INSTITUTIONAL DEVELOPMENT PLAN

MAHARSHI DAYANAND UNIVERSITY, ROHTAK

(Established under Haryana Act No. XXV of 1975)

(A+ Grade University accredited by NAAC)

"A man without education is only a man in name. It is bounden duty of a man to get education, become virtuous, be free from malice and preach for all well-being of people advancing the cause of righteousness."

- Maharshi Dayanand

CONTENTS

I. PREAMBLE

Maharshi Dayanand University, Rohtak has been established in 1976 as a residential University with the objective of promoting inter-disciplinary higher education and research with special emphasis on studies of life sciences, environmental and ecological sciences. The University offers 160+ Programs through 11 faculties comprising 41 University Teaching Departments/Centers/Institutes and a satellite campus at MDU-CPAS, Gurugram. Blooming flowers in the Rose 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.

The University has been:

- Awarded Grade A+ by NAAC with CGPA of 3.44 valid upto March, 2024.
- Ranked 96th among top 100 Indian Universities and 1st among State Universities of Haryana in NIRF 2023 by MHRD, Government of India.
- Granted Green Institutional Mentor Award by MHRD in 2020.
- Ranked 1st in Swachhata Ranking in 2018

The National Education Policy has been released on 29th July, 2020 by the Government of India. 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 instill 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 Institutional Development Plan (IDP) 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 IDP 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 Institutional Development Plan is a comprehensive plan that outlines and details the overall direction of the University. The IDP is a living document, evolving as the strategic plans are implemented and reviewed.

II. VISION AND MISSION

VISION

University aspires to be a leading 'transformative learning community' recognized world-wide for excellence and innovation in education, research and entrepreneurship for holistic development of learners and sustainable growth of the society

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

i. NAAC A+ grade accredited and placed among top 100 universities in NIRF Ranking
ii. Multidisciplinary education
iii. Excellent physical infrastructure
iv. Coherent Vision, Mission and Core Values
v. Well laid graduate attributes
vi. Green and clean campus
vii. CBCS based curriculum
viii. Inclusion of various stakeholders in curriculum designing
ix. Timely revision of curriculum
x. RCI/AICTE/PCI/BCI/UGC approved programs
xi. Experienced faculty
xii. Good demand ratio for the programs of both regular and ODL programs
xiii. Adherence to reservation policy
xiv. Regular mentor-mentee interactions

xv. Timely declaration of results

xvi. Effective grievance redressal system with time bound solutions

xvii. Effective enrolment of rural and socio-economic background students

xviii. Student-centric teaching

xix. Good gender ratio

xx. Need based online examination system

xxi. Good pass percentage

xxii. Excellent research ecosystem i.e. Aryabhatta Central Instrumentation Laboratory, Centre for Innovation, Incubation and Entrepreneurship, Central Animal House etc.

xxiii. Research oriented faculty

xxiv. Well defined research promotion policy, consultancy policy and IPR policy

xxv. Extension activities in neighbourhood communities and award for extension activities at national level

xxvi. Teaching and learning infrastructure

xxvii. State of art facilities for sports and cultural activities

xxviii. Excellent library including e-library

xxix. Library with exhaustive collection of books and journals

xxx. Satellite library

xxxi. 24X7 reading facility in the library

xxxii. General campus facilities and overall ambience

xxxiii. ICT enabled infrastructure

xxxiv. Wi-fi campus

xxxv. Continuous investment in learning outcomes

xxxvi. Sufficient investment in infrastructure augmentation

xxxvii. Effective maintenance of campus infrastructure

xxxviii. Institutional scholarships

xxxix. Ragging free campus

xl. Effective student redressal system

xli. Student achievements in sports at international level

xlii. 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

xliii. Student participation in cultural and sports activities

xliv. Sports nursery for Olympians

xlv. Student representation in administrative bodies

xlvi. Participative institutional management

xlvii. Financial support to teachers to attend conferences / workshops at national and international level

xlviii. Faculty Development Centre and Administrative Staff college for training of teaching and nonteaching staff

xlix. Well-designed calendar, manuals, codes, rules and procedures and their implementation

l. Timely promotion

li. Welfare schemes for employees

lii. Gender equity focus on women safety measures

liii. Efficient Water conservation facilities like rain water harvesting, open well recharge, waste water recycling

liv. Divyangjan friendly campus

lv. Inculcation and promotion of Universal Human Values, constitutional and citizenship values, environmental education and community engagement

