AIOU uniquely contributes to community development by creating opportunities for mutual learning, empowering individuals, promoting civic responsibility, and enhancing their role as drivers of positive social change. AIOU organizes workshops, training sessions, and public seminars to meet diverse community needs. In 2024, 20 programs were conducted, addressing education, skills development, and capacity building. Since 2017, the Adult Literacy Centre has enhanced the skills of over 1,500 employees, positively impacting their professional and personal lives.

AIOU's collaborations with UNESCO, HEC, JICA, Yunis Emre Institute, the Regional English Language Office, Sheharsaaz, etc. have significantly amplified its outreach efforts. Programs like the Micro-Scholarship Access Program and English Works offer vital life skills, language training, and computer literacy, benefiting hundreds of students annually.

The university conducted workshops for farmers on modern agricultural practices and offers courses in organic kitchen gardening, equipping individuals with sustainable farming techniques. Language programs in Russian, Turkish, and Quranic Arabic are organized to foster cross-cultural understanding. Health awareness campaigns, such as Breast Cancer Prevention, First Aid Training, Fire Fighting provide communities with essential life-saving knowledge. Additionally, AIOU activities like archery training promote physical fitness and mental discipline, while cleaning drives and tree-planting efforts instill civic responsibility and environmental consciousness. Similarly, AIOU's recent project of switching to solar energy and its harvesting of organic vegetables at main campus as well as other civic initiatives such as the "Wall of Hope," and observances of International Humanitarian Day and World Food Day, further exemplify its commitment to societal progress. Through these initiatives, AIOU continues to demonstrate its unwavering commitment to community development, education, and environmental stewardship, striving to create a more informed, healthy, and sustainable society.

AIOU Initiatives for Community Outreach Engagement

- Skill Development Courses
- Adult Literacy Programs
- Promoting Entrepreneurial Ecosystem
- Public Awareness Campaigns
- Support for volunteer and civic engagement projects
- Local Partnerships with communities
- Summer camps and internship programs

Proposed actions for the next five years include:

1. Initiating community development programs through AIOU regional centers.
2. Organizing effective public awareness sessions for community development.
3. Promoting service learning through effective collaborative community engagements.

Community Outreach: Action Plan for 2025-30

KPIs	Performance Measure	2024	2025	2026	2027	2028	2029	Responsible Office
Community programs	Number of community education programs	19	21	23	25	27	30	ORIC/Faculties
Local partnerships	Number of collaborations with local NGOs and schools	14	15	16	18	20	22	ORIC/Faculties
Volunteering and civic engagements	Number of activities conducted	83	91	100	110	121	133	ORIC/Faculties
Public awareness	Number of awareness campaigns organized	33	35	37	39	41	43	ORIC/Faculties
Impact on local communities	Number of participants from local communities	10249	11274	12400	13640	15000	16500	ORIC/Faculties

AIOU's Eco-Friendly Green Campus, Islamabad





ALLAMA IQBAL OPEN UNIVERSITY REGIONAL CENTERS

Multan - Est: 1976



Karachi - Est: 1976



Quetta - Est: 1976



Mirpur - Est: 1977



Peshawar - Est: 1977



Lahore - Est: 1977



Faisalabad - Est: 1978



Islamabad - Est: 1984



Rawalpindi - Est: 1984



Dera Ismail Khan - Est: 1984



Sukkur - Est: 1984



Bahawalpur - Est: 1985



Muzaffarabad - Est: 1986



Gujranwala - Est: 1986



Abbottabad - Est: 1987



Dera Ghazi Khan - Est: 1987



Mianwali - Est: 1987



Skardu - Est: 1988



Mithi - Est: 1988



Moro - Est: 1988



Gawadar - Est: 2000



Jhang - Est: 2007



Rahim Yar Khan - Est: 2007



Sheikhupura - Est: 2025

