

NIILM University, Kaithal

University Development Plan

Dean, Academic Affairs
NIILM University
Kaithal (Haryana)

Approved
22/2/24

Forwarded to Hon. V.C. Sir
for kind approval.

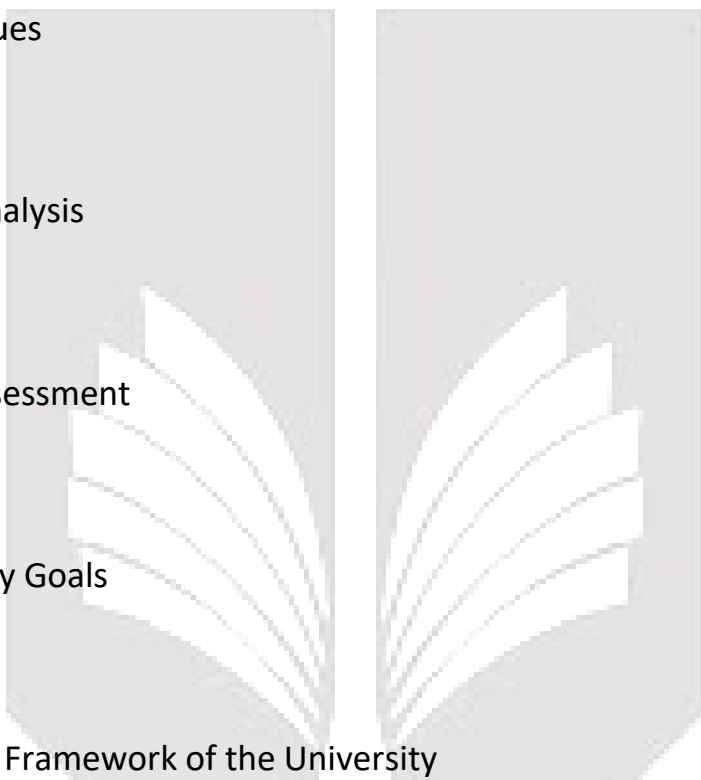
R.K. Wafar
Dean Academics
22.2.24

Forwarded to All Dean/H.O.Ds/faculty members
for go through this development plan
& keep record in respective departments

R.K. Wafar
22.2.24

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I. PREAMBLE

NIILM University, Kaithal has been established in 2011 as a residential University with the objective of promoting inter-disciplinary higher education and research with special emphasis on studies of life sciences, physical sciences, Social Sciences & humanities, law, Agriculture, pharmacy & paramedical sciences, commerce & management, Engineering & technology with multidisciplinary approach. The University offers eighty three Programs through one hundred seventy three faculties comprising eight University Schools. Blooming flowers in the Garden, well-paved sidewalks, carefully pruned plants along both sides of the campus roads, abundant greenery, and the resulting eco-friendly ambience give a majestic look to our clean, green and eco-friendly campus.

National Education Policy 2020 is the first education policy of the 21st century and aims to address the many growing developmental imperatives of our country. This Policy proposes the revision and revamping of all aspects of the education structure, including its regulation and governance, to create a new system that is aligned with the aspirational goals of 21st century education, including SDG4, while building upon India's traditions and value systems. This National Education Policy envisions an education system rooted in Indian ethos that contributes directly to transforming India, sustainably into an equitable and vibrant knowledge society, by providing high-quality education to all, and thereby making India a global knowledge superpower.

The NEP 2020 envisages that the curriculum and pedagogy of institutions must develop among the students a deep sense of respect towards the Fundamental Duties and Constitutional values, bonding with one's country, and a conscious awareness of one's roles and responsibilities in a changing world. The vision of the Policy is to install a deep-rooted pride in being Indian, not only in thought, but also in spirit among the learners, intellect, and deeds, as well as to develop knowledge, skills, values, and dispositions that support responsible commitment to human rights, sustainable development and living, and global well-being, thereby reflecting a truly global citizen.

As per UGC guidelines, the HEIs are required to develop their University Development Plan (UDP) to assess the requirements such as faculty, administrative staff, ICT, physical infrastructure for teaching-learning, continuous professional development, student support, and to address the ad-hoc teachers, tenure track faculty, promotion and facilitating lateral transfer from autonomous to teaching to research universities. The institutions are required to gear up themselves to face challenges in progressing towards multi-disciplinary in its letter and spirit as per NEP 2020. The UDP

must provide an insight to HEIs as to how infrastructure facilities will be upgraded, student support systems like sports facilities will be augmented, academic deficiencies like laboratories, etc. will be addressed to bring them at par with the best institutions to attract the best talent in teaching and learning. An University Development Plan is a comprehensive plan that outlines and details the overall direction of the University. The UDP is a living document, evolving as the strategic plans are implemented and reviewed.