WEAKNESS

i. Courses having focus on employability / entrepreneurship / skill development

ii. Integration of cross-cutting issues i.e. Professional Ethics, Gender, Human Values with the main curricula

iii. Value added courses for imparting transferable and life skills

iv. Curriculum Flexibility

v. Integration of field projects / research projects / internships in all programs

vi. Vocationalization of education

vii. Student diversity

viii. Faculty diversity (National/International)

ix. Faculty-student ratio

x. Competency mapping

xi. Dedicated programs for slow learners

xii. Continuous and comprehensive evaluation

xiii. Digitized SLMs

xiv. Faculty recognition awards at national and international level

xv. Complete automation of examination system

xvi. Faculty receiving grant for advanced studies

xvii. Centres for excellence and specialised labs

xviii. Post-Doctoral Fellows and INSPIRE fellows

xix. Extramural grant

xx. Number of research projects/teacher

xxi. Research chairs

xxii. Institutional incentives to teachers who received national and international recognition/awards

xxiii. Patent awards and their commercialization

xxiv. Quality of research papers (Scopus/ Web of Science/ PubMed) especially in non-sciences streams

xxv. E-Content development

xxvi. Consultancy projects and revenue generation

xxvii. Academic and research collaboration with institutes of national and global standards

xxviii. Interdisciplinary Research

xxix. Functional MOUs

xxx. Research grants and Scholarships from corporate sector and philanthropists

xxxi. Alumni contribution

xxxii. Student placement

xxxiii. Counselling for students and staff

xxxiv. Sensor based energy conservation

OPPORTUNITIES

i. Seeking international recognition and ranking

ii. Aiming for NAAC 'A^{++}' grade at national level

iii. Adoption of new curricular framework as per NEP-2020

iv. Adoption of holistic education model

v. Integration of all levels of education.

vi. Convergence of general education with vocational education

vii. Promotion of Indian Knowledge System

viii. Revamping of curriculum as per new curricular framework

ix. Introduction of Academic Flexibility (multiple entry and exit, credit transfer)

x. Better reflection of graduate attributes in curricula

xi. Exclusive academic research programs for international students

xii. Introduction of twinning and joint degree programs

xiii. Integration of online education into the curricula

xiv. Introduction of innovative programs based on emerging needs and futuristic trends with help of neighbouring industries

xv. Recruitment of competent and motivated diverse faculty

xvi. Adoption of blended mode of teaching

xvii. Development of student centric methods for effective teaching and learning outcomes

xviii. Exclusive programs for advance and slow learners

xix. Creation of digitized SLMS

xx. 100% automation of examination system

xxi. Mapping of POs, PSOs and COs while revising curriculum in light of NEP 2020

xxii. Improvement in student diversity with special focus on international students

xxiii. Mapping of learning outcomes (generic and program specific in tune with graduate attributes)

xxiv. Introduction of online programs

xxv. Introduction of continuous and comprehensive evaluation

xxvi. Engagement of Visiting/Adjunct/Emeritus/Honorary/Floating faculty, scholar-in-residence.

xxvii. Implementation of credit transfer and revised pedagogical framework

xxviii. Enrolment of international students and faculty

xxix. Improvement in number of post-doctoral fellows by framing suitable policy

xxx. Procuring grant from nongovernment agencies

xxxi. Strengthening of Centre for Innovation, Incubation, and Entrepreneurship

xxxii. E-content development by faculty

xxxiii. Promotion of quality research publications

xxxiv. Functionalization of MOUs

xxxv. Consultancy projects

xxxvi. Establishment of Centres for research in emerging areas

xxxvii. Improvement of institutional and individual research grants

xxxviii. Research collaboration

xxxix. Patent awards and technology transfer

xl. Promotion of societal problem centric research

xli. SDG focused research

xlii. Strengthening of innovation ecosystem

xliii. Faculty and student exchange programs

xliv. Establishment of sponsored and corporate research chairs

xlv. Publication of research journals

xlvi. Enrichment of e-learning resources and infrastructure

xlvii. Infrastructure augmentation

xlviii. Extension of internet facility in residential area

xlix. E-content development

l. Dedicated infrastructure for research centre

li. Upgradation of IT Infrastructure

lii. Establishment of ICT enabled conference/convention centre

liii. Scholarship from corporate sector and philanthropists

liv. Strengthening of Alumni ecosystem

lv. Establishment of Health and Wellness Centre

lvi. Impetus on placement and progress

lvii. Establishment of student tracking system for placement and progression

lviii. Enrichment of student capacity building framework

lix. Development of student centric skill based incentives schemes

lx. Strengthening of e-governance including e-office management

lxi. Resource generation and mobilization

lxii. Continuous professional development of faculty and staff

lxiii. Annual Gender Sensitization plan

lxiv. Sensor based energy conservation

lxv. Hazardous chemicals management

lxvi. Green audit, environmental audit and energy audit

lxvii. Assistive technology and facilities for Divyangjan accessible website, screen-reading software, mechanized equipment

lxviii. Better management of degradable and non-degradable waste

lxix. Enhancement of facilities for alternative sources of energy and strengthening of energy conservation measures

lxx. Framework for eco-friendly and sustainable development campus

lxxi. Framework for fast track promotion.

