



सत्यं शिवं सुन्दरम्

Estd. 1949

Accredited Grade "A+" by NAAC

---

**THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA**  
**INSTITUTIONAL DEVELOPMENT PLAN [IDP]**  
**2024**

<b><u>CONTENTS</u></b>		
INSTITUTIONAL DEVELOPMENT PLAN [IDP] of THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA [MSU]		<b><u>Page</u></b>
	Preamble	<b>03</b>
	Vision and Mission of the University	<b>04</b>
	Aligning IDP with SDGs, NCrF and NEP-2020	<b>05</b>
	List of Abbreviations	<b>08</b>
<b>1.</b>	Governance Enablers	<b>12</b>
<b>2.</b>	Financial Enablers and Funding Models (Resource Generation)	<b>18</b>
<b>3.</b>	Academic Enablers	<b>23</b>
<b>4.</b>	Research and Intellectual Property Enablers	<b>54</b>
<b>5.</b>	Human Resource and Supportive – Facilitative Enablers	<b>64</b>
<b>6.</b>	Networking and Collaboration Enablers	<b>71</b>
<b>7.</b>	Physical Enablers	<b>82</b>
<b>8.</b>	Digital Enablers	<b>86</b>
	Summary-Concluding Notes	<b>91</b>

## ➤ PREAMBLE

The Maharaja Sayajirao University of Baroda was established in Vadodara in 1949, and has its origins in the Baroda College, established in 1881 by Baroda State.

In keeping with the spirit of establishment of a rich educational legacy pioneered by late revered The Maharaja Sayajirao Gaekwad III, the University embodies the best of academic excellence through an incessant flow of theoretical and practical knowledge sharing for students across a wide spectrum of subject areas.

The emblem of the University denoted by the full-blown lotus growing out of the lake symbolises the emergence of the mind and its triumph over matter. The flame rising from the center of the lotus is the flame of the human knowledge, spreading light and learning for the coming generations.

The motto inscribed below the lotus defines the purpose and existence of life which is love of beauty, goodness and intellectual curiosity. This essence is kept ever alive in the consciousness of every stakeholder of this grand seat of learning, and thus it thrives ceaselessly, uplifting in its wake-- the holistic processes of the character building.

In a country as vast and pluralist as India, the common threads of educational initiatives and reforms bind us in their aspirational hold. At the helm of it all are the apex institutions which steer educational institutions towards transformative paths through strategies and policy prescriptions issued periodically.

The Institutional Development Plan guidelines brought out and requisitioned by the University Grants Commission are the beacon of light that illuminate the paths to be treaded in future by educational institutions of our country.

These are laid out in a way that would enhance the measurable output, and also strengthen the intangible yet significant parameters that determine the future growth trajectories through appropriately thought-out priorities, timelines and goals.

In this Institutional Development Plan of The Maharaja Sayajirao University of Baroda, the eight *Enabler* segment-frameworks as outlined by University

Grants Commission have been examined, articulated and presented with passion and determination to contribute and achieve the best in the educational realm.

➤ **VISION** of The Maharaja Sayajirao University of Baroda:

“The Progress of a nation requires that its people should be educated. Knowledge is a necessity of man. It instils in him a desire to question and to investigate, which leads him on the path of progress. Education, in the broadest sense, must be spread everywhere. Progress can only be achieved by the spread of education. Cooperation is necessary to achieve any worthy end and this readiness to cooperate will not be found in people if they are not educated.”

**- Shrimant Maharaja Sayajirao Gaekwad-III**

➤ **MISSION** of The Maharaja Sayajirao University of Baroda:

- Sustain an environment of academic excellence and innovative research that enable students to think global and act local with a conscious focus on indigenous perspectives.
- Striving to create an equitable and gender just society that ensures better quality of life to individuals, families, and communities.
- To inculcate highest human values, tolerance, compassion, and equanimity in all the adherents, students, teachers, and support staff of the University.
- Promoting and enhancing high standards of Teaching, Learning and Research for an all-round development of Students.
- Providing a learning environment that nurtures critical reflections, exchange of ideas and innovation among students to help them realize their optimum potential.
- Increasing access to education by all sections of the society.

- Relating knowledge to the contemporary socio-economic needs and moral concerns.
- Building mutually enriching linkages with the society and its institutions.

➤ **Aligning MSU-IDP with SDGs, NCrf and NEP-2020**

- *IDP in CONTEXT of the 17 UN Sustainable Development Goals (SDGs):*

The Sustainable Development Goals (SDGs), also known as the Global Goals, are a set of 17 interconnected goals adopted by the United Nations in 2015 to achieve a better and more sustainable future for all by 2030. They are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity. The seventeen United nations SDGs enlisted and meant to be attained by 2023 are as follows:

1. No poverty
2. Zero hunger
3. Good health and well-being
4. Quality Education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry, innovation and infrastructure
- 10.Reduced inequalities
- 11.Sustainable cities and economies
- 12.Responsible consumption and production
- 13.Climate action
- 14.Life below water
- 15.Life on land
- 16.Peace, justice and strong institutions
- 17.Partnership for the goals

Any higher education institution or university network may join the Higher Education Sustainability Initiative (HESI) Community. By joining-the University would receive updates on ongoing activities, be invited and considered as a contributor or speaker to events, webinars, action groups and other activities. Varied events hosted by HESI bring together academia, policymakers, students, and partners to discuss how to overcome barriers in education systems and sustainability research. Each year, HESI organizes a global forum as a special event to the High-level Political Forum on Sustainable Development (HLPF) – UN’s main platform for the follow-up and review of the 2030 Agenda for Sustainable Development at the global level - to highlight the critical role of higher education in achieving sustainable development. This Forum envisages the launch the HESI Partnership Framework to foster cross-sector collaboration and strengthen higher education’s contribution to sustainable development.

- *IDP in CONTEXT of National Credits Framework [NCrF]*

The National Credit Framework (NCrF), jointly developed by UGC, AICTE, NCVET, NIOS, CBSE, NCERT, DGT, and the Ministry of Education, is a comprehensive framework designed to integrate credits earned across school, higher, and vocational/skill education. It aims to provide a flexible and inclusive system for learning, allowing for the assignment, accumulation, transfer, and redemption of credits earned through various educational and skill-based activities. The NCrF empowers institutions and enables them with the required flexibility for catering to their specific academic requirements and other special needs. The National Credit Framework (NCrF) not only enables effective implementation of the vision of National Education Policy 2020 through integration of various policy endeavours under general education and vocational education but will also be a game changer to establish a benchmark for holistic education and learning integrated with skills, by removal of barriers, infusion of flexibility and creation of lifelong learning opportunities. NCrF will enable transformation of India by providing high quality education opportunities integrated with effective skills to reap the demographic dividend.

- *IDP in CONTEXT of National Education Policy NEP- 2020*

The National Education Policy (NEP) 2020, India’s first education policy of the 21st century, replaced the previous policy from 1986. This Policy 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.

The National Education Policy 2020 lays particular emphasis on the development of the creative potential of each individual. It is based on the principle that education must develop not only cognitive capacities - both the 'foundational capacities' of literacy and numeracy and 'higher-order' cognitive capacities, such as critical thinking and problem solving – but also social, ethical, and emotional capacities and dispositions. It aims to transform India's education system to meet the needs of the 21st century, focusing on access, equity, quality, affordability, and accountability. The policy proposes significant changes in both school and higher education, including a new curricular and pedagogical structure, increased emphasis on vocational training, and a focus on foundational literacy and numeracy.

- ***Aligning MSU-IDP with SDGs, NCrF and NEP-2020***

The global education development agenda reflected in the Goal 4 (SDG4) of the 2030 Agenda for Sustainable Development, adopted by India in 2015 - seeks to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all” by 2030. Such a lofty goal will require the entire education system to be reconfigured to support and foster learning, so that all of the critical targets and goals (SDGs) of the 2030 Agenda for Sustainable Development can be achieved. Having a well-defined National Credits Framework and National Education Policy 2020 are certainly showing educationists the way. However, being at the intersection of implementing newer curricular and pedagogical ideas does bring forth challenges. This is where the Institutional Development Plan, with all key stakeholders at the centre of its conceptualization, will hold the varied directives and implementation goals together. And thus, the educational processes shall stay dynamic but well aligned and meaningful in thought and action.

+++++

**LIST OF ABBREVIATIONS:**

<b>ABC</b>	Academic Bank of Credits
<b>AICTE</b>	All India Council of Technical Education
<b>CBSE</b>	Central Board of Secondary Education
<b>CCLSD</b>	Centre for Curricular and Life Skills Development
<b>CDC</b>	College Development Council
<b>CLLE</b>	Centre for Learning Leadership and Excellence
<b>CSR</b>	Corporate Social Responsibility
<b>DGT</b>	Directorate General of Training
<b>FDPs</b>	Faculty Development Programmes
<b>GO</b>	Government Organisation
<b>GoG</b>	Government of Gujarat
<b>HESI</b>	Higher Education Sustainability Initiative
<b>HLPF</b>	High-level Political Forum
<b>IB</b>	International Baccalaureate
<b>IGCSE</b>	International General Certificate of Secondary Education
<b>ILG</b>	Institute of Leadership and Governance
<b>IPR</b>	Intellectual Property Rights
<b>IRG</b>	Institutional Resource Generation
<b>JSTOR</b>	Journal Storage

<b>MCQs</b>	Multiple Choice Questions
<b>MDC</b>	Multi-Disciplinary Courses
<b>MEME</b>	Multiple Entry Multiple Exit
<b>MERU</b>	Multidisciplinary Education and Research University
<b>MMTTCs</b>	Madam Mohan Malaviya Teacher Training
<b>MOOCs</b>	Massive Online Open Courses
<b>MoU</b>	Memorandum of Understanding
<b>MSU</b>	The Maharaja Sayajirao University of Baroda
<b>NCERT</b>	National Council of Educational Research and Training
<b>NCrF</b>	National Credits Framework
<b>NCVET</b>	National Council for Vocational Education and Training
<b>NEP 2020</b>	National Education Policy 2020
<b>NGOs</b>	Non-governmental Organisation
<b>NIOS</b>	National Institute of Open Schooling
<b>NSQF</b>	National Skills Qualification Framework
<b>OCA</b>	Office of Corporate Affairs
<b>PBL</b>	Problem Based Learning
<b>PG</b>	Post Graduate
<b>PIPs</b>	Principal Internship Programs
<b>QB</b>	Question Bank
<b>RCC</b>	Research and Consultancy Cell
<b>SDGs</b>	Sustainable Development Goals
<b>SECs</b>	Skills Enhancement Courses
<b>SOP</b>	Standard Operating Policy

<b>SSIC</b>	Student Start-up and Innovation Cell
<b>SWAYAM</b>	Study Webs of Active-learning for Young Aspiring Minds
<b>SWOC</b>	Strengths-Weaknesses-Opportunities-Challenges
<b>UG</b>	Under Graduate
<b>UGC</b>	University Grants Commission
<b>UGCF</b>	Undergraduate Curriculum Framework
<b>VACs</b>	Value Added Courses

**LIST OF TECHNICAL ABBREVIATIONS:**  
**(Physical and Digital Enablers)**

<b>AI</b>	Artificial Intelligence
<b>APs</b>	Access Points
<b>AR</b>	Augmented Reality
<b>AV</b>	Audio-Video
<b>BEE</b>	Bureau of Energy Efficiency
<b>CCTV</b>	Closed-Circuit Television
<b>ERP</b>	Enterprise Resource Planning
<b>GIS</b>	Geographical Information System
<b>GPBS</b>	Gigabits Per Second
<b>GPU</b>	Graphics Processing Unit
<b>GRIHA</b>	Green Rating for Integrated Habitat Assessment
<b>HPC</b>	High Performance Computing
<b>HVAC</b>	Heat, Ventilation and Air Conditioning
<b>ICT</b>	Information and Communication Technologies
<b>IoT</b>	Internet of Things

<b>IP</b>	Internet Protocol
<b>IT</b>	Information Technology
<b>LAN</b>	Local Area Network
<b>LED</b>	Light Emitting Diode
<b>LLM</b>	Large Language Model
<b>LMS</b>	Learning Management System
<b>ML</b>	Machine Learning
<b>NFC</b>	Near Field Communication
<b>OFC</b>	Optical Fiber Cable
<b>OCR</b>	Optical Character Recognition
<b>QC</b>	Quality Control
<b>QR</b>	Quick Response
<b>SSO</b>	Single Sign-On
<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>VPN</b>	Virtual Private Network
<b>VR</b>	Virtual Reality
<b>XR</b>	Extended Reality

## ➤ I. GOVERNANCE ENABLERS

Governance refers to the systematic approach by which educational institutions are directed, controlled, and held accountable. It encompasses the methods and frameworks utilized for decision-making, risk monitoring, and performance enhancement. \*