II. VISION AND MISSION

VISION

To empower students with knowledge, skills, ethics and values to increase their *employability* by enhancing *accessibility* of *quality* education, ensuring *equity* and *inclusion*, encouraging global standards in teaching and learning with *accountability*, promoting best practices in research and innovation.

MISSION

University is committed to transform lives and serve the society through flexible and multidisciplinary education, research, innovation, lifelong learning and cultural enrichment

STRATEGIES TO ACHIEVE THE VISION AND MISSION

To achieve its Vision and Mission, the University will endeavour:

1. To provide intellectually inspiring, academically challenging and supportive environment for holistic development of students by imparting 21st Century skills
2. To be a gateway of scholarship to the world and produce graduates of distinction through qualitative, contemporary and futuristic academic programs
3. To create a collaborative environment for free exchange of ideas to flourish creativity, research, and entrepreneurship
4. To engage in innovative, socially-relevant and leading-edge research within and across disciplines
5. To attract and retain diverse, world-class talent
6. To craft, establish and sustain the futuristic infrastructure
7. To act in partnership with the community over the generation, dissemination and application of knowledge
8. To attain high echelon among world class universities
9. To consistently reinvent ourselves and contribute to transform India into equitable, fair and vibrant knowledge society

III. CORE VALUES

Academic Excellence: University strives for the uncompromising quality excellence in scholarship across various disciplines

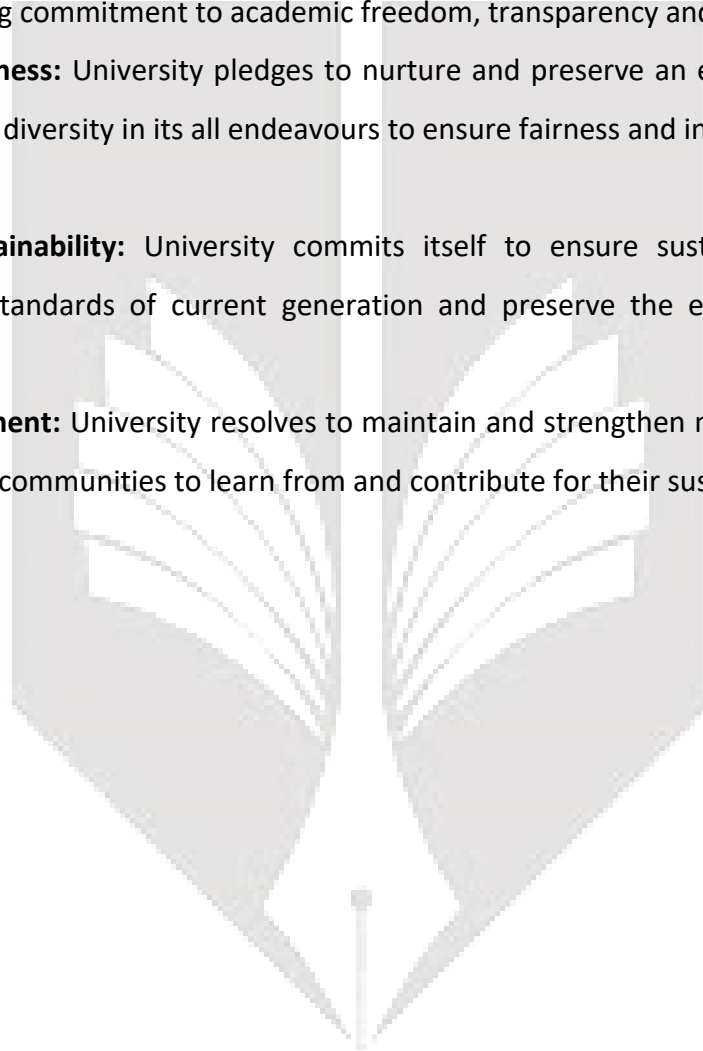
Excellence in Research, Innovation and Entrepreneurship: University commits to continuous engagement in the scholarly activities in the pursuit of creativity and knowledge generation through excellence in research and innovation

Morality and Ethics: University upholds the highest ethical values, integrity and professionalism alongwith unwavering commitment to academic freedom, transparency and accountability.

Equity and Inclusiveness: University pledges to nurture and preserve an environment of mutual respect, equality and diversity in its all endeavours to ensure fairness and inclusiveness for thriving society

Environmental Sustainability: University commits itself to ensure sustainable ecosystem to improve the living standards of current generation and preserve the environment for future generations

Community Engagement: University resolves to maintain and strengthen meaningful relationship with local and global communities to learn from and contribute for their sustainable development



IV. SWOC ANALYSIS

SWOC is an acronym for Strengths, Weaknesses, Opportunities and Challenges. SWOC analysis help to identify organization's strengths (S) and weaknesses (W) (internal factors over which an institution has some measure of control) as well as Opportunities (O) and Challenges (C) (external factors over which the organization have essentially no control). Developing a fuller awareness of the situation helps with both strategic planning and decision-making.