CHALLENGES

i. Implementation of KG to PG framework for effective synergy across all level of education

ii. Attaining global ranking (within top 500)

iii. Realization of concept of holistic education

iv. Actualization of academic flexibility

v. Identification of academic partner at national and international level

vi. Implementation of new curricular framework

vii. Mapping of curriculum with graduate attributes and learning outcomes

viii. Designing of course curricula with cross cutting issues

ix. Apprenticeship embedded programs

x. Filling up of vacant positions

xi. Implementation of Academic Bank of Credits

xii. Effective mapping of learning outcomes

xiii. Introduction of formative assessment framework

xiv. Development of digitized content

xv. Enhancement of student and faculty diversity

xvi. Commercialization of patents

xvii. Functional MOUs

xviii. Multidisciplinary and interdisciplinary research

xix.   Number of research projects/teacher

xx.   IPR generation and procurement of consultancy projects

xxi.   Resource generation and mobilization arising due to infrastructural requirement and expansion

xxii.   Technology transfer

xxiii.   Research collaboration with top ranking institutes

xxiv.   Quality research

xxv.   Attracting and retaining innovative minds

xxvi.   Strengthening of Centre for Startup, Incubation and Innovation

xxvii.   Industrial consultancy

xxviii. Industry sponsored research

xxix.   Corporate training

xxx.   Institutional societal responsibility

xxxi.   Scholarship from corporate sector and philanthropists

xxxii.   Alumni contribution

xxxiii. Student placement

xxxiv.   Corporate connect

xxxv.   Continuous professional development of faculty and staff

xxxvi.   Keeping pace with rapidly changing higher education trends

xxxvii. Implementation of Sustainable Development Goals

xxxviii. Addressal of fiscal deficit arising out of gradual disaffiliation of colleges as per NEP Guidelines

V. NEED ASSESSMENT

Need Assessment is the key component of Institutional 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. Institutional 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 institutional 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 institutional- 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. INSTITUTIONAL 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 IDP.

- Involvement of stakeholders in institutional 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. INSTITUTIONAL GOALS

1. To attain 'NAAC A++' Grade in 2024.

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 INSTITUTIONAL 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, Maharshi Dayanand University formulated institutional 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 MDU 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 Institutional 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	**2023-24**
		Introduction of twinning, dual and joint degree programs	**2024-25**
		Introduction of new programs based on new curriculum and credit framework	**2023-24**
		Introduction of multidisciplinary bachelors programs having research component	**2023-24**
		Criterion-based grading system	**2023-24**
		Courses and projects in community engagement, environmental education, and value-based education	**2023-24**

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	**2023-24**
		Internship with local industry, business, artists, craft persons, etc.	**2023-24**
		Research Internship in academic programs	**2023-24**
		Short-term certificate courses in various skills including soft skills	**2023-24**
		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	**2023-24**
		Introduction of multi and interdisciplinary pedagogical approaches	**2023-24**
		Technology Integration in Teaching-Learning	**2023-24**
		Online, offline and hybrid modes of teaching	**2023-24**
		Remedial Coaching	**2023-24**
		Proactive, mentoring and counselling for physical, psychological and emotional well-being	**2023-24**
		Capacity building of faculty members for innovative pedagogy	**2023-24**
	Academic Flexibility	Implementation of the academic bank of credit	**2023-24**
		Multiple exit and entry options	**2023-24**
		Pursuing two degrees simultaneously	**2024-25**

Theme	Actionable Points	Key Activities	Proposed Academic Session
Multidisciplinary and Holistic education	Assessment	Continuous and comprehensive assessment	**2023-24**
		Fair and Transparent examination	**2023-24**
		Formative and summative assessment	**2023-24**
		Examination on demand	**2025-26**
Internationalization	Promotion as a global study destination	Enhancing International students' enrolment	**2023-24**
		International student's support system	**2023-24**
		Research/teaching collaborations and faculty/students exchange programmes	**2023-24**
		Internationalization of University	**2025-26**
Equity and Inclusion in Higher Education	Gross Enrolment Ratio (GER)	Set clear targets for higher GER <table><tr><th>Session</th><th>Target GER</th></tr><tr><td>2023-24</td><td>13000</td></tr><tr><td>2024-25</td><td>14500</td></tr><tr><td>2025-26</td><td>16500</td></tr><tr><td>2026-27</td><td>19000</td></tr><tr><td>2027-28</td><td>21000</td></tr><tr><td>2028-29</td><td>23000</td></tr><tr><td>2029-30</td><td>25000</td></tr></table>	**2023-30**
		Range of academic and vocational programmes	**2023-24**
	Gender Sensitivity	Enhance gender balance in admissions	**2023-24**
		Sensitization of faculty, staff, and students	**2023-24**
	Students Support	Handholding mechanisms for grievance redressal and enforcement of no discrimination and anti-harassment rules	**2023-24**
		Incentivization of innovation and entrepreneurship among students	**2023-24**
		Enhanced technology support	**2023-24**
		Financial aid including scholarships	**2023-24**
		Bridge courses for students	**2023-24**