### 1.1 Framework and Statutory Act

The Gujarat Public Universities Act 2023 is formulated by Government of Gujarat for eleven Universities in its ambit including The Maharaja Sayajirao University of Baroda -- and implemented for the following purpose/s – to which the University is committed to attain in a phased and effective manner:

The objectives of the University, in general, shall be to disseminate, create and preserve knowledge and understanding by teaching, research and development, skill development, training and education, extension and service and by effective demonstration and influence of its corporate life on a society in general, and in particular, the objectives (in terms of Governance) shall be to-

- (a.) carry out its responsibility of creation, preservation and dissemination of knowledge;
- (b.) promote discipline and the spirit of intellectual inquiry and to dedicate itself as a fearless academic community to the sustained pursuit of excellence;
- (c.) encourage individuality and diversity within a climate of tolerance and mutual understanding;
- (d.) promote freedom, secularism, equality, social justice as enshrined in the Constitution of India, and to be catalyst in patriotic socio-economic transformation by promoting basic attitudes and values of essence to national development;
- (e.) promote the conducive environment for ensuring social harmony, coexistence, integral humanism and upliftment of the poorest of the poor;

- (f.) extend the benefits of knowledge, life and employability skills for development of individuals and society by associating the university closely with local, regional and national problems of development;
- (g.) carry out social responsibility as an informed and objective critic, to identify and cultivate talent, to train the right kind of leadership in all walks of life and to help younger generation to develop right attitudes, interests and values;
- (h.) promote equitable distribution of teaching, learning, training and other support services facilities of higher education;
- (i.) to promote training and skills in the context of innovations, research and discovery in all fields of human endeavour by developing higher educational network with the use of state of art, communication, media and technologies appropriate for a learning society;
- (j.) devise motivational systems to ensure that individual cognitive abilities are not constrained, but rather the innovative spirit and desire to make true contribution and realize self-achievement are nurtured;
- (k.) promote acquisition of knowledge in a rapidly developing and changing society and to continually offer opportunities of upgrading knowledge, training and skills in the context of innovations, research and discovery in all fields of human endeavour by developing a higher educational network with use of modern communication media, information and communication technology and other emerging and future technologies appropriate for a learning society;
- (l.) promote national integration, fraternity and preserve cultural heritage and inculcate respect towards different religions and diverse cultures of India through the study of different religions, literature, history, science, art, civilisations and cultures;

- (m.) develop work culture and promote dignity of labour through applied components in the syllabi;
- (n.) build up financial self-sufficiency by undertaking academic teaching, training and allied programme, research and development activities for State and private industries, Government organisations at local, regional, national and global level and resource generative services in a cost-effective manner;
- (o.) promote better interaction and co-ordination among different universities, institutions and colleges in the given university, other universities in the State, in the region, in the nation and at a global level by all such means generally to improve the governance of the university and facility it provides for higher education;
- (p.) generate and promote a sense of self-respect and dignity amongst the weaker sections of the society;
- (q.) promote gender equality and sensitivity in society;
- (r.) strive to promote competitive merit and excellence as the sole guiding criterion in all academic and other matters relating to students;
- (s.) register with Academic Bank of Credits (ABC), a national-level facility which will be a bank for academic purposes with students as an academic account holders;
- (t.) develop various strategies and initiatives and provide an excellent opportunity through a wide array of activities for Internationalization such as internationally relevant curricula, brand building of Education Institutions in abroad, academic and research collaboration with foreign universities, credit recognition under twining arrangements, global citizenship approach and engaging with foreign alumni;
- (u.) develop separate 'Centres of Adult Education' for achieving 100%

literacy as per the guidelines issued by the University Grants Commission (UGC);

(v.) carry out all instructions, norms, regulations as and when issued by the University Grants Commission (UGC) from time to time.

## **1.2 Quality Assurance**

- The University's already fully functional ADM and ADE sections shall expand their efforts for periodic recruitment and institutional mentoring.
- The University shall encourage additional learning exposure, sensitisation and inclusivity for all personnel engaged in administrative processes. This will percolate down to students and across to all stake holders in visible beneficial ways.
- The University shall periodically conduct relevant audits to uphold transparency, and to enhance better forward planning and resource allocation.
- Being a legacy institution, the University shall take all due measures for the preservation of archival material of historical importance.

## **1.3 Financial Autonomy**

Financial Autonomy allows University to allocate resources effectively, pursue strategic goals and adapt to changing needs and demands and enhance overall quality of education and research.

- University shall adopt professional Financial Management approach focusing on synchronizing long term fund requirement with fundraising strategies.
- University shall in a phased manner shift the dependency on traditional sources to innovative ways of generating funds like reaching out to alumna and CSR funding
- University shall create a sustainable financial administration ecosystem effectively catering to varied needs of stakeholders ensuring compliance with statutory accounting, reporting and tax related requirements.

## **1.4 Leadership**

- The following are the *officers of the university* in leadership roles, namely: -  
(1) the Chancellor; (2) the Vice-Chancellor; (3) the Deans of Faculties; (4) the Registrar; (5) the Controller of Examination; (6) the Directors of Board of Examinations; (7) the Finance and Accounts Officer; (8) Director of Research; (9) such other officers in the service of the university as may be prescribed by Statutes.

- The following are the *authorities of the university*, namely: -  
(1) the Board of Management; (2) the Executive Council; (3) the Academic Council; (4) the Board of Deans; (5) the Board of Studies; (6) the Board of Post-Graduate Education in Colleges; (7) the Board of Examinations and Evaluation; (8) the Board of Research; (9) such other bodies of the university as are designated by the Statutes, to be the authorities of the university.

Together, the officers and authorities of the university shall ascertain that the intended improvement in higher education standards and efficiency is enhanced. This will be made possible through the following short-, medium- and long-term Goals.

#### *Short Term Goals*

- Enhance the activities and initiatives of the Institute of Leadership and Governance which is already functional in the university -- through incentivization.
- Plan and hold Programmes for Leadership Development for teachers and administrative officers in the University.

#### *Medium Term Goals*

- Periodic meetings for decision making after open and fair discussions.
- Exploring Leadership trainings for teachers and administrative officers through scholarships and MoUs with well-established and known management institutes within India and other countries.

#### *Long Term Goals*

- Ensure the continuity of the practice of inviting person with high calibre and credibility to convocations and other significant university level events to motivate and inspire younger generations.

### **1.5 Close monitoring by IT / Web-based Management Information System**

- The University shall continue to add useful features to its indigenous IT MSUIS portal which supports the entire student life cycle – from registration/admission to convocation.
- The University shall continue to add useful features to its indigenous workflow management system which supports the administrative processes.
- Security systems shall be refurbished by replacing cameras on campus with newer and advanced versions.
- Classroom teaching and academic enrichment for teachers shall become internet and technology supported.

### **1.6 Risk Management Analysis**

- The University shall ensure to carry out assessments, practice record-keeping, creating awareness, and adopt the most effective measures for risk mitigation against cyber-crimes, harassment, fires, grievance redressal, health risks and other natural environmental issues.

### **1.7 External Advisory Boards**

- The University shall endeavour to invite/co-opt experts from various fields to the existing Boards and Councils. This will strengthen interface and enrich academic perspectives in an ever-evolving socio-economic scenario.

### **1.8 Student Feedback**

- The University shall strengthen the nature and periodicity of the student's feedback exercise. The feedback parameters shall be thoroughly analysed and the findings effectively channelled into improving the teaching-learning and supportive processes.

## ➤ II. FINANCIAL ENABLERS AND FUNDING MODELS (RESOURCE GENERATION)

Financial Enablers are the heart of the financial system and a prerequisite for its operation. Financial Enablers comprise the technical systems that deal with payments and financial instruments. A robust financial Enablers system would help the institutions to make and receive payments safely and efficiently along with creating routes for sustained research funding options. \*

The Maharaja Sayajirao University of Baroda, a premier Multidisciplinary Educational and Research University (MERU) is committed to achieve overall excellence through prudent financial management involving raising of sustainable financial resources and their optimum utilization. Financial Enablers play an important role in survival and long-term development of an institution. Being a State University, the major source of financial resources is Government Grant and Tuition Fees. However, with a view to evolving financial self-reliance in long term, the University proposes a comprehensive plan of resource mobilization and utilization.

### 2.1 Financial Policies

Financial Policies are duly approved frameworks of regulation, supervision and overlooking of the receipt and payment procedures.

#### *Short Term Goals*

- Formulation and due revision of policies to support routine academic, administrative and research related activities.
- Ensuring smooth cash flow management.
- Ensuring proper maintenance of physical infrastructure including repairs and insurance.
- Strengthening of Office of Alumni Affairs and Office of Corporate Affairs.
- Strengthening of Students' Start up and Incubation Centre.

#### *Medium Term Goals*

- Enhancing physical infrastructure i.e. classrooms, laboratories, libraries, and hostel accommodation in view of increasing number of students.

- Enhancing digital infrastructure i.e. computer laboratories, smart class rooms and information technologies.
- Strengthening tie-ups with alumni and industry associations to enhance internship and placement.

#### *Long Term Goals*

- Exploring innovative ways of fund-raising.
- Engaging with high-net-worth alumni and donors.
- Ensuring capital investment in physical and digital infrastructure.
- Optimizing use of resources.

## **2.2 Action Plan and Budgets**

Financial Policies are to be translated into well-defined action plans and budgets.

#### *Short Term Goals*

- Implementation of appropriate accounting and auditing procedures to ensure optimum resource mobilization and utilization.
- Compliance with Government Rules and Regulations as regards utilization of grants, purchase procedures.
- Proper record keeping and physical verification of inventory and dead stock items with a view to reduce wastage.
- Encouraging faculties and department to use solar energy and water harvesting system.
- Identifying wasteful expenditures/activities and their control/elimination.

#### *Medium Term Goals*

- Preparing and implementing in phased manner construction of physical infrastructure to accommodate increasing number of students and new academic programs.
- Regular submission of funding requirement to Government for construction of new class rooms, laboratories, sports facilities, and library facilities.
- Organizing Donors' Meet, Alumni Meet and Industry Collaboration meetings.
- Incorporating the technique of Zero-Base Budgeting.

#### *Long Term Goals*

- Synchronizing long term fund requirement with fundraising strategies.
- Seeking support from National Institutions to establish prestigious Chairs.
- Exploring fundraising from international donors and alumni.
- Creating a sustainable financial ecosystem by developing a set of Standard Operating Practices (SOPs) ensuring statutory compliance and accountability.
- Establishing a Financial Performance Reporting and Review System.

### **2.3 Main Sources of Revenue to be Developed**

The University's finance and purchase sections will have to make necessary efforts to explore and identify alternative sources of revenue generation in addition to traditional sources such as Government Grants and Students' Tuition Fees.

#### *Short Term Goals*

- Creating awareness among faculty members about various funding agencies, research institutions.
- Encouraging faculty members with appropriate incentives to pursue research which can be converted into Patents / Copyrights.
- Approaching local corporates for their CSR fundings.
- Approaching Donors for fundings.
- Offering Value added / Skills courses through Centre for Life Long Learning and Education.

#### *Medium Term Goals*

- Creating awareness among local industries about laboratory facilities and testing facilities available within the University.
- Encouraging faculty members to offer consultancy services.
- Entering strategic research collaboration with industry.
- Establishing the Office for Patents and IPR.

#### *Long Term Goals*

- Reducing dependency on traditional sources of revenue and ensuring increasing stream of revenue from non-traditional sources.

### **2.4 Close Liaison with GoI Ministries/Agencies**

A State University is placed at an advantageous position to have a close liaison with various ministries as well as state regulated funding agencies.

- A separate department be established to keep a close liaison with State and Central Government department and agencies.
- Faculty members are to be oriented to take advantage of various research funding schemes and fellowships.
- Creating “Researcher Friendly” financial policies and procedure ecosystem to facilitate faculty members to resolve their fund related issues in a hassle-free manner.

## **2.5 IRG Scheme in each Department**

- The University has 100 plus Departments spread over 14 Faculties, each having a core /unique specialization to offer.

### *Short Term Goals*

- Each department of the University is expected to identify its core/ unique area having potential to generate revenue by imparting relevant skill/knowledge/training/technical knowhow.
- For developing such an ecosystem, University would have to invest in physical and digital infrastructure and capacity building of Department members.
- Needs assessment of industry/corporates as to various skill/ knowledge sets and prepare short/long term academic programs.

### *Medium Term Goals*

- Collaboration with industry to jointly offer training/skill development programs.
- Collaboration with industry for joint research.
- Collaboration with other Universities/Research Institutions.

### *Long Term Goals*

- Formulation of sustainable long term strategic partnerships with industry/ other Universities/research institutions.

## **2.6 Financial/Investment Committee**

Establishment of a robust financial ecosystem requires a Financial/Investment Committee.

The Committee will be responsible for

- Realistic assessment of short-, medium- and long-term fund requirements for Department level, Faculty Level and University Level activities.
- Formulation of strategic planning for fund raising.
- Judicious allocation of funds and monitoring of its effective utilization.
- Ensuring compliance with Accounting Standards, Auditing and statutory formalities.
- Liaisons with Government Departments/Agencies, Funding Agencies, Donors, Corporates and Philanthropists.

## **2.7 Staff Providing Financial Services**

A well-qualified and adequately trained staff is a prerequisite to an effective financial administration of any University.

### *Short Term Goals*

- Manpower planning for financial administration at department, faculty and head office level defining job description.
- Recruitment of qualified personnel and their training.
- Preparing a detailed manual for rules and procedures as regard receipts and payment, roles and responsibilities, mobilization and utilization of funds, compliance with Government rules and regulations, compliance of tax aspects, investment policies, and asset management policies.

### *Medium Term Goals*

- Gradual shifting of financial administration towards e-governance.
- Review of existing policies taking into account changes in economic and regulatory environment.

### *Long Term Goals*

- Creating a sustainable financial administration ecosystem capable of catering to varied needs of all stakeholders.

### ➤ III. ACADEMIC ENABLERS

The Academic Enablers are a set of reference points which give institutions a shared starting point for setting, describing and assuring the quality and standards of their higher education courses and offerings. A desirable set of academic Enablers ensures a healthy and progressive learning environment resulting in energy and interest which ultimately promotes better learning performance. It is the responsibility of an institution to create an environment that not only assures learning, but also pays special attention to the mental and physical well-being of the students. HEIs need to provide a learning atmosphere to every student where they acquire knowledge and skills to grow as a responsible individual. \*

#### 3.1 Courses Catering to Professional/Future Requirements

The University delivers a broad spectrum of academic programs tailored to meet the varied academic interests and career aspirations of students. These programs are designed to foster in-depth engagement and personal advancement, while emphasizing interdisciplinary learning and real-world applicability. A strong academic governance system, supported by dynamic academic bodies, ensures the curriculum remains aligned with the University's vision and complies with national educational standards.

##### *Short Term Goals*

- The University aims to align postgraduate and Ph.D. programs with the National Education Policy (NEP) 2020 through a comprehensive curricular framework/SOP as given by GoG.
- In-depth learning, Skill Enhancement Courses (SECs), and Value Addition Courses (VACs) will be integrated, in collaboration with industry and experts from society.
- Departments will prepare academic flowcharts showing learning pathways and career opportunities to help students make informed decisions.
- Employability potential of courses will be communicated through workshops and seminars with industry participation.
- The mentor-mentee system will be regularly evaluated based on Exit Feedback from student and satisfaction surveys.

- Institutions/Offices/Cells such as MMTTCs, ILG, OCA, SSIC will support the design and development of courses to meet academic and industry needs.
- Faculties will also be encouraged to develop new Multidisciplinary online MOOCs through SWAYAM, focusing on skill development in high-demand sectors aligned with current trends and employability goals.

### *Medium Term Goals*

- The University will regularly review and upgrade academic programs to ensure they maintain quality, industry relevance, and meet global standards.
- Interdisciplinary and professional courses will be introduced, along with flexible credit systems to support diverse academic interests and evolving career needs.
- A Centre for Professional Development will be established, and faculty will receive ongoing training in innovative teaching, curriculum development, and emerging subject areas.
- Stronger collaborations will be fostered with industry partners to provide students with internship opportunities, placements, and exposure to real-world research projects.
- Comprehensive student support services will be strengthened, including career guidance, academic advising, and mental health resources.
- MOOCs developed by Faculties, CLLE, MMTTCs, ILG, OCA and SSIC will be unified on a single platform, and online learning will be expanded to support continuous upskilling and lifelong learning.

### *Long Term Goals*

- Establish research centres addressing societal challenges through academic and industry collaboration.
- Promote sustainability and social responsibility in curriculum and campus practices.
- Create a smart campus by fully integrating digital tools in teaching, learning, and administration.
- Develop a digital repository of lectures and academic materials using AR/VR/XR technologies.
- Launch and position MOOCs on global platforms to enhance international visibility.
- Foster continuous innovation in course design and content across departments.

- Build systems to anticipate and respond to future industry trends.
- Expand online and hybrid programs to serve global learners.
- Strengthen international partnerships for joint degrees, exchanges, and research.
- Establish a lifelong learning framework for reskilling and ongoing education.

### **3.2 Curriculum- Updated as per Industry Requirements**

In alignment with the evolving demands of the employment sector, the University is committed to the continuous revision and enhancement of its curriculum. Academic programs are being strategically designed to address both current industry needs and long-term workforce preparedness. Emphasis is placed on the integration of industry-linked elements, including internships and apprenticeships to provide students with hands-on experience and real-world exposure. Furthermore, the curriculum is being restructured through modularization to facilitate Multiple Entry and Multiple Exit options, thereby offering greater flexibility and academic mobility. This forward-looking approach ensures that graduates are not only equipped with relevant skills but are also prepared to navigate diverse and dynamic professional environments.

#### *Short Term Goals*

- Collaborate with industry professionals through an Industry Advisory Board to regularly review and update the curriculum, ensuring it remains aligned with current market needs and emerging industry trends.
- Review existing programs for industry relevance and introduce new Skill Enhancement Courses (SECs) and Value Addition Courses (VACs) that deliver specialized, market-driven knowledge and competencies.
- Design and implement skill-based course modules and new academic programs that equip students with essential digital competencies and address emerging trends in the evolving industry landscape.
- Integrate industry-linked projects into academic programs and conduct workshops, seminars, and guest lectures by industry experts to provide students with hands-on exposure and real-time insights into current market practices and expectations.
- Encourage Principal Internship Programs (PIPs) for hands-on student engagement and earning opportunities, while implementing a modular curriculum to support Multiple Entry and Exit options.

### *Medium Term Goals*

- Align academic programs with industry demands by integrating emerging fields like AI, data analytics, and sustainability.
- Introduce interdisciplinary courses to build cross-domain competencies and industry relevance.
- Ensure 100% inclusion of internships, real-world projects, and industry-linked research in all programs.
- Implement a credit-based modular structure to support Multiple Entry and Multiple Exit (MEME) options.
- Develop joint certification programs in collaboration with industry partners to enhance employability.
- Establish a system for periodic curriculum updates to remain responsive to market and technology trends.
- Launch faculty development programs focused on industry-aligned teaching and emerging sectoral knowledge.

### *Long Term Goals*

- Establish Centres of Excellence to promote industry-focused research and innovation.
- Strengthen industry-academia collaboration through dedicated platforms and advisory bodies.
- Implement a flexible, competency-based curriculum aligned with future skill demands.
- Develop systems to anticipate and integrate emerging industry trends into academics.
- Ensure continuous curriculum updates in consultation with industry experts.
- Expand lifelong learning through advanced certifications and professional programs.
- Align programs with global standards to enhance international recognition and graduate mobility.
- Target 100% placement in industry-relevant roles for all graduates.

### **3.3 Curriculum Embedded with Employability Skill**

The University has systematically embedded employability skills into its curriculum to ensure students are well-prepared for the evolving job market.

The approach emphasizes the development of foundational and advanced competencies across all disciplines, enhancing both academic and professional readiness. Core skill areas include communication, digital literacy, financial and legal awareness, critical thinking, and problem-solving. The curriculum also integrates themes such as inclusivity, gender sensitivity, social intelligence, and cross-cultural understanding to prepare students for diverse work environments.

Interdisciplinary and multidisciplinary teaching methods foster adaptability, creativity, and innovation, enabling students to apply knowledge in real-world contexts. Emphasis is placed on career development, goal setting, and entrepreneurship, encouraging students to explore varied career paths, including self-employment and start-ups. Practical components such as project-based learning, virtual collaboration, and design thinking enhance their job readiness. The University continuously reviews and updates course content to align with current and future industry trends. This holistic and skill-integrated curriculum equips graduates not only with academic knowledge but also with the personal and professional competencies required for long-term career success.

### *Short Term Goals*

- Strengthen interdisciplinary programs that merge diverse fields of study to enhance critical thinking and adaptability, while integrating essential employability skills into existing curricula to meet current industry expectations.
- Foster deeper engagement with industry partners through guest sessions, hands-on projects, and workshops that provide students with practical exposure, while establishing a structured approach to integrating employability skills throughout the curriculum.
- Introduce skill-based workshops in areas such as data analytics, coding, entrepreneurship, and digital marketing, in collaboration with industry experts through guest lectures, hands-on training, and interactive sessions to enhance student employability.
- Promote the adoption of experiential and learner-centered pedagogies—such as case studies, flipped classrooms, project-based learning, and simulations—to enhance students’ real-world problem-solving capabilities; reinforce the role of the Career Development Cell in guiding professional pathways; and establish a structured program to build digital fluency among students.

### *Medium Term Goals*

- Undertake a thorough evaluation of academic programs to embed employability skills across all levels, ensuring curriculum alignment with current and emerging industry requirements.
- Revise course structures to emphasize core competencies such as communication, problem-solving, digital literacy, and teamwork across disciplines.
- Introduce new programs and modules in emerging and high-demand areas such as Artificial Intelligence, machine learning, sustainability, and data science.
- Establish formal collaborations with industry to offer structured internships, apprenticeships, and job-linked experiential learning opportunities.
- Set up a dedicated Centre for Employability and Career Development to guide departments in embedding career-readiness elements across academic offerings.
- Launch continuous faculty development initiatives focused on enhancing teaching methods and aligning instruction with skill-based and industry-relevant education.

### *Long Term Goals*

- Integrate employability skills as a core element across all academic programs with regular updates.
- Establish a Centre for Industry-Academia Collaboration to enhance skill development and curriculum relevance.
- Forge global partnerships with universities and industries to align academic standards internationally.
- Launch lifelong learning and reskilling programs for alumni to maintain long-term career relevance.
- Achieve full integration of employability skills and target 90%+ graduate placement.
- Strengthen the alumni network to support student mentorship, networking, and career opportunities.

### **3.4 Curriculum Embedded with Skill Enhancement Courses**

The University has integrated Skill Enhancement Courses (SECs) into its curriculum to build practical, industry-relevant competencies.

These are in line with NEP 2020 and UGCF 2022. These courses focus on digital literacy, communication, entrepreneurship, and emerging technologies, enhancing student employability and adaptability.

Delivered through a blend of classroom instruction, hands-on projects, and industry collaboration, SECs prepare students for real-world challenges and promote innovation-driven learning.

### *Short Term Goals*

- Introduce SECs in high-demand areas such as Artificial Intelligence, data science, digital marketing, cyber security, and entrepreneurship to meet immediate industry needs.
- Integrate SECs into existing curricula with a focus on emerging technologies and 21st-century digital skills.
- Strengthen partnerships with industry for curriculum inputs, hands-on training, and real-time skill alignment.
- Offer short-term certification programs, workshops, and practical modules to complement SECs and enhance student employability.
- Use digital platforms within SECs to build core workplace competencies, including communication, digital literacy, and problem-solving.
- Encourage departments to identify discipline-specific skills and align SEC offerings with NSQF and NCVET standards to promote academic credit and a multidisciplinary approach.

### *Medium Term Goals*

- A comprehensive review of all SECs will be undertaken to ensure alignment with current industry trends, focusing on both soft skills and technical competencies relevant to global and local needs.
- SECs will be integrated into a majority of undergraduate and postgraduate programs, embedding industry-based projects or internships for hands-on experience and academic credit.
- Interdisciplinary SECs will be developed to combine domain knowledge with emerging technologies—such as AI, business analytics, cybersecurity, and healthcare innovation—to strengthen job readiness.
- Faculty Development Programs will be introduced to ensure effective delivery of SECs, keeping educators updated with industry standards and pedagogy for emerging skill areas.

- A structured framework will be established for continuous curriculum review, learning outcome assessment, and certification through industry collaborations to ensure SECs remain relevant and impactful.

### *Long Term Goals*

- Establish dedicated centres for employability enhancement through structured skill development, research, innovation, and industry collaboration, ensuring SECs evolve with advancements in technology.
- Ensure 100% integration of SECs across all academic programs, making them a foundational component for preparing students for the future workforce.
- Strengthen global collaborations with international universities and industries to offer globally recognized SECs that equip students for both domestic and international employment opportunities.
- Develop opportunities for alumni engagement in SECs to support upskilling and reskilling, enabling lifelong learning and sustained competitiveness in their respective fields.
- Create a systematic approach for regularly updating SECs based on industry feedback, alumni input, and emerging market needs, ensuring the curriculum remains relevant and future-ready.

### **3.5 Curriculum Embedded with Emerging Technologies to be Integrated with Future of Work**

The University is progressively embedding emerging technologies into its curriculum to align with the evolving demands of the future workforce. In line with national priorities, areas such as Artificial Intelligence, data analytics, blockchain, cybersecurity, and AR/VR are being integrated across programs to equip students with future-ready skills. Developed in collaboration with industry experts, these courses ensure relevance to real-world applications and global job trends. This initiative not only enhances student employability and innovation but also fosters entrepreneurial thinking and adaptability to the rapidly transforming world of work.