SWOC Analysis is instrumental in strategy formulation and selection. It is a strong tool, but it involves a great subjective element. It is best when used as a guide, and not as a prescription. SWOC Analysis helps in strategic planning in following manner:

- (a) It is a source of information for strategic planning.
- (b) Builds organization's strengths.
- (c) Reverse its weaknesses.
- (d) Maximize its response to opportunities.
- (e) Overcome organization's challenges.
- (f) It helps in identifying core competencies of the firm.
- (g) It helps in setting of objectives for strategic planning.
- (h) It helps in knowing past, present and future so that by using past and current data, future plans can be chalked out.

STRENGTHS

1. Multidisciplinary education
2. Excellent physical infrastructure
3. Coherent Vision, Mission and Core Values
4. Well laid graduate attributes
5. Green and clean campus
6. CBCS/NEP-2020 based curriculum
7. Inclusion of various stakeholders in curriculum designing
8. Timely revision of curriculum
9. RCI/AICTE/PCI/BCI/UGC approved programs

10. Experienced faculty
11. Good demand ratio for the programs of both regular and ODL programs
12. Adherence to reservation policy
13. Regular mentor-mentee interactions
14. Timely declaration of results
15. Effective grievance redressal system with time bound solutions
16. Effective enrolment of rural and socio-economic background students
17. Student-centric teaching
18. Good gender ratio
19. Need based online/offline examination system
20. Good pass percentage
21. Excellent research ecosystem i.e. Aryabhata Central Instrumentation Laboratory, Centre for Innovation, Incubation and Entrepreneurship, Central Animal House etc.
22. Research oriented faculty
23. Well defined research promotion policy, consultancy policy and IPR policy
24. Extension activities in neighbourhood communities and award for extension activities at national level
25. Teaching and learning infrastructure
26. State of art facilities for sports and cultural activities
27. Excellent library including e-library
28. Library with exhaustive collection of books and journals
29. Satellite library
30. 24X7 reading facility in the library
31. General campus facilities and overall ambience
32. ICT enabled infrastructure
33. Wi-fi campus
34. Continuous investment in learning outcomes
35. Sufficient investment in infrastructure augmentation
36. Effective maintenance of campus infrastructure
37. University scholarships
38. Ragging free campus
39. Effective student redressal system
40. Student achievements in sports at international level

41. Consortium for student capacity building i.e. Career Counselling and Placement Cell, University Centre for Competitive Examinations, Centre for Life Skills and Soft Skills and Youth Centre for Skill Development
42. Student participation in cultural and sports activities
43. Sports nursery for Olympians
44. Student representation in administrative bodies
45. Participative University management
46. Financial support to teachers to attend conferences / workshops at national and international level
47. Faculty Development Centre and Administrative Staff School for training of teaching and nonteaching staff
48. Well-designed calendar, manuals, codes, rules and procedures and their implementation
49. Timely promotion
50. Welfare schemes for employees
51. Gender equity focus on women safety measures
52. Efficient Water conservation facilities like rain water harvesting, open well recharge, waste water recycling
53. Divyangjan friendly campus
54. Inculcation and promotion of Universal Human Values, constitutional and citizenship values, environmental education and community engagement

WEAKNESS

1. Integration of cross-cutting issues i.e. Professional Ethics, Gender, Human Values with the main curricula
2. Value added courses/MOOC for imparting transferable and life skills
3. Integration of field projects / research projects / internships in all programs
4. Villages background students
5. Vactionalisation of education
6. Student diversity
7. Faculty diversity (National/International)
8. Faculty-student ratio
9. Intake not with primary basic English background
10. Competency mapping
11. Dedicated programs for slow learners

12. Continuous and comprehensive evaluation
13. Complete automation of examination system
14. Faculty receiving grant for advanced studies
15. Centres for excellence and virtual labs
16. Post-Doctoral Fellows and INSPIRE fellows
17. Extramural grant
18. Number of research projects/teacher
19. Research chairs
20. University incentives to teachers who received national and international recognition/awards
21. Patent awards and their commercialization
22. Quality of research papers (Scopus/ Web of Science/ PubMed) especially in non-sciences streams
23. E-Content development
24. Consultancy projects and revenue generation
25. Academic and research collaboration with institutes of national and global standards
26. Interdisciplinary Research
27. Functional MOUs
28. Research grants and Scholarships from corporate sector and philanthropists
29. Alumni contribution
30. Student placement
31. Counselling for students and staff
32. Sensor based energy conservation

OPPORTUNITIES

1. Seeking international recognition and ranking
2. Aiming for NAAC 'A++' grade at national level
3. Adoption of holistic education model
4. Integration of all levels of education.
5. Convergence of general education with vocational education
6. Promotion of Indian Knowledge System
7. Revamping of curriculum as per new curricular framework

8. Introduction of Academic Flexibility (multiple entry and exit, credit transfer)
9. Better reflection of graduate attributes in curricula
10. Exclusive academic research programs for international students
11. Introduction of twinning and joint degree programs
12. Integration of online/offline education into the curricula
13. Introduction of innovative programs based on emerging needs and futuristic trends with help of neighbouring industries
14. Recruitment of competent and motivated diverse faculty
15. Adoption of blended mode of teaching
16. Development of student centric methods for effective teaching and learning outcomes
17. Exclusive programs for advance and slow learners
18. Creation of digitized SLMS
19. 100% automation of examination system
20. Mapping of POs, PSOs and COs while revising curriculum in light of NEP 2020
21. Improvement in student diversity with special focus on international students
22. Mapping of learning outcomes (generic and program specific in tune with graduate attributes)
23. Introduction of online/offline programs
24. Introduction of continuous and comprehensive evaluation
25. Engagement of Visiting/Adjunct/Emeritus/Honorary/Floating faculty, scholar-in-residence.
26. Implementation of credit transfer and revised pedagogical framework
27. Enrolment of international students and faculty
28. Improvement in number of post-doctoral fellows by framing suitable policy
29. Procuring grant from nongovernment agencies
30. Strengthening of Centre for Innovation, Incubation, and Entrepreneurship
31. E-content development by faculty
32. Promotion of quality research publications
33. Functionalization of MOUs
34. Consultancy projects
35. Establishment of Centres for research in emerging areas
36. Improvement of University and individual research grants
37. Research collaboration
38. Patent awards and technology transfer

39. Promotion of societal problem centric research
40. SDG focused research
41. Strengthening of innovation ecosystem
42. Faculty and student exchange programs
43. Establishment of sponsored and corporate research chairs
44. Publication of research journals
45. Enrichment of e-learning resources and infrastructure
46. Infrastructure augmentation
47. Extension of internet facility in residential area
48. E-content development
49. Dedicated infrastructure for research centre
50. Upgradation of IT Infrastructure
51. Establishment of ICT enabled conference/convention centre
52. Scholarship from corporate sector and philanthropists
53. Strengthening of Alumni ecosystem
54. Establishment of Health and Wellness Centre
55. Impetus on placement and progress
56. Establishment of student tracking system for placement and progression
57. Enrichment of student capacity building framework
58. Development of student centric skill based incentives schemes
59. Strengthening of e-governance including e-office management
60. Resource generation and mobilization
61. Continuous professional development of faculty and staff
62. Annual Gender Sensitization plan
63. Sensor based energy conservation
64. Hazardous chemicals management
65. Green audit, environmental audit and energy audit
66. Assistive technology and facilities for Divyangjan accessible website, screen-reading software, mechanized equipment
67. Better management of degradable and non-degradable waste
68. Enhancement of facilities for alternative sources of energy and strengthening of energy conservation measures
69. Framework for eco-friendly and sustainable development campus

70. Framework for fast track promotion.

CHALLENGES

1. Implementation of UG to PG framework for effective synergy across all level of education
2. Attaining global ranking (within top 500)
3. Realization of concept of holistic education
4. Actualization of academic flexibility
5. Identification of academic partner at national and international level
6. Implementation of new curricular framework
7. Mapping of curriculum with graduate attributes and learning outcomes
8. Designing of course curricula with cross cutting issues
9. Apprenticeship embedded programs
10. Filling up of vacant positions
11. Implementation of Academic Bank of Credits
12. Effective mapping of learning outcomes
13. Introduction of formative assessment framework
14. Development of digitized content
15. Enhancement of student and faculty diversity
16. Commercialization of patents
17. Functional MOUs
18. Multidisciplinary and interdisciplinary research
19. Number of research projects/teacher
20. IPR generation and procurement of consultancy projects
21. Resource generation and mobilization arising due to infrastructural requirement and expansion
22. Technology transfer
23. Research collaboration with top ranking institutes
24. Quality research
25. Attracting and retaining innovative minds
26. Strengthening of Centre for Startup, Incubation and Innovation
27. Industrial consultancy
28. Industry sponsored research
29. Corporate training

30. University societal responsibility
31. Scholarship from corporate sector and philanthropists
- 32. Alumni contribution**
- 33. Student placement**
- 34. Corporate connect**
35. Continuous professional development of faculty and staff
36. Keeping pace with rapidly changing higher education trends
37. Implementation of Sustainable Development Goals
38. Addressal of fiscal deficit arising out of gradual disaffiliation of University school as per NEP Guidelines



39. V. NEED ASSESSMENT

Need Assessment is the key component of University Development. Therefore, Need Assessment has been carried out based on SWOC Analysis in the light of Vision, Mission and Core Values of the University on the following lines:

1. Curriculum, pedagogy and assessment
2. Research ecosystem
3. Social outreach, community and stakeholder's engagement
4. Infrastructure development and maintenance
5. Student support system
6. University governance
7. Creating university brand image

1. CURRICULUM, PEDAGOGY AND ASSESSMENT

- Quality curriculum need to be designed to foster the unique capabilities of students for their holistic development in academic as well as other spheres of life as per NEP guidelines i.e. flexibility, multiplicity and holistic education, no hard separation between arts and sciences, respect for diversity, equity and inclusiveness, Indian knowledge system, value based education, research internship, constitutional, humanistic, ethical and moral values, global citizenship education etc.
- Program and course contents based on stakeholder's feedback, local, regional, national and global needs with emphasis on employability and entrepreneurial skills.
- Learner centric pedagogical approaches enabling students to attain discipline specific and generic learning outcomes with emphasis on conceptual skills, creativity, critical thinking and practical skills.
- Knowledge and inclusion of Indian language system, art & culture through engaging Artist in Residence, Professor of Practice.
- Program and course contents to attain the UN-SDG goals.
- Delivery mechanism may include lectures, tutorials, field based learning, project work, team based activities, practicals, labwork and internship etc.
- Integration of technology in teaching, learning and assessment.
- Mapping of graduate attributes and learning outcomes

- Adoption of comprehensive, continuous assessment and evaluation system with emphasis on formative (internal) and summative (end semester) assessments
- Framework development to assess the learning outcomes using closed- book and open-book tests; problem-based assignments; practical assignment laboratory reports; observation of practical skills; individual project reports (case-study reports); team project reports; oral presentations, including seminar presentation; viva voce interviews; computerised adaptive assessment, examination on demand, modular certifications etc.
- Framework to assess graduate attribute attainment level
- Adoption of Academic Bank of Credits
- Creation of awards for innovation in Teaching
- Creating and sustaining a dynamic work culture that encourages faculty members to attain excellence in Teaching, Research and Services.
- Involving community leaders in teaching students specially with respect to the curriculum relating to societal development.

2. RESEARCH ECOSYSTEM

A. Revamping and strengthening the research ecosystem

- Strengthening research infrastructure
- Identify and promote research opportunities, as well as develop long-term research capacities.
- Continuous capacity building to undertake research in emerging areas
- Empowering faculty with research tools and resources
- Creating research centres aligns with university strategic goals as well as the nation's goal of sustainable development.
- Creating Chairs relating to Sustainable Development Goals (SDG).
- International faculty engagement

B. Focus on multidisciplinary, interdisciplinary and trans-disciplinary research

- Create new intra-university and inter-universities research collaborations and strengthen existing ones.

- Building new connect and strengthening existing research collaborations and scholarship to expand multi-disciplinary, interdisciplinary, and trans-disciplinary research opportunities at national and global levels.

C. Translating laboratory research for financial and societal impact

- Orienting faculty with the knowledge of IPR generation, research extension, and research commercialization
- Promote innovation, start-ups and entrepreneurship culture through incentives, appreciations, and recognitions.
- Strengthening and easing the processes for research commercialization
- Establishment of Research Park in the University.

D. Developing and strengthening research collaborations

- Establishing links with government and industrial organization and fetch research funding through research and consultancy projects
- Induction of industry sponsored research and research chairs
- Increased collaboration and research funding from industry partners
- Establishment of research collaboration on emerging areas and innovation frontiers
- Focus on international partnership opportunities.

E. Attract Top Graduate and Postdoctoral Scholars

- Establishing the university as a major research destination and promoting its research achievements through various media resources.
- Strengthening research twinning and student exchange programmes
- Strengthening and easing the processes for foreign students' enrolment

3. SOCIAL OUTREACH, COMMUNITY AND STAKEHOLDERS ENGAGEMENT

- Building strong University-community connect to promote adult literacy and life-long learning to research on problems and find locally relevant solutions.
- Formulation of comprehensive community engagement plan along with roadmap
- Framing of University Social Responsibility policy with the implementation plan

- Achieving the targets of University Social Responsibility
- Hand holding of deprived rural and urban communities for transformation of their lives using University resources and knowledge pool.
- Expansion of outreach programs for the benefit of the society
- Engaging and empowering communities to become resilient, healthy, sustainable and innovative
- Stakeholders engagement through understanding their needs, building trust and consultative process for development and implementation of internal preparedness plan
- Collaborating with governmental, international agencies and NGOs.