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	**2023-24**
		Availability of high quality and print materials in the Indian language	**2023-24**
	Language teaching and research to be improved	Usage of the local and bilingual language in teaching and learning	**2023-24**
		Introduction of new programs in Indian Languages	**2024-25**
		Quality research in the field of Indian languages	**2023-24**
		Quality programmes in translation and interpretation	**2023-24**
		Institution of scholarships and fellowship for promotion of Indian Languages	**2023-24**
Promotion of Art and Culture		Scholarship and incentives to study art and culture	**2023-24**
		Engagement of outstanding local artists, writers, craftsperson, and other experts in various subjects of local expertise	**2023-24**
		Institution of Scholarships and Fellowships for promotion of art and culture	**2023-24**
		Heritage village	**2024-25**
Institution of Indian Knowledge System		Centre for Maharshi Dayanand and Vedic Studies	**202s3-24**
		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	**2023-24**
		Capacity building of faculty members	**2023-24**

Theme	Actionable Points	Key Activities	Proposed Academic Session
Technology Integration	Development of e-contents and digital infrastructure	Strengthening of digital infrastructure	**2023-24**
		Development and dissemination of high-quality e-contents	**2023-24**
		Better Integration of technology-based education platforms	**2023-24**
	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	**2023-24**
	Optimal workload and student teacher's ratio	Appointment of faculty members against sanctioned/vacant posts	**2023-24**
		Engagement of Visiting Faculty, Adjunct Faculty, Floating Faculty etc.	**2023-24**
		Creation of new posts	**2023-24**
	Faculty engagement and empowerment	Fair, transparent and progressive academic culture	**2023-24**
		Engagement in Institutional leadership	**2023-24**
	Rewarding faculty excellence	Institution and execution of innovative promotion and recognition policy	**2023-24**
		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	**2023-24**
		Strengthening of infrastructure and developing long term research capacity	**2023-24**
		Creating research centres aligning with the university's strategic goals	**2023-24**
		Continuous capacity building of research scholars and faculty to undertake quality research and extension	**2023-24**
		Engagement of international scholars, Scientist and Faculty	**2023-24**
	Focus on multidisciplinary, interdisciplinary, and trans-disciplinary research	Promotion of interfaculty collaboration for multidisciplinary and interdisciplinary research	**2023-24**
		Focus on research collaboration to promote research at national and global levels	**2023-24**
	Knowledge generation and dissemination through research	Focused research on identified thrust areas	**2023-24**
		Promotion of research in niche areas in tune with SDGs for meaningful outcomes	**2023-24**
		Quality Publications in high-impact journals	**2023-24**
Research Management, Innovation and Extension	Research Funding	Creation of corpus for intramural funding	**2023-24**
		Extramural funding from government and non-government agencies	**2023-24**
		Promotion of industry sponsored research	**2023-24**
		Institution of industry-sponsored research chairs	**2023-24**
		Focus on corporate training and consultancy projects by establishing Centre for Corporate Training and Consultancy	**2023-24**

Theme	Actionable Points	Key Activities	Proposed Academic Session
Research Management, Innovation and Extension	Research Innovation & Extension	Promotion of IPR generation and Technology transfer	**2023-24**
		Embedding of start-up and entrepreneurship culture	**2023-24**
		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	**2023-24**
		Integration of principles and practices of sustainable development into all aspects of curriculum	**2023-24**
		Development of Sustainability Policy, Waste management Policy and Environment Management Policy	**2023-24**
		Capacity for sustainability living	**2023-24**
		Implementation of Green Volunteers Scheme	**2023-24**
		Annual Sustainability Summit	**2023-24**
		Establishment of Centre for Campus Sustainability	**2023-24**
	Public Engagement	Establishment of a strong community connect to foster social responsibility and sustainable development	**2023-24**
		Conduct of community engagement programs and projects in partnership with local community	**2023-24**
		Establishment of Centre for Social Responsibility and Engagement	**2023-24**
		MoUs with Municipal Corporation and other Panchayati Raj institutions	**2023-24**

Theme	Actionable Points/Plan	Key Activities	Proposed Academic Session
Campus Sustainability	Public Engagement	Conduct of capacity building programs for local government institutions and NGOs	**2023-24**
	Community-based research	Conduct of community based research in partnership with local communities.	**2023-24**
		Projects for preservation of local knowledge culture, flora, fauna and artifacts	**2023-24**
		Promotion of social innovation and entrepreneurship	**2023-24**