### *Short Term Goals*

- Introduce specialized courses in areas such as AI, blockchain, data science, machine learning, and cybersecurity to address immediate workforce requirements.
- Establish a dedicated Centre for Emerging Technologies to drive innovation in curriculum design, training, and industry partnerships.
- Incorporate hands-on learning experiences including coding boot camps, hackathons, and applied projects to build practical competencies in emerging tech fields.
- Collaborate with top technology firms and startups to deliver expert-led sessions, industry-relevant seminars, and skill-oriented workshops.
- Launch targeted certification programs in high-demand technologies to enhance employability and prepare students for fast-track placement opportunities.
- Encourage application-based learning by involving students in real-time institutional projects, with potential outcomes including product development, IP generation, or patents.

### *Medium Term Goals*

- Launch interdisciplinary programs combining emerging technologies with business, health, and environmental fields.
- Integrate advanced technologies into 50% of UG and PG programs with regular curriculum reviews.
- Establish and expand a Centre for Emerging Technologies in collaboration with industry.
- Embed internships and industry-led projects for practical exposure in tech domains.
- Provide faculty training to ensure effective delivery of tech-driven content.
- Build international and industry partnerships for research and student exchanges.
- Develop a system to assess learning outcomes in technology-focused courses.

### *Long Term Goals*

- Introduce dual degree and twinning programs with top global and national institutions to offer students international exposure in tech disciplines.

- Establish Centres of Excellence in advanced areas like AI, machine learning, quantum computing, and renewable energy to drive research and industry collaboration.
- Ensure 100% integration of emerging technologies across all academic programs with a robust system for continuous curriculum updates.
- Strengthen global academic and industry partnerships to align curricula with international standards and enhance student mobility and recognition.
- Promote lifelong learning through upskilling and reskilling programs for alumni, ensuring career adaptability in evolving tech landscapes.
- Build a supportive ecosystem for entrepreneurship and innovation that complements tech education and contributes to high graduate employability.

### **3.6 Center for Curricular & Life Skills Development (CCLSD)**

The Center for Curricular & Life Skills Development (CCLSD) is conceptualized as a central institutional body committed to advancing curriculum enrichment, fostering essential life skills, and promoting a culture of lifelong learning. The Centre will focus on digital content development, curriculum innovation, and faculty-student capacity building in alignment with evolving global educational practices. It aims to serve as a bridge between academia and industry by promoting experiential learning opportunities that strengthen both employability and holistic personal development. The Centre will be equipped with qualified personnel as per sanctioned posts and will actively pursue strategic resource mobilization to ensure its sustained impact across academic and co-curricular spheres.

#### *Short Term Goals*

- Establish CCLSD across departments/colleges with dedicated staff and infrastructure, focusing on integrating 21st-century life skills into the academic ecosystem.
- Develop a structured curriculum framework for life skills training in areas such as communication, leadership, emotional intelligence, and critical thinking.
- Collaborate with departments to identify skill gaps and embed life skills modules into existing courses.
- Launch pilot workshops, certificate programs, and peer-led initiatives to build employability and personal development.
- Engage industry professionals and stakeholders to deliver practical training and provide input on curriculum design and program execution.

### *Medium Term Goals*

- Integrate life skills training into all academic programs through collaboration with departments, ensuring it becomes part of students' formal learning.
- Expand offerings through innovative, interdisciplinary programs and certified courses that blend academic knowledge with essential life competencies.
- Strengthen industry partnerships to offer internships, real-world projects, and experiential learning that apply life skills in practical contexts.
- Build faculty capacity through continuous development programs focused on life skills pedagogy and classroom integration.
- Launch campus-wide initiatives such as competitions, peer learning modules, and structured assessments to foster leadership, creativity, and communication.

### *Long Term Goals*

- Establish CCLSD as a nationally and internationally recognized hub for life skills development through strategic collaborations with government agencies, industries, and academic institutions.
- Pursue global partnerships and accreditations to integrate international standards and best practices, enhancing the global competitiveness of students.
- Create a dedicated research centre within CCLSD to develop innovative frameworks and methodologies for life skills education applicable across higher education.
- Expand outreach and training programs to benefit a wider audience, including students, faculty, and professionals beyond the university.
- Implement a dynamic feedback system with industry stakeholders to continuously update and align life skills initiatives with evolving workforce and societal needs.

## **3.7 Faculty/ Teaching Staff**

The faculty form the intellectual backbone of the institution, contributing not only to academic delivery but also to research, innovation, and institutional development. Emphasizing the spirit of the NEP 2020, the University aims to continuously enhance faculty competence.

This is done through structured Faculty Development Programs, interdisciplinary research engagement, and collaboration with industry experts. Faculty members are encouraged to integrate real-world expertise into classrooms, mentor students in research initiatives, and actively participate in curriculum innovation, including SECs, VACs, and MOOCs.

With a focus on continuous upskilling, knowledge sharing, and innovation, the institution seeks to build a dynamic academic environment where educators serve as mentors, thought leaders, and catalysts for student success and institutional excellence.

### *Short Term Goals*

Ensure every department develops comprehensive lesson plans, assessment strategies, and reading materials for new courses, with resources made accessible on institutional platforms.

- Facilitate faculty participation in FDPs at least once every five years and organize targeted workshops on emerging tools and pedagogies such as AI, data analytics, and blended learning methods.
- Promote inter-institutional collaboration through faculty exchanges, guest lectures, and multidisciplinary teaching initiatives as part of active MoUs.
- Launch structured mentorship programs, while also inviting Professors of Practice, visiting/adjunct faculty, and industry experts to bring real-world perspectives into the classroom.
- Strengthen faculty involvement in research and innovation by offering incentives, grant access, and encouraging collaborative and interdisciplinary research across institutions and sectors.

### *Medium Term Goals*

- Promote deeper industry engagement by enabling faculty to participate in internships, consultancy assignments, and hands-on projects that bring applied insights into classroom teaching.
- Formulate comprehensive faculty exchange frameworks and international collaborations to facilitate joint research, global exposure, and professional growth.

- Set up Centres of Excellence in forward-looking domains such as Artificial Intelligence, sustainability, and interdisciplinary innovation to boost impactful research and capacity building.
- Institutionalize mentorship and recognition systems where senior faculty guide early-career academics in research development, curriculum design, and teaching excellence.
- Launch incentive-based initiatives and faculty retention strategies that acknowledge outstanding teaching, foster multidisciplinary work, and encourage digital pedagogical integration.
- Train teachers on the use of AI and Chat GPT which will aid the teachers to help students in effective use of AI and Chat GPT.

### *Long Term Goals*

Position the University as a globally recognized institution by cultivating faculty excellence through international research collaborations and active involvement in global academic forums.

- Establish a structured lifelong learning ecosystem, enabling faculty to regularly engage in advanced training, certifications, and upskilling aligned with global educational and technological trends.
- Strengthen long-term alliances with government bodies and industry partners to facilitate research funding, consultancy, and translation of academic work into practical applications.
- Launch leadership development initiatives to prepare faculty for administrative roles and participation in national and international education policy development.
- Have MoUs and organise one-week international visit/s for one teacher from each faculty every year for the faculty to get that exposure.
- Promote a culture of continuous academic enhancement by involving faculty in curriculum reform, institutional planning, and innovation-driven policy contributions.

### **3.8 Center for Faculty Development (CFD)**

The Center for Faculty Development (CFD) is envisioned as a strategic hub to promote excellence in teaching, research, and innovation. It aims

to equip faculty with cutting-edge pedagogical skills and technological tools such as AI, robotics, AR/VR, and gamified content delivery. Through the Malviya Mission Teacher Training Centres (MMTTCs) and similar initiatives, the University supports continuous professional development aligned with evolving educational and industry trends. CFD also promotes cross-sector learning through faculty-industry exchange programs, internships, and collaborative projects. By engaging national and global experts, the Centre aspires to nurture a future-ready faculty committed to academic excellence and impactful research.

### *Short Term Goals*

- Set up a dedicated Centre for Faculty Development (CFD) with a defined structure and mandate to enhance teaching and research capabilities.
- Organize regular Faculty Development Programs (FDPs) through MMTTCs with an emphasis on digital pedagogy, interdisciplinary learning, and the use of modern tools.
- Strengthen collaborations with industry to initiate faculty internships, short-term exchange programs, and expert-led workshops to bridge the gap between academia and industry.
- Launch structured training modules focused on contemporary teaching strategies, curriculum innovation, and research productivity.
- Upgrade physical and digital infrastructure to support faculty development initiatives and appoint support staff to manage operations effectively.

### *Medium Term Goals*

- Form an expert advisory council of industry professionals, academicians, and policymakers to guide faculty development initiatives in line with current and future workforce demands.
- Design customized FDPs for individual departments, focusing on discipline-specific advancements and evolving pedagogical strategies.
- Expand strategic alliances with industry for collaborative research and knowledge exchange, enriching faculty exposure to real-world applications.
- Foster international partnerships to bring global perspectives into teaching practices and research engagement.

- Establish advanced research and learning infrastructure, integrating technology-enabled tools and launching structured mentoring programs to support faculty growth.

### *Long Term Goals*

- Position the University as a national and global hub for faculty excellence by aligning development programs with international benchmarks and offering globally recognized teaching credentials.
- Establish strategic partnerships with international universities and accreditation bodies to enable faculty exchanges, global exposure, and adoption of global best practices.
- Foster a culture of continuous learning through regular skill assessments, leadership development initiatives, and discipline-specific upskilling aligned with emerging academic trends.
- Create a Faculty Development Fund dedicated to supporting faculty participation in global conferences, advanced certifications, and collaborative research initiatives.
- Pursue global accreditation for faculty development programs to ensure sustained quality, institutional prestige, and international recognition.

### **3.9 Non-teaching Staff**

Non-teaching staff form the foundation of academic institutions, supporting day-to-day operations through effective administration, technical assistance, and institutional services. In line with national standards, there is an emphasis on recruiting individuals with the requisite qualifications and experience for each role, while promoting continuous skill enhancement. With increasing digitalization and evolving regulatory frameworks, it is essential to strengthen competencies in digital literacy, communication, office automation, and administrative efficiency. Structured training programs, capacity-building initiatives, and professional development opportunities are crucial for empowering non-teaching personnel to meet the dynamic needs of modern higher education institutions.

### *Short Term Goals*

- Organize regular capacity-building and training sessions to update staff on institutional policies, government regulations, digital platforms, and workflow efficiency.
- Implement a rolling recruitment strategy to address staff shortages and ensure timely filling of vacant positions.

- Introduce a structured work plan framework to streamline administrative operations and enhance institutional coordination.
- Strengthen student-facing services through improved communication, responsiveness, and support systems.
- Establish internal systems for monitoring, evaluation, and quality assurance to enhance administrative accountability and performance.

### *Medium Term Goals*

- Introduce structured development programs focusing on soft skills, HR management, and conflict resolution to improve staff-student and public engagement.
- Develop staff retention strategies that include recognition, career progression pathways, and professional growth opportunities.
- Leverage and automate administrative processes using advanced digital tools to increase operational efficiency and transparency.
- Improve student services by training staff in student support systems, grievance redressal, and effective communication.
- Establish a robust internal quality assurance framework to monitor performance and ensure continuous improvement in administrative functions.

### *Long Term Goals*

- Develop structured career progression pathways, including leadership training programs for mid- and senior-level administrative roles, fostering professional growth and talent retention.
- Achieve excellence in administrative support by continually upgrading skills, systems, and service delivery standards.
- Promote a culture of innovation and proactive problem-solving among non-teaching staff to enhance institutional effectiveness.
- Ensure 100% transparency and efficiency in administrative operations through digitization, streamlined workflows, and accountable practices.

## **3.10 Session-Wise Teaching Plan**

Faculty members are encouraged to develop and implement structured session-wise teaching plans that outline weekly or monthly content delivery, learning objectives, and assessment methods. While some departments have adopted this practice by sharing detailed syllabi with references and suggested readings, there is a growing emphasis on standardizing this approach across all programs.

The goal is to ensure teaching is aligned with updated course materials, recommended textbooks, and contemporary academic resources. This structured planning enhances instructional quality, promotes curriculum coherence, and supports students in navigating their learning journey effectively.

#### *Short Term Goals*

- Implement a standardized format for session-wise teaching plans across all departments to ensure consistency and transparency.
- Ensure all teaching plans include learning objectives, and that reference materials are made accessible to students through digital platforms.
- Promote timely submission of plans through regular communication, training for faculty, and enforcement of academic deadlines.

#### *Medium Term Goals*

- Establish a mechanism to incorporate mid-semester student feedback into session-wise teaching plans to enhance learning outcomes.
- Develop a centralized digital platform to standardize and manage the quality of study materials and session plans.
- Promote data-driven improvements by regularly reviewing and updating teaching plans based on academic performance and learner engagement.