4. INFRASTRUCTURE DEVELOPMENT AND MAINTENANCE

- World class physical and digital infrastructure for offline and online mode of education in tune with the teaching and learning objectives
- Creation of personalized space for peer learning of students
- Maintenance and upgradation of physical and digital infrastructure
- Strengthening of learning resources
- Development and implementation of University- Waste management policy, Environment policy, Campus development plan, and Sustainability development plan

5. STUDENT SUPPORT SYSTEM

- Development of student support system to promote mental wellness, good health, fitness, sound ethical grounding and life-long learning etc. in tune with holistic education model
- Effective support system catering to the specific needs of students from disadvantaged background
- Ensure equity and inclusiveness

6. UNIVERSITY GOVERNANCE

- Revamping of governance model in tune with NEP requirements.
- Transparent, responsive and dynamic e-governance.
- Decentralization of power, participative management and self-governance.
- Strategy formulation of resource generation and utilization in tune with NEP requirements
- Autonomous and accountable governance with focus on innovation and excellence.

- Development of key accountability and responsibility matrix (Karma) framework for Teaching, Research and Administrative work.
- Framing of well-defined and transparent performance evaluation matrix for faculty and staff.
- Constitution of Board of Governors as per NEP mandate.
- Define roles, powers and functions of university leaders
- Preparing the University for the New Accreditation Regime
- Formulation of continuous professional development, succession plan and performance management for academic and administrative staff.
- Development of monitoring system to ensure real time implementation of policies, plans and decisions
- Constitution of task force for implementation of UDP.
- Involvement of stakeholders in University governance.
- Restructuring welfare, health and wellness system in the campus

7. CREATING UNIVERSITY BRAND IMAGE

- Developing reputation through establishing collaborations with institutes of national and global reputation
- Effective communication of the university's academic, research, and outreach strengths
- Positioning the university as a self-sustaining and continuously evolving institution through an effective governance system, a solid financial foundation, and a student support system
- Developing a research innovation plan for an institution keeps excellence as a prime focus
- Enhancing university commitment to ensure environmental sustainability following university core values
- Attaining top rankings and grades at national and international levels

VI. University GOALS

1. To attain 'NAAC A++' Grade in 2024-25.
2. To attain NIRF Ranking within top 60 in 2025, within top 40 in 2027 and within top 25 in 2030.
3. To attain international ranking:
 - QS Global Ranking – to attain QS Asia University Rankings by 2025; to attain a position within 1000 by 2027 and within 800 by 2030 in QS Global Ranking.
 - Times Higher Education Ranking – to attain a position within 1000 in 2027 and within 800 in 2030.
 - To attain a position in Times Impact Ranking by 2025.
4. To attain Atal Ranking of Institutions on Innovation Achievements (ARIIA) – Band Beginner in 2024; Band Performer in 2027 and Ranking in 2030.



VII. STRATEGIC FRAMEWORK TO ATTAIN UNIVERSITY GOALS

Education Policy 2020 advocates revamping the education framework with a prime objective of holistic development of graduates by introducing academic flexibility, multidisciplinary education & research, vocational education, etc., in the higher education system. To ensure its successful implementation, NIILM University formulated University development goals considering three cardinal principles of the higher education system

- A. Strategic Focus for Academic Excellence
- B. Strategic Focus for Research Excellence
- C. Strategic Focus for Outreach and Social Engagement

The NIILM UNIVERSITY, KAITHAL has identified related themes and actionable points to achieve the above three cardinal principles as given below.

Strategic Focus	Theme	Actionable points
Academic Excellence	Multidisciplinary and Holistic education	Curriculum Structure
		Pedagogy
		Academic Flexibility
		Assessment
	Internationalization	Promotion as a global study destination
	Equity and Inclusion in Higher Education	Gross Enrolment Ratio (GER)
		Gender Sensitivity
		Students Support
	Promotion of Indian Languages	Language of India to remain relevant and vibrant
		Language teaching and research to be improved
	Promotion of Art and Culture	
	Institution of Indian Knowledge System	
	Technology Integration	Technological intervention in education
		Development of e-contents and digital infrastructure
		Development of disruptive technology
	Engaged and Energized faculty	Initiatives to engage energized and motivated faculty
Optimal workload and student teacher's ratio		
Faculty engagement and empowerment		
Rewarding faculty excellence		

Strategic Focus	Theme	Actionable points
Research Excellence	Catalyzing Quality Research	Revamping and strengthening the research ecosystem
		Focus on multidisciplinary, interdisciplinary, and trans-disciplinary research
		Knowledge generation and dissemination through research
	Research Management, Innovation and Extension	Research Funding
		Research Innovation & Extension
Outreach and Social Engagement	Campus Sustainability	Policy Formulation
		Public Engagement
		Community-based research