#### *Long Term Goals*

- The University aims to harmonize session-wise teaching plans across Universities to facilitate academic consistency and mobility.
- It will lead efforts to standardize the academic calendar, promoting effective implementation of the Multiple Entry-Multiple Exit (MEME) framework.
- This centralized coordination will strengthen inter-university collaboration and enhance flexibility for students across institutions.

### **3.11 Learning Material like Study Books**

The University promotes academic accessibility by offering syllabus-aligned study materials, structured question banks, and curated resources such as lecture notes and reading lists. These are distributed through department libraries and digital platforms like Google Classroom and LMS. Supplementary learning is supported via national e-learning tools like SWAYAM and e-PG Pathshala. The comprehensive library system, including DULS, provides access to major

digital databases (e.g., JSTOR, ScienceDirect). It is dedicated to enhancing academic quality and student performance through high-standard content development.

### *Short Term Goals*

- The University aims to work jointly with well-regarded institutions for the effective preparation and dissemination of curriculum-based learning resources.
- Content creation teams will be established across departments to compile and publish authoritative study texts for foundational subjects, ensuring alignment with academic standards.
- Strengthen online access to academic resources through institutional digital systems to support diverse learning needs.
- Expand the stock of recommended academic texts aligned with curriculum requirements to enrich learning resources.
- Review, refine, and enhance current study resources to reflect academic standards and evolving subject content.
- Adopt digital tools and interactive resources to enrich the teaching and learning process.

### *Medium Term Goals*

- Collaboration may be pursued with the University Grants Commission (UGC) and other central universities to enrich and expand academic resource development.
- Faculty teams, in coordination with departmental committees, shall annually review and update reading materials for all courses—prioritizing new scholarship while retaining essential classical works.
- A centralized online resource containing curated question sets and past assessments will be maintained to enhance student preparation across all programmes.

### *Long Term Goals*

- Expert panels comprising national and international academicians will participate in a structured assessment of study content once every three years to maintain academic rigor.
- Pursue curriculum alignment initiatives with UGC and academic councils to expand the reach of University-published educational materials.

- Promote open-access publication of textbooks and learning materials in digital form for inclusive academic outreach.

### 3.12 Question Bank

With a focus on inclusive and meaningful evaluation, it will implement structured question banks and adaptive assessment strategies enhanced by educational technology.

#### *Short Term Goals*

- Ensure all questions align strictly with the syllabus.
- Eliminate any ambiguous or out-of-syllabus content.
- Tag questions based on levels (e.g., Knowledge, Application, Analysis) to support holistic evaluation.
- Implement a mix of MCQs, case studies, problem-solving tasks, and reflection-based questions.
- Conduct orientation on effective usage of the question bank for both formative and summative assessments.

#### *Medium Term Goals*

- Collect student and teacher feedback on the relevance and fairness of assessments.
- Modify the question bank based on this feedback.
- Adopt digital tools for randomized question paper generation within syllabus constraints.
- Introduce reflective and collaborative tasks that go beyond rote learning.

#### *Long Term Goals*

- Regularly update with teacher contributions and student performance data.
- Maintain a balance between foundational and higher-order questions.
- Foster real-world problem-solving by integrating content across subjects.
- Ensure the question bank meets or exceeds external curriculum standards (e.g., CBSE, IB, IGCSE).

### 3.13 Assignment

Students may be assigned a range of academic tasks such as term papers, practicums, or exercises that involve preparing responses to items from the

question bank. To deepen their engagement, learners are encouraged to attempt all question bank questions in the format of structured assignments. These assignments will be submitted periodically, adhering to clearly defined deadlines to promote time management and academic discipline. Internal assessments will be conducted based on timely completion and the quality of submissions, emphasizing a time-bound and consistent evaluation approach. Furthermore, the assessment system will prioritize timely, relevant, and purposeful evaluation methods that support meaningful learning outcomes.

### **Short Term Goals**

- Establish a formal policy outlining assignment formats, assessment criteria, and submission guidelines.
- Develop and disseminate a standardized assignment framework for all academic programs.
- Begin using digital tools/platforms for assignment submission and tracking.
- Organize initial training sessions for faculty on using rubrics and providing effective feedback.

### *Medium Term Goals*

- Create and implement detailed evaluation matrices linking assignment components to grading criteria.
- Institutionalize the practice of guided peer reviews to foster collaborative learning.
- Expand training programs for faculty on assessment literacy and constructive feedback.
- Monitor assignment compliance with submission deadlines to promote academic discipline.

### *Long Term Goals*

- Fully integrate digital platforms for assignment creation, submission, and evaluation across all departments.
- Establish a culture of consistent, time-bound internal assessment aligned with learning outcomes.
- Continuously refine assessment systems to ensure they remain relevant, purposeful, and student-centered.
- Encourage innovation in assignment design to deepen critical thinking and engagement.

### 3.14 Assessments

The University will implement flexible and inclusive assessment methods using online, offline, and blended formats. Students will be offered options like on-demand and make-up evaluations to support varied needs. The curriculum will extend beyond core and elective subjects to include interdisciplinary and skill-based learning for holistic education. Assignments and assessments at the University follow departmental guidelines, varying in format across disciplines.

Students' complete essays, reports, presentations, and are evaluated through mid-term exams, finals, and internal tests like quizzes and viva. Some departments adopt continuous assessments based on participation and regular submissions. Aiming to enhance learning outcomes, it will develop a structured assignment methodology focused on innovation, effective evaluation, and constructive feedback.

#### *Short Term Goals*

- Establish uniform assignment protocols across departments, ensuring faculty clearly define objectives, assessment criteria, and submission timelines. Guidelines shall be communicated to students at the start of each semester.
- Implement a digital assignment hub allowing students to submit tasks, view timelines, and access evaluations—all linked to current learning systems.
- Incorporate varied assessment formats—written, oral, collaborative, and media-based—to accommodate diverse learning preferences and skill sets.
- Ensure online access to prior assignment models, enabling students to align submissions with expected standards.

#### *Medium Term Goals*

- Doctoral researchers shall support faculty through structured teaching responsibilities to develop academic facilitation skills.
- Reduce dependency on conventional exams by adopting ongoing assessment practices that contribute to final grades.
- Establish a formal feedback protocol ensuring assignment reviews are delivered within a specified timeframe (e.g., two weeks).
- Create an institutional archive of historical academic materials, including question papers and assignment samples, accessible to all learners.
- Facilitate student-to-student feedback sessions under faculty oversight to strengthen critical reflection and shared learning.

### *Long Term Goals*

- Create standardized rubric frameworks to guide fair and consistent assignment grading, supported by faculty training in their effective application.
- Shift to digital assessment platforms that enable secure quizzes, assignment submissions, and online examinations supported by proctoring solutions.
- Assessments shall be aligned with course content and learning outcomes, with each department reviewing and updating methods every three years to maintain relevance and support critical thinking and problem-solving.
- Students will have access to flexible testing provisions, such as make-up and adaptive assessments, to maintain academic progress.
- Periodic syllabus reviews will be conducted to ensure relevance with contemporary educational practices and disciplinary progress.

### **3.15 Value Added Skills Enhancement Papers**

To strengthen student employability and promote holistic development, the University shall offer skill-based value-added courses taught by industry professionals, focusing on workplace readiness, soft skills, and technical expertise. These modules will incorporate experiential learning through real or virtual environments to enhance subject-specific understanding. Additionally, value education will nurture cultural awareness and social responsibility. While some departments provide certification programs and workshops, there is a need to expand and standardize these offerings across the institution for broader impact. University will introduce skill-based courses with industry collaboration and hands-on learning to boost student employability.

### *Short Term Goals*

- Every academic unit shall deliver one skill enhancement module per year, covering areas such as data analysis, digital tools, and business acumen, co-designed with industry partners.
- Integrate third-party learning portals into the curriculum to expand skill development options at minimal cost.
- Offer compact, skill-focused certification programs co-designed with industry experts, covering areas such as public speaking, Excel, and team leadership, to enhance employability and general competencies.

- Provide compact, competency-based courses on communication, leadership, and tech proficiency to support career preparation.
- Strengthen campus-wide skill-building initiatives through seminars on teamwork, time management, and critical thinking, alongside an increased offering of value-added courses.
- Strengthen value education through the inclusion of Indian traditional skills, ensuring both ethical formation and cultural continuity.
- Enhance learning through hands-on, real-world engagement integrated into teaching practices.

### *Medium Term Goals*

- Introduce interdisciplinary modules encouraging students from diverse fields to work together, fostering broad skill development and innovative thinking.
- Establish an annual review system for value-added papers, updated in collaboration with industry experts and alumni to reflect evolving job market trends.
- Partner with industry to offer internships linked to value-added courses, giving students practical exposure in relevant skill areas.
- Organize university-level hackathons and innovation contests to encourage application of learned skills, with rewards and recognition for outstanding performance and creative problem-solving.

### *Long Term Goals*

- The University will actively leverage its MoUs and strategic partnerships with key industry players and socially relevant institutions to introduce skill-based and value-added courses. These programs will be delivered by both qualified faculty and domain experts from industry and society.
- To strengthen career readiness, students will be required to complete a set number of skill development courses as part of their graduation criteria. These courses will integrate both technical competencies and essential soft skills, tailored to each discipline. A clearly defined skill progression roadmap will guide students throughout their academic journey.
- The University will engage with renowned international certification bodies to offer globally recognized credentials in areas like project management, data science, and cybersecurity. These certifications will boost students' global employability and validate their expertise across international markets.

### 3.16 Pedagogy

University integrates traditional and modern teaching methods with a strong emphasis on technology and blended learning. Resources such as lecture notes, videos, and solved problems are provided via digital platforms like Google Classroom and Microsoft Teams. Teaching is designed to be learner-centric and inclusive, with dedicated materials for PwDs. Interactive activities—quizzes, group discussions, and presentations—enhance engagement and critical thinking.

Faculty and industry-led workshops and seminars boost practical skills, while sports, music, and other co-curricular activities are embedded to ensure holistic development. The University continues to foster innovation and flexible learning to meet evolving educational needs.

#### *Short Term Goals*

- Combine online materials (video lectures, quizzes, readings) with in-person teaching via LMS platforms like Google Classroom and Moodle.
- Promote group discussions, case studies, and problem-solving activities to foster engagement and critical thinking.
- Use classroom time for discussion and application while providing learning content before class; include flipped classroom methodology in faculty training.
- Develop a peer-review system with support from the Central Institute of Education to improve teaching practices.
- Introduce smartboards, virtual labs, and classroom response systems to enable interactive and real-time learning.
- Evaluate current teaching approaches to identify areas for innovation and improvement.
- Ensure robust infrastructure for hosting reading materials and course content online.
- Conduct regular FDPs and capacity-building programs to upgrade pedagogical methods.
- Promote a culture of creative and learner-centric teaching approaches across departments.

#### *Medium Term Goals*

- Integrate PBL into more departments, focusing on collaborative problem-solving and real-world applications.

- Host workshops every five years through MMTTCs to ensure faculty stay updated on pedagogical advancements and innovations.

### *Long Term Goals*

- Design courses with clear learning outcomes and align teaching methods and assessments to ensure students meet these outcomes.
- Establish continuous professional development programs focused on modern pedagogies, digital tools, PBL, and flipped classrooms to keep faculty well-prepared for evolving educational needs.

### **3.17 Other Activities as Part of Learning**

The University is committed to integrating co-curricular and extracurricular activities within the core academic curriculum, assigning proper assessment criteria and weightage.

These activities enhance students' abilities in cultural and traditional areas, boosting their design thinking and creativity.

Team-based activities, particularly in social work and community initiatives, foster teamwork, responsibility, and character building. Introduce a daily physical activity routine to students, promoting overall health and reducing stress. Provide rewards for students who achieve specific health goals, encouraging a balanced lifestyle development. This comprehensive approach contributes to students' all-around growth, enhancing their confidence and readiness to face challenges. Additionally, special initiatives are in place to support students from financially weaker backgrounds, providing them with equal opportunities for participation.

### *Short Term Goals*

- Advocate for departments to blend extracurricular experiences like debates, seminars, field visits, and workshops into their curriculum, enabling students to enhance academic concepts with hands-on learning.
- Introduce a daily physical activity routine to students, promoting overall health and reducing stress. Provide rewards for students who achieve specific health goals, encouraging a balanced lifestyle.

### *Medium Term Goals*

- Organize academic competitions, art exhibitions, and sports tournaments that align with learning objectives and encourage creative expression.

- Provide mentorship and resources for students to explore research beyond their coursework, fostering critical thinking and analytical skills.
- Offer teaching assistantship opportunities for Ph.D. students to assist in remedial lessons and tutorials, providing hands-on teaching experience.
- Embed co-curricular and extracurricular activities into the academic curriculum to support holistic student development.
- Develop formal assessment frameworks to track and evaluate student involvement in co-curricular and extracurricular activities.
- Integrate cultural and traditional content into academic programs to enhance students' creativity and critical thinking.
- Strengthen student organizations focused on social service, encouraging wider participation and impact in community engagement.
- Increase the variety and reach of extracurricular activities to engage a broader range of students.

### *Long Term Goals*

- Establish strategic collaborations with industry and community organizations to increase the relevance and impact of extracurricular activities, offering students valuable real-world learning experiences.
- Create a system to recognize and celebrate exceptional academic and extracurricular accomplishments, motivating students to excel.
- Use technology to expand the scope and effectiveness of co-curricular and extracurricular initiatives, encouraging innovation and engagement.
- Develop sustainable programs that ensure students from economically weaker sections have access to all extracurricular opportunities, fostering equal participation.
- Build an alumni network to connect students with alumni mentors who can provide career guidance, share industry insights, and offer networking opportunities through regular events and talks.
- Introduce a system for gathering feedback on extracurricular activities, enabling continuous improvement based on student input and assessing their impact on student development.

### **3.18 Earn while Learn Facility and Flexibility**

The Earn While Learn model provides students with valuable work experience and financial support, reducing the need for parental assistance in covering personal expenses. The course structure should be diverse and interdisciplinary

to provide comprehensive learning experience. At present, the University offers a few informal opportunities such as research assistantships and internships but expanding these Earn While Learn initiatives would greatly benefit students by improving their financial independence and enhancing their professional skillset. Also intends to embed these opportunities into its academic programs, promoting employability and entrepreneurial thinking.

### *Short Term Goals*

- Each department will partner with relevant agencies to provide paid internships, with a focus on including underprivileged students in initiatives like the PM Internship Scheme.
- Collaborate with local businesses, organizations, and on-campus facilities to offer part-time jobs that are flexible and suitable for students' academic schedules.
- Develop structured on-campus jobs in departments such as libraries, administration, and event management, ensuring these roles are flexible and aligned with students' academic obligations.
- Strengthen career services by providing personalized workshops on resume writing, interview techniques, and job search strategies, helping students secure part-time roles that support their academic progress.
- Create a comprehensive framework to incorporate Earn-While-Learn initiatives into academic programs, supporting student financial independence and skill development.
- Collaborate with industry partners to offer practical earn-while-learn opportunities, helping students gain hands-on experience while pursuing their studies.
- Launch a pilot of the Earn-While-Learn model in select departments, evaluating its impact and refining it based on student feedback and outcomes.

### *Medium Term Goals*

- Integrate stipends into the Principal Internship Schemes, providing financial support for students engaged in internships.
- Enhance the availability and scope of internships and cooperative education programs that offer students real-world experience. These programs will be developed in partnership with industry professionals to ensure their effectiveness and relevance.
- Extend Earn-While-Learn opportunities to every academic program, enabling a wider range of students to gain practical work experience while continuing their studies.

- Set up a dedicated research center to explore and innovate new Earn-While-Learn models, improving opportunities for students to earn and learn simultaneously.
- Develop a robust system to monitor and assess the outcomes of Earn-While-Learn initiatives, ensuring their effectiveness in supporting students' academic and professional development.

### *Long Term Goals*

- Departments will join forces with industries, agencies, and embassies to create a stipend fund for student interns, incentivizing participation with added advantages for future job placements.
- A system will be created to provide stipends and fee waivers to students from financially weaker backgrounds who take on teaching assistant roles, supporting both their academic and financial needs.
- Develop a system to assess the effectiveness of Earn-While-Learn initiatives. Regular feedback will be gathered from students, employers, and faculty to enhance the programs, ensuring they align with students' needs and the demands of the job market.
- Aim to gain national recognition for the innovative Earn-While-Learn initiatives, positioning the University as a leader in integrating work experience into academic programs.
- Establish strong collaborations with leading industry players and organizations to create meaningful Earn-While-Learn opportunities and ensure their relevance.

### **3.19 Flexibility and Multi-disciplinarity**

To meet evolving academic and industry demands, universities are urged to implement flexible UG and PG programs that allow for personalized learning paths and certificate courses, either independently or via partnerships with reputed organizations. Curricula should encourage students to pursue independent projects and research under guided mentorship. University has initiated multidisciplinary learning through UGCF at the undergraduate level, and expanding this to postgraduate programs would align well with NEP 2020 goals. The university also supports interdisciplinary inquiry through various specialized centres. Also echoes this vision by incorporating academic flexibility and cross-disciplinary perspectives to boost student engagement and outcomes.

### *Short Term Goals*

- Streamline the course enrolment system to enable students to easily register for classes across departments, reducing restrictive prerequisites. This will support academic exploration beyond primary disciplines and enhance students' educational breadth.
- Launch interdisciplinary minors that complement students' major fields, e.g., pairing Environmental Science with minors like Sustainability or Policy Studies—to encourage integrative learning.
- Facilitate interdepartmental workshops and seminars showcasing faculty research that intersects multiple fields, promoting cross-disciplinary dialogue and student engagement.
- Create adaptable academic pathways that help students align their coursework with personal interests and career aspirations. Train academic advisors to guide students effectively through these options.

### *Medium Term Goals*

- Design and implement structured interdisciplinary academic programs that draw on expertise across departments to tackle real-world challenges like climate change and public health.
- Foster interdepartmental research and community-based projects that allow students to engage in collaborative, cross-disciplinary learning.
- Review academic structures at UG/PG levels to promote flexibility and equip faculty with skills for delivering multidisciplinary content.
- Support doctoral research that spans departments by enabling shared supervision and interdisciplinary mentorship models.

### *Long Term Goals*

- Develop strategic alliances with global and national universities to offer interdisciplinary programs, joint degrees, and exchange opportunities.
- Institutionalize evaluation frameworks that assess interdisciplinary program success through regular feedback and research impact analysis.
- Strengthen institutional infrastructure for multidisciplinary research through new centres and expanded research collaborations.

## **3.20 Opportunities to Develop and Utilize Research and Innovative Thinking Skills**

In accordance with UGC guidelines, educational institutions are encouraged to cultivate a robust culture of research and innovation by empowering students to

engage in both individual and collaborative projects. By integrating academic frameworks that enhance skills, confidence, and practical experience, institutions provide fertile ground for creative problem-solving and entrepreneurial thinking. Initiatives such as hackathons and international exchange programs serve as dynamic platforms to nurture innovation and expand global perspectives. The University embraces this mission by fostering an environment where research ideas can be transformed into meaningful, real-world solutions.

#### *Short Term Goals*

- Revise and strengthen institutional policies to better promote research activities and innovative thinking.
- Organize frequent workshops and skill-building sessions to develop research capabilities among students and faculty.
- Launch regular innovation-driven events, including hackathons and competitive challenges, to stimulate creative problem-solving.

#### *Medium Term Goals*

- Build and deepen partnerships with industry leaders and premier research organizations to facilitate collaborative innovation.
- Expand opportunities for students and faculty to participate in international exchange programs, enhancing cross-cultural and academic experiences.
- Create structured programs to identify, support, and reward high-potential innovative projects and ideas.

#### *Long Term Goals*

- Achieve recognition at the national level as a center of excellence in research and innovation.
- Establish a sustainable, long-lasting framework that continuously nurtures research growth and fosters an ecosystem of innovation.
- Invest in infrastructure and resources that empower ongoing development and commercialization of innovative solutions.

### **3.21 International Exposure**

At present, international exposure is facilitated mainly through selective exchange programs and collaborations in certain departments, but these

opportunities are not universally accessible. Establishing a comprehensive framework for international partnerships would enable more students to benefit from global learning experiences, fostering cultural sensitivity and better career readiness. Similarly, some institutions strive to promote global engagement by building international collaborations and encouraging cultural interactions that support academic and research missions.

### *Short Term Goals*

- Initiate partnerships with international universities to expand global academic collaboration.
- Invite and increase the presence of visiting foreign faculty to enhance cross-cultural academic exchange.
- Develop a dedicated online platform to streamline and promote international collaborations.

### *Medium Term Goals*

- Organize and host international conferences in partnership with global organizations to foster academic dialogue and networking.
- Expand faculty exchange programs by facilitating more frequent visits from international scholars.

### *Long Term Goals*

- Formulate and implement a comprehensive strategic plan focused on the internationalization of academic and research activities.
- Strengthening institutional ties with top-ranked global universities to support joint programs, including research.

#### ➤ **IV. RESEARCH, INTELLECTUAL PROPERTY, AND SUPPORTIVE ENABLERS**

Intellectual enablers, such as basic research, ideas, general-purpose technologies, and languages, serve as the foundation for a wide range of downstream productive activities. These enablers facilitate information production, innovation, education, and various socially valuable activities. Intellectual enablers are the "building blocks" of cumulative, dynamic systems. Additionally, intellectual property rights play a crucial role in protecting and commercializing research outcomes. \*

Established in 1891, the roots of The Maharaja Sayajirao University lie in addressing societal challenges through self-sustaining practices that promote quality education and innovation for a progressive society. The University is at the forefront of research and innovation, particularly in diverse fields aligned with the industrially rich region it serves. Its mission is to integrate various research domains by leveraging the objectives of the National Education Policy (NEP) 2020, contributing to the development of the nation.

A unique feature of the University is its shared learning environment, where undergraduate students study on the same campus as postgraduate and doctoral scholars, fostering a collaborative academic culture. Institution-building responsibility must not rest solely with the University authorities, departments, or faculty members, but must also be instilled in students. All stakeholders are needed to make effective and efficient use of internal resources, establish industry partnerships, engage in international collaborations, and leverage alumni support. Therefore, in building a strong institution, it is essential that all four stakeholders should have a clearly defined vision of short-term, mid-term, and long-term goals. With a vision rooted in inclusivity and teamwork from the

grassroots level, each stakeholder is entrusted with specific responsibilities, as outlined below:

#### **4.1 University: *Short Term Goals***

- **Institutional Repository and Research Visibility:** Encourage all departments to consistently upload research outputs (papers, patents, projects, theses) on ARMS.
- **Citations and Research Training:** Train faculty and students on using citation databases like Web of Science, Scopus, and Google Scholar, including profile set-up and citation management.
- **Research Focus:** Conduct workshops with faculty to identify emerging research areas, guided by trends in funding, social needs and industry demand.
- **Research Funding:** Create funding pools and enhance the existing Institutional Publication Fund to support impactful research, publication, patents and travel. Institutionalize student patenting processes and revenue-sharing models to encourage innovation and build the University's IP portfolio.
- **Collaborations:** Foster partnerships with industry and research institutions for collaborative projects and joint funding.
- **Incentives:** Promote faculty participation in research through incentives such as grants, research leaves, reduced teaching loads.
- **Ph.D. and Postdoctoral Research:** Expand scholarships and increase intake of Ph.D. and post-doctoral scholars based on the available infrastructure, faculty capacity. Encourage Government, Alumni and industry funded scholarships.
- **Intellectual Property Support:** Empower the Research and Developmental Cell and Start-up Cell to lead IP activities, including patentability assessments, filling support, and guidance.
- **IPR Awareness and Capacity Building:** Organize programs on Intellectual Property Rights (IPR), publishing ethics, and patent filing processes for students, research scholars, and faculty. Launch IPR clubs and invite experts for practical sessions on IP protection and commercialization.
- **Entrepreneurship Development:** Initiate pre-incubation programs with boot camps, mentorship, and workshops. Run University-wide awareness campaigns and start-up competitions.
- **Mentorship and Industry Engagement:** Build a network of industry experts and successful entrepreneurs to mentor students across discipline on innovation, start-up development and commercialization strategies.

- Develop peer-reviewed journals aligned with University-led conferences to provide high-quality publishing platforms.

*University: Medium Term Goals*

- **Promote Interdisciplinary Research:** Foster cross-departmental collaborations by forming interdisciplinary teams. Encourage joint research initiatives involving faculty from different disciplines, (more than three together). Facilitate partnerships with industry and other national and international research institutions for joint research partnerships.
- **Boost Research Funding and Support:** Increase internal grants, and expand programs like the Vice-Chancellor's Internship Scheme. Scheme can target societal and technological challenge to build culture of application-oriented research.
- **Encourage External Collaborations:** Facilitate strengthening among research-oriented faculty, industry, government bodies to launch joint research with real-world needs.
- **Establish vibrant industry-supported research centres on campus for collaborative innovation and shared IP development.**
- **Capacity Building and Research Skills Development:** Offer targeted faculty in grant writing, data analysis, and project management. Launch mentorship programs where-in Industry professionals guide research teams towards commercially viable and patentable outcomes.
- **Infrastructure and Resource Expansion:** Invest in library resources, and dedicated research facilities. Recruit research-focused faculty and support staff, similar to temporary Teaching staff, to increase research output (number of PhD students, Publications, and Patents).
- **Interdisciplinary Research Centres:** Form interdisciplinary research centres that focus on cutting edge research, fostering collaboration between departments for impactful research outcomes that can lead to patents or book publications.
- **Incentives and Recognition:** Introduce monetary and non-monetary rewards for quality high-impact work.
- **Strengthen IPR Ecosystem:** Scale up the IPR cell to support students, and faculty with patent filing, copyright issues, and IP management. Integrate advance IP law and patent training into science and business programs.
- **Showcase and Collaborate Nationally:** Collaborate with institutes of repute to promote national knowledge sharing and showcasing India's research advancement.