The action Plan for implementation of Strategic Framework to attain goals of University Development Plan along with time line is as projected as follows:

A. Strategic Focus for Academic Excellence

Theme	Actionable Points	Key Activities	Proposed Academic Session
Multidisciplinary and Holistic education	Curriculum Structure	Innovative Curriculum and Credit Framework for ongoing programs	2024-25
		Introduction of twinning, dual and joint degree programs	2024-25
		Introduction of new programs based on new curriculum and credit framework	2024-25
		Introduction of multidisciplinary bachelors programs having research component	2024-25
		Criterion-based grading system	2024-25
		Courses and projects in community engagement, environmental education, and value-based education	2024-25

Theme	Actionable Points	Key Activities	Proposed Academic Session
Multidisciplinary and Holistic education	Curriculum Structure	Developing norms, standards, and guidelines for systemic development, regulation of ODL and online programmes	2025-26
		Internship with local industry, business, artists, craft persons, etc.	2025-26
		Research Internship in academic programs	2025-26
		Short-term certificate courses in various skills including soft skills	2024-25
		Vocational programs at Bachelors and Masters level	2024-25
		Introduction of innovative and flexible vocational programs at bachelors and masters level	2024-25
	Pedagogy	Innovative pedagogical approaches for different learning needs of students	2024-25
		Introduction of multi and interdisciplinary pedagogical approaches	2024-25
		Technology Integration in Teaching-Learning	2024-25
		Online, offline and hybrid modes of teaching	2024-25
		Remedial Coaching	2024-25
		Proactive, mentoring and counselling for physical, psychological and emotional well-being	2024-25
		Capacity building of faculty members for innovative pedagogy	2024-25
	Academic Flexibility	Implementation of the academic bank of credit	2024-25
		Multiple exit and entry options	2024-25
		Pursuing two degrees simultaneously	2024-25

Theme	Actionable Points	Key Activities	Proposed Academic Session																
Multidisciplinary and Holistic education	Assessment	Continuous and comprehensive assessment	2024-25																
		Fair and Transparent examination	2024-25																
		Formative and summative assessment	2024-25																
		Examination on demand	2024-25																
Internationalization	Promotion as a global study destination	Enhancing International students' enrolment	2024-25																
		International student's support system	2024-25																
		Research/teaching collaborations and faculty/students exchange programmes	2024-25																
		Internationalization of University	2025-26																
Equity and Inclusion in Higher Education	Gross Enrolment Ratio (GER)	Set clear targets for higher GER	2023-30																
		<table border="1"> <thead> <tr> <th>Session</th> <th>Target GER</th> </tr> </thead> <tbody> <tr> <td>2023-24</td> <td>3000</td> </tr> <tr> <td>2024-25</td> <td>5000</td> </tr> <tr> <td>2025-26</td> <td>10000</td> </tr> <tr> <td>2026-27</td> <td>15000</td> </tr> <tr> <td>2027-28</td> <td>20000</td> </tr> <tr> <td>2028-29</td> <td>25000</td> </tr> <tr> <td>2029-30</td> <td>30000</td> </tr> </tbody> </table>		Session	Target GER	2023-24	3000	2024-25	5000	2025-26	10000	2026-27	15000	2027-28	20000	2028-29	25000	2029-30	30000
		Session		Target GER															
		2023-24		3000															
		2024-25		5000															
		2025-26		10000															
		2026-27		15000															
		2027-28		20000															
		2028-29		25000															
	2029-30	30000																	
	Range of academic and vocational programmes	2024-25																	
	Gender Sensitivity	Enhance gender balance in admissions	2024-25																
		Sensitization of faculty, staff, and students	2024-25																
	Students Support	Handholding mechanisms for grievance redressal and enforcement of no discrimination and anti-harassment rules	2024-25																
Incentivization of innovation and entrepreneurship among students		2024-25																	
Enhanced technology support		2024-25																	
Financial aid including scholarships		2024-25																	
Bridge courses for students		2024-25																	

Theme	Actionable Points	Key Activities	Proposed Academic Session
Promotion of Indian Languages	Language of India to remain relevant and vibrant	Documentation of different Indian languages, art, and culture	2024-25
		Availability of high quality and print materials in the Indian language	2024-25
	Language teaching and research to be improved	Usage of the local and bilingual language in teaching and learning	2024-25
		Introduction of new programs in Indian Languages	2024-25
		Quality research in the field of Indian languages	2024-25
		Quality programmes in translation and interpretation	2024-25
		Institution of scholarships and fellowship for promotion of Indian Languages	2024-25
Promotion of Art and Culture		Scholarship and incentives to study art and culture	2024-25
		Engagement of outstanding local artists, writers, craftsperson, and other experts in various subjects of local expertise	2024-25
		Institution of Scholarships and Fellowships for promotion of art and culture	2024-25
		Heritage village	2024-25
Institution of Indian Knowledge System		Centre for NIILM University and Vedic Studies	2024-25
		Development of Academy by IHTM, Department of Music, Department of Visual Arts and Department of History and Archaeology	2024-25
Technology Integration	Technological intervention in education	Focused technological interventions in educational planning, management, and administration	2024-25
		Capacity building of faculty members	2024-25