### *University: Long Term Goals*

- **Build a World-Class Research Ecosystem:** Positioning the University as a hub of innovation and research excellence both nationally and internationally by establishing state-of-the-art research ecosystem. Promoting interdisciplinary through cross-departmental initiatives and thematic research centres addressing national, Indian knowledge systems and global challenges. (smart city infrastructure, waste management, and urban biodiversity).
- **Strengthen Research Culture:** Encourage a research-centric academic culture by integrating research into teaching. Institutionalize mentorship programs to support student and faculty research across discipline.
- **Create University Alumni Angel Network:** to provide mentorship, and financial backing for various activities including student start-ups.
- **Integrate entrepreneurship into academic curricula** through incubation electives and credit-based NEP programs.
- **Enhance International and Industry Collaborations:** Forge long-term partnership with international universities, research institutions and multinational corporations for joint research, co-supervision of scholars and collaborative publications.
- **Industry-Academic Consortia:** Develop Industry-academia consortia focused on high-impact, applied and societal relevant research.
- **Advance Intellectual Property Development:** Strengthen the IPR cell and establish a dedicated IP management office to support patent filling, licensing and commercialization. Create an IPR endowment fund and apply for sustained funding from government and private sources.
- **Vibrant Smart City Vadodara:** Position the University as a leader in both basic and applied research, earning recognition for pioneering work, supporting industry (win-win situation) and ground-breaking discoveries. University will act as a unique common platform for various industries.
- **Support Postdoctoral and Global Research Talent:** Launch structured and funded (alumni) postdoctoral programs to retain Ph.D. talent and attract international scholars. Partner with global institutions to co-supervise Ph.D. and postdoctoral scholars, enhancing research capacity and international profile.
- **Foster Science Communication and Public Engagement:** Create dedicated department for translating research into accessible formats (articles, patents, podcasts, videos). Organize public-facing events, exhibitions to simplify complex findings.

- Elevate Global Visibility: Organize biennial global research fairs featuring partner universities, promoting innovation, exchange and academic diplomacy. Launch a platform for showcasing simplified summaries.
- Single window, and digital platform for easy processing of research projects and PhD programs.

#### **4.2 Department and Faculty: *Short Term Goals***

- Upgrade and expand research infrastructure at the undergraduate level, ensuring access to basic research tools, laboratories, and facilities to promote early-stage research engagement.
- Design student research projects at both undergraduate and postgraduate levels to aware sustainable practices, including industrial innovation, cutting edge research, AI, Machine learning, and Indian Knowledge System. Integrate project submissions with conference participation by requiring structured presentations as part of final assessments.
- Promote interdisciplinary projects to help students apply theoretical knowledge to real-world problems, thereby improving critical thinking and problem-solving skills.
- Conduct a comprehensive audit of existing research infrastructure to identify gaps and establish a baseline for future development.
- Identify priority research areas based on institutional strengths and global trends, and foster collaborations across departments for targeted research with potential for revenue generation and external funding.
- Regularly update and disseminate clear research guidelines and organize workshops on proposal writing, grant applications, and ethical compliance.
- Establish mentorship initiatives pairing junior faculty with experienced researchers to enhance capacity building and innovation.
- Establish a proper Central Instrumentation Facility and improve access to instruments at this facility through structured training programs for researchers and students.
- Host frequent, smaller conferences focused on emerging fields such as AR/VR, including thematic workshops on digital storytelling and integration of technology with traditional research methods.
- Organize workshops on innovation, patenting, and IP rights to educate students on protecting and commercializing their ideas. Sensitization on Ideation camp and start-up.

- Encourage faculty for participation in National and International conferences, Exhibitions, Industry visits, field trips for practical exposure and enhance visibility.
- Launch student-led conferences for undergraduate, postgraduate, and doctoral students, with awards to recognize outstanding presentations.
- Foster industry collaboration in student-led innovation for faster IP generation and commercialization. Host industry-led sessions to familiarize faculty and students with current industrial trends and bridge the gap between academia and practical application.
- Strengthen the Placement Cell to establish sustained partnerships with industry and ensure curriculum relevance to market demands.
- Sign MoUs with industry partners to define objectives for joint research and IP creation through shared expertise.
- Organize an Annual Doctoral and Research Fair to showcase ongoing and completed projects, offering visibility to faculty and student research output. This will help in increasing PhD scholars in the department.
- Generate funds from industry, alumni for providing fellowships for PhD program.
- Encourage and expand National and International collaborations.
- Promote intra- and inter-departmental collaboration to enrich research with cross-disciplinary perspectives.
- Launch community-focused, mid-scale projects that address regional challenges and reflect the University's societal impact.

#### *Department and Faculty: Medium Term Goals*

- Modernize departmental research infrastructure by upgrading laboratories, acquiring advanced equipment, and creating dedicated research spaces for faculty and students.
- Embed live projects and case studies into courses to provide students with hands-on experience and a research mindset. Develop industry-academic partnerships allowing students to work on real-world problems under industry mentorship. Mandate research components in final-year curricula to promote original work with publication or patent potential. Implement structured internship and placement programs in partnership with industry, incorporating feedback mechanisms to align curricula with job market needs.
- Stabilize mentorship programs by formalizing structures that support grant writing, publication strategies, and collaborative research.
- Establish Centres of Excellence in specific fields, each with own agenda, international collaborations and publication strategy. key areas, not

limited to, such as Quantum Computing, AI-Driven Social Sciences, Industrial Biotechnology, Techno-Humanities, and Cultural Heritage Preservation.

- Promote projects that bridge basic and applied research to ensure that theoretical work leads to tangible, real-world solutions.
- Actively pursue funding from government and private agencies and develop partnerships for collaborative research ventures.
- Motivate colleagues and students to participate in national and international conferences, enhancing their academic visibility and communication skills.
- Create a platform for multidisciplinary departmental meeting/brainstorming sessions.
- Organize regularly national conferences/workshops/exhibitions that welcome external participants, fostering collaboration across institutions.
- Invite International speakers and organize conference/workshops with an aim for inducing international collaboration and MoU. Systematic and planned efforts for international collaborations.
- Support faculty in filing patents and creating spin-offs from research outcomes to commercialize innovations and enhance institutional revenue.
- Encourage collaboration among faculty, both within and outside the University, to promote interdisciplinary research.

#### *Department and Faculty: Long Term Goals*

- Establish departments and colleges as Centres of Excellence in research and innovation, generating high-impact publications and patented technologies while sustaining infrastructure growth.
- Initiate long-term research projects in smart cities, waste management, and urban biodiversity to address challenges of rapid urbanization in India.
- Institutionalize mentorship across departments to create a strong research culture, enabling students to secure grants and contribute to impactful research.
- Ensure continued funding for research through government grants, industry partnerships, and dedicated endowments.
- Use revenue from research commercialization to create endowments that ensure the University's long-term financial sustainability.
- Build durable, mutually beneficial partnerships with industries that value and invest in academic research.
- Promote faculty development while strengthening the institution's overall research culture and IP framework.

- Regularly organize alumni meet and connect for any strategic help.
- Create a space highlighting research outputs of the departments to attract and invite guests from other departments, institutes, industry for free and effective discussions leading to unexplored collaborations.
- Expand international research exchange programs and conference participation to broaden students' global perspectives and innovation capacity.

### 4.3 Faculty Members: *Short Term Goals*

- Develop undergraduate and postgraduate courses that incorporate research-based learning, encouraging students to undertake small-scale projects under your supervision.
- Encourage student participation in conferences through assigned sessions, active engagement with presenters, and submission of experience summaries for internal assessments.
- Regularly update and disseminate clear research guidelines; participate in and conduct workshops on proposal writing, grant applications, and ethical compliance.
- Organize workshops or brainstorming sessions with faculty to identify emerging fields across disciplines. Analyze research funding trends and industry needs to pinpoint high-potential areas.
- Identify research projects with potential to generate revenue and attract external funding.
- Introduce mentorship programs where senior researchers and faculty guide junior colleagues in understanding research culture, its benefits, challenges, and the process of becoming effective researchers.
- Encourage interdisciplinary projects to help students apply theoretical knowledge to real-world challenges, thereby enhancing their problem-solving and critical thinking skills.
- Focus on emerging research areas such as Energy, Artificial Intelligence (AI), Data Science, Biotechnology, Genomics, Nanotechnology, policy research, and cultural preservation. Integrate the traditional Indian Knowledge System (IKS) into research.
- Foster partnerships with industry and research institutions to strengthen collaborative efforts and secure joint funding for strategic projects.
- Go beyond the "publish or perish" mindset by actively pursuing patents and copyrights.
- Initiate student-led conferences where undergraduates, postgraduates, and research scholars can present their work. Recognize outstanding contributions through awards to encourage participation.

- Collaborate with national and international laboratories to strengthen research activities at the University.
- Initiate interdisciplinary collaborations within the University across departments on a broad range of research topics, including but not limited to heritage conservation and energy, in line with SDGs.
- Increase the number of PhD students and postdoctoral fellows to support research needs.

#### *Faculty Members: Medium Term Goals*

- Integrate mandatory research components into the curriculum, particularly in the final-year projects, to promote original research with potential for publication or patenting.
- Stabilize mentorship programs by formalizing support structures, including guidance on grant writing, publication strategies, and research collaboration.
- Focus on projects that bridge basic, applied, and societal research, ensuring theoretical insights lead to practical applications.
- Develop applied science research programs targeting real-world industry challenges, thereby fostering sustainable partnerships.
- Promote researcher independence by utilizing revenues from intellectual property and technology transfers to reinvest in future research.
- Support the administration in ensuring the smooth functioning of research activities at all levels.
- Strengthen and initiate new industry collaborations both individually and through teams formed across departments.
- Expand and deepen international collaborations.
- Foster a research-driven environment through workshops, seminars, conferences, and brainstorming sessions with nationally and internationally recognized scholars and professionals.
- Create a platform within the faculty to promote cross-disciplinary research.

#### *Faculty Members: Long Term Goals*

- Establish research laboratories in cutting-edge or socially relevant fields aligned with national missions and visions.
- Engage in both basic and applied research to advance theoretical knowledge and develop practical solutions to real-world problems.
- Translate at least one patent into a startup or entrepreneurial venture.
- Utilize research-generated revenue to establish endowments that ensure long-term financial sustainability for the University.

- Sustain a research-conducive environment.
- Participate in social initiatives that benefit the wider community.
- Establish or support a center to nurture undergraduate researchers.
- Actively contribute to the creation of multidisciplinary or cross-disciplinary research areas.
- Serve as a liaison officer between the University and industry or international collaborators.
- Support junior colleagues in research grant writing and exploring various research opportunities.

#### **4.4 Students: *Short Term Goals***

- **Engage in Curriculum-based Projects:** Participate actively in academic research projects, develop skills as a both independent and collaborative researcher.
- **Pursue Research Beyond Curriculum:** Take initiative to lead research problems outside the prescribed curriculum.
- **Student-led Workshops:** Organize workshops “by the students, for the students” (via students’ research cell/council) to cultivate a research-driven environment.
- **Talk shows, Debates, Live performances and Presentations:** Host interdisciplinary events based on research to connect with Indian knowledge system.
- **Mentorship Program:** Participate in mentor-mentee initiatives to support newly enrolled UG or PG students
- **IP Awareness and Ideation Camps:** Learn about intellectual property rights, copyrights, and engage in ideation sessions to generate novel research ideas.
- **Student-Led Research competitions:** Organize events such as hikeathons, skill-based camps, and independent project competitions to foster peer learning.
- **Mandatory Research Methodology courses:** Introduce research methodology, especially for all PG students.
- **Team Building and e-Startup Orientation:** Motivate peers to explore research and entrepreneurship as a viable career path by connecting and conducting talks of successful alumni.
- **Community Engagement:** Assist in organizing Open houses, social outreach services to build and maintain trust and overall wellbeing.

#### *Students: Medium Term Goals*

- Establish a student's research cell: Form a dedicated student body to promote research culture and coordination, under the guidance of Professor
- Conference Participation: Present research work in national and international conferences
- Develop Curiosity Laboratory: Expand institutional support for undergraduate research for open ended and frugal research.
- Host Student Exhibitions: Regularly organize exhibition to showcase student, and general public in the city innovation and talent.

#### *Students: Long Term Goals*

- Incentivize Research Outputs: Link student research outcomes to National initiatives such as Start-Up India, Atma-Nirbhar Bharat, CSR projects and Alumni support.
- IP commercialization: Translate student-developed intellectual property into start-ups and entrepreneurial ventures.
- Incubation Cener Participation: Nurture a sustainable culture of innovation and start-up incubation.

### ➤ **V. HUMAN RESOURCES MANAGEMENT ENABLERS**

Balancing the need for autonomy and flexibility within a Higher Education Institution (HEI) while adhering to regulatory and HR practices can be challenging but essential for fostering innovation and academic excellence. The emphasis here is the careful balance and interlinkage between principles and precepts. \*

This segment contains two dimensions closely related. Human resource Management and the emotional strength Supportive and Facilitative enablers. In the quest for academic excellence and institutional resilience, Higher Education Institutions (HEIs) must prioritize the development of robust Human Resource (HR) strategies that encompass comprehensive enablers for students, staff, faculty, and researchers. The overarching Regulatory and Binding Laws of the Land, Academic regulations, other applicable regulations and rules need to be complied with while efforts are made to create an enabling HR Framework cannot be overemphasised. Within that, the following integrated approach outlines key HR enablers that would support a vibrant educational ecosystem.

A university being the service organisation is required to maintain its human resources updated with respect to contemporary knowledge, skills and abilities.

In a strive to achieve excellence in imparting education in students as per the contemporary requirements, the Maharaja Sayajirao University aims to create a learning and inclusive environment amongst students and faculty members. In a bid to fulfill its objectives, the university will focus on the overall development of its four pillars, i.e. students, faculty members, staff members and governing body by taking the following steps:

## **5.1 The First Pillar: Students**

### *Short Term Goals*

- Starting MSUIS ‘Vidhyarthi’ app which aims to simplify access to student services such as: Digital student profile, fee payment and receipts, hall tickets and exam results, internal marks, timetable and paper list, scholarship application and status tracking, convocation form submission and payment, academic progression and achievements, admission cancellation, notifications and real-time updates. The mobile application reflects MSU’s commitment to digital transformation and improving student experience through technology. Future updates will bring even more enhancements and seamless integrations.
- Student admissions are done through Gujarat government GCAS portal. The university is striving to bring ease in getting admission into MSU.
- The office of international affairs is striving to give admissions to more and more international students to bring in diversity.
- Bringing in more students into the ambit of student scholarship as the university’s current student scholarship has been very effective with an objective that no student should give up study for the want of financial aid.
- The university is committed to do MOUs with local industries to bring in more institute industry interface as per guidelines of NEP 2020.
- Engaging alumni association for student development and mentorship programs.
- Motivating students to take up projects/ internship for solving community problems.
- Take student feedback for faculty, staff and administrative development.

### *Medium Term Goals*

- The university is committed to bringing ease in student related administration to promote learning environment on the campus.
- Promoting student skill development directed towards helping community development, especially rural and tribal communities.
- Including Students in Unnat Bharat Abhiyan to sensitize the student community towards rural issues and promoting student internships in rural areas.
- The university is striving to have skill development plan so that each student has at least one skill learnt during his/her study period in the university.
- Starting career guidance centers so that students can take benefits of such guidance.
- Regulating Ph.D. students' entry, work and exit from time to time to promote culture of innovation, research and application of the findings.
- Promote interdisciplinary research amongst students in dissertations, Ph.D. studies and degree courses.
- Review of curriculum every year to include contemporary subjects, topics and skills. By this students' employability can get enhanced.

### *Long Term Goal*

- Promoting students to take up entrepreneurship so that they become job creators than the job seekers by creating an environment of innovation, critical thinking and addressing community problems.
- The university plans to promote girls and tribal students to take up startups so that they become role models for others.
- The university will bring in few noncredit courses/ events by which a feeling of "Rashtra Pratham" will be inculcated amongst the students.
- Promote culture of innovations, research and filing for patents.
- Appoint research fellows to enhance research outputs.
- Building more hostel facilities at the campus and collaborating with local government authorities to bring in more student friendly infrastructure development.

## **5.2 The Second Pillar: Faculty Members**

### *Short Term Goals*

- Filling up the vacant faculty and staff positions that become vacant after retirement of faculty and staff members. As far possible recruit faculties strong research background from universities of world ranking.
- Making robust mechanism for screening applications to bring in more transparency.
- Making MSU portal more user friendly so that applicants are aware of the stage of their application.
- Make onboarding and orientation program for newly recruited faculty members to inculcate a sense of research orientation, student relations, teaching pedagogy, academic technologies and a good team member.
- Motivate faculty members to bring in Indian Knowledge in their respective fields.
- Organize capacity building workshops for faculty members in research, innovation and subject specific Indian Knowledge.
- To arrange FDPs in various subjects. FDPs and workshops on leadership and good teaching learning practices.
- Take faculty feed-back/s so that they can suggest areas of improvement in the human resource management of the university.
- Keep HRD cell active that can arrange for short term and long-term training and development courses for the faculty and staff members. This will also help in achieving regulatory guidelines and accreditation requirements.

### *Medium Term Goals*

- Making CAS more robust so that each faculty member is guided to bring in quality in their work, research and publications.
- Making the faculty and staff members technology friendly so that they can do smart work.
- Conducting advanced technological training programmes from time to time so that the faculty and staff members can use them in their work.
- Sending faculty members for leadership and innovation trainings and workshops so that they can think and act like leaders.
- Motive faculty members to write papers, articles and books on Indian knowledge in their respective fields.

- Promote faculty exchange programs with national and international institutes.
- Promoting interdisciplinary, multidisciplinary and cross disciplinary projects and research as per NEP 2020.
- The HRD cell will help faculty members at the initial stages to tailor their competency mapping based on yearly performance appraisal.
- The university strives to keep cohesive employee relationships by putting grievance handling mechanism in place.
- Devise an online smooth flow for the retired staff to get their dues on the date of retirement.

#### *Long Term Goals*

- Rope in faculty members in various committees of administration and execution to prepare them for future leadership roles.
- Making talent management system in the university for the faculty members so that their progress can be tracked from time to time.
- Introduction of incentive scheme for motivating faculty members to higher achievements in teaching, innovation, research and publication.

### **5.3 The Third Pillar: Staff Members / Administrative Staff**

#### *Short Term Goals*

- The university is committed to bring ease in student related administration to promote learning environment on the campus.
- Training of staff members in ‘Vidhyarthi’ app so that they can guide the students in case of need.

#### *Medium Term Goals*

- The university is committed to bring ease in student related administration to promote the learning environment on the campus.

#### *Long Term Goals*

- Arrange or send the administrative staff for leadership programs to empower them to take decisions appropriately adhering to the rules of the governing bodies.

#### **5.4 The Fourth Pillar: Governing Body**

The governing body needs to look after overall compliances with the regulatory aspects and chart out the plans for bringing excellence to the university.

##### *Short Term Goals*

- Bringing in people with diverse backgrounds to provide direction to the university.
- Promote diversity and inclusion in human resource management of the university.
- Arranging programs and events for bringing in sensitization towards gender equality, environment, health and safety of the students, faculty members and staff members.

##### *Medium Term Goals*

- Making presentation by various department/ faculty heads for their future plans so that the governing body can guide and direct them.
- To empower the faculty members, provide for funding for seminars, conferences, and workshops.
- Stress on professional and personal development of faculty and staff members.
- Making university a great place to work by bringing in Human Resource Management approach in managing the faculty and staff members.
- Work towards SDG goals on campus so that university will be amongst the socially responsible place.

##### *Long Term Goals*

- Making plans for the university so that university can become center of excellence and become top university in India and Internationally acclaimed university.

- Bring in more MOUs with institutes and industries of national importance for better collaboration in skill development, providing research and project opportunities.
- Collaborating with big organizations for their CSR activities, collaborating with community development, for student internship opportunities.
- ‘Teaching Excellence’ Resources: Provide resources and support for pedagogical innovation and teaching excellence, such as access to the latest educational technology.
- Collaboration Opportunities: Foster opportunities for collaboration with industry, other institutions, and within the university to encourage cross-disciplinary research and teaching.

### **5.5 Cross-Sectional Enablers:**

- **Technology and Infrastructure:** Ensure state-of-the-art technological infrastructure is available to support the educational and research activities of students, faculty, and staff.
- **Diversity and Inclusion Programs:** Develop programs that promote diversity, equity, and inclusion across all levels of the institution.
- **Recognition and Awards:** Institute recognition programs to celebrate the achievements and contributions of students, staff, faculty, and researchers.
- **Communication Platforms:** Establish effective communication channels that facilitate open dialogue and information sharing within the HEI community.

By implementing these human resource enablers, HEIs can create a nurturing and productive environment for all members of their community, fostering thriving, personal and professional growth.

## ➤ VI. NETWORKING AND COLLABORATIONS ENABLERS

Networking plays a pivotal role in the growth and development of Higher Education Institutions (HEIs). These institutions serve as crucibles of knowledge and innovation, not only for students but also for the broader society. Recognizing the significance of networking, HEIs aim to establish robust connections with various stakeholders to enhance their impact and relevance. \*

Networking and Collaborations are an integral part of the academic programs at the Maharaja Sayajirao University of Baroda. Networking and Collaborations at the Local, Regional, National and International levels in diversified fields shall help to strengthen Academics, Research, Innovation, Advocacy and Social Innovation.

Establishing Partnerships with various stakeholders (Alumni, Parents, Industries, Government Organizations, Non-Government Organizations, National Laboratories and Institutes, HEI, etc.) shall serve as a powerful support system to provide not only high-quality education but also need based research and innovation catering to local, national and international needs. Many of the Faculties are expert members in various national academic bodies, Govt and NGO to not only provide consultancy services but also help in advocacy and policy development. This aspect may help to generate internal revenue.

With the implementation of NEP at UG level and PG in future, the networking and collaborations shall focus on interdisciplinary and multidisciplinary areas of academics and research, societal research and projects, skill development, Industry linkages for internships, student teacher exchange programs at Centre of Excellence/HEI, National Labs and Institutes and global institutions. With a strong academic environment, the University would focus on creating a cadre of professionals in diversified fields by strengthening the network and collaborations as listed below:

### **6.1 Strategic Collaborations**

The University aims to foster holistic development and professional readiness among students through the Undergraduate Curriculum Framework (as given by Govt of Gujarat), Post Graduate and Doctoral programs. This initiative emphasizes skill enhancement, value addition, personality development, Internship/On the Job training, Indian Knowledge System and Research. In order to fulfill the objectives, strong alliances/partnerships with various stakeholders are required to support and strengthen the academic and research culture in the university.

#### *Short Term Goals*

- To strengthen and operationalize the MSU Alumni Cell using Digital initiatives.
- To create and maintain an Alumni database for networking, communication and collaboration. The directory of Alumni with expertise shall help to identify resource person for teaching, research, innovation, mentoring and extension activities.
- Alumni shall support the University in developmental tasks, projects, internships, placements and for progression to higher education.

#### *Medium Term Goals*

- The MSU Alumni Cell shall help in collaborations and partnerships with industries GO, NGOs, HEI in strengthening Academics, Research and Placements.
- Office of International affairs (OIA), through Global Academic Institutions, shall help in joint research, twinning programs, dual degree programs, student-teacher exchange programs.
- Collaborations/Networking with national institutions and laboratories shall be strengthened for joint research and publications, Interdisciplinary and Multidisciplinary research and sharing of resources/equipment.
- The University shall partner with institutions with a focus on skill development of both faculty and students by organizing training workshops, certified skill-based courses, internships, live projects/experiential learning opportunities.
- For Community engagement the curricula shall have exposure to community work by partnering with NGOs in rural and urban setting catering to the needs of the society.
- Encouraging Consultancy by the faculties shall help to strengthen industry academic linkages. For this the university shall develop policy guidelines to facilitate the process.
- The hi-tech laboratories of the university should be judiciously utilized for testing/analysis for industries/laboratories to generate revenue for the university.
- The university and the faculties shall undergo accreditation process for maintaining quality of Labs.
- Startup and Incubation center shall be strengthened by attracting funds. Industry academia partnership shall help to operationalize in a bigger way.
- Career and Placement Cell and Office of Corporate Affairs (OIA) shall collaborate with various agencies/Industries for providing employment/Internship opportunities to the students.

### *Long Term Goals*

- Integration of the MSU Alumni Centre, Career and Placement Cell, Start up and Innovation Center, Office of Corporate Affairs and OIA for collaborations in Academics, Research, Startup, Internships and related collaborative projects/programs on a single window platform.

## 6.2 Academics and Research Excellence

The academics and research excellence shall be the flagship motto of the University. The Curriculum will be revisited with components of theory, lab skills, internship, on the Job training/Research, skill development, IKS, and social outreach. The University should ensure upskilling programs for faculties of the university to remain current with industry practices and to engage faculty members in long-term consultancy projects with industries to develop customized solutions for industrial problems. Various centers to facilitate academic and research excellence shall be strengthened along with networking opportunities.

### *Short Term Goals*

- The University shall create innovative degree/certified programs in the backdrop of NEP.
- The University shall promote intra faculty collaborations for interdisciplinary-multidisciplinary academic programs, Co-research, shared curricula (MDC, VAC, Minor courses, SEC etc.) along with cocurricular activities and events for holistic development.
- The University shall encourage Collaborative research for optimizing resources and developing startup culture.
- The University shall evolve a mechanism