Theme	Actionable Points	Key Activities	Proposed Academic Session
Technology Integration	Development of e-contents and digital infrastructure	Strengthening of digital infrastructure	2024-25
		Development and dissemination of high-quality e-contents	2024-25
		Better Integration of technology-based education platforms	2024-25
	Development of disruptive technology	Embedding of disruptive technologies in teaching and skilling	2024-25
		Quality research in disruptive technology	2024-25
Engaged and Energized faculty	Initiatives to engage energized and motivated faculty	Direct engagement of international faculties and meritorious scholars	2024-25
	Optimal workload and student teacher's ratio	Appointment of faculty members against sanctioned/vacant posts	2024-25
		Engagement of Visiting Faculty, Adjunct Faculty, Floating Faculty etc.	2024-25
		Creation of new posts	2024-25
	Faculty engagement and empowerment	Fair, transparent and progressive academic culture	2024-25
		Engagement in University leadership	2024-25
	Rewarding faculty excellence	Institution and execution of innovative promotion and recognition policy	2024-25
		Fast-track promotion system for high-impact research and contribution	2029-30

B. Strategic Focus for Research Excellence

Theme	Actionable Points	Key Activities	Proposed Academic Session	
Catalyzing Quality Research	Revamping and strengthening the research ecosystem	Identification of thrust area of research in conjunction with the university's vision and mission	2024-25	
		Strengthening of infrastructure and developing long term research capacity	2024-25	
		Creating research centres aligning with the university's strategic goals	2024-25	
		Continuous capacity building of research scholars and faculty to undertake quality research and extension	2024-25	
		Engagement of international scholars, Scientist and Faculty	2024-25	
	Focus on multidisciplinary, interdisciplinary, and trans-disciplinary research	Promotion of interfaculty collaboration for multidisciplinary and interdisciplinary research	2024-25	
		Focus on research collaboration to promote research at national and global levels	2024-25	
	Knowledge generation and dissemination through research	Focused research on identified thrust areas	2024-25	
		Promotion of research in niche areas in tune with SDGs for meaningful outcomes	2024-25	
		Quality Publications in high-impact journals	2024-25	
	Research Management, Innovation and Extension	Research Funding	Creation of corpus for intramural funding	2024-25
			Extramural funding from government and non-government agencies	2024-25
Promotion of industry sponsored research			2024-25	
Institution of industry-sponsored research chairs			2024-25	
Focus on corporate training and consultancy projects by establishing Centre for Corporate Training and Consultancy			2024-25	

Theme	Actionable Points	Key Activities	Proposed Academic Session
Research Management, Innovation and Extension	Research Innovation & Extension	Promotion of IPR generation and Technology transfer	2024-25
		Embedding of start-up and entrepreneurship culture	2024-25
		Establishment of research parks and living labs	2025-26

C. Strategic Focus for Outreach and Social Engagement

Theme	Actionable Points/Plan	Key Activities	Proposed Academic Session
Campus Sustainability	Policy Formulation	Development of University Social Responsibility Framework	2024-25
		Integration of principles and practices of sustainable development into all aspects of curriculum	2024-25
		Development of Sustainability Policy, Waste management Policy and Environment Management Policy	2024-25
		Capacity for sustainability living	2024-25
		Implementation of Green Volunteers Scheme	2024-25
		Annual Sustainability Summit	2024-25
		Establishment of Centre for Campus Sustainability	2024-25
	Public Engagement	Establishment of a strong community connect to foster social responsibility and sustainable development	2024-25
		Conduct of community engagement programs and projects in partnership with local community	2024-25
		Establishment of Centre for Social Responsibility and Engagement	2024-25
		MoUs with Municipal Corporation and other Panchayati Raj institutions	2024-25

Theme	Actionable Points/Plan	Key Activities	Proposed Academic Session
Campus Sustainability	Public Engagement	Conduct of capacity building programs for local government institutions and NGOs	2024-25
	Community-based research	Conduct of community based research in partnership with local communities.	2024-25
		Projects for preservation of local knowledge culture, flora, fauna and artifacts	2024-25
		Promotion of social innovation and entrepreneurship	2024-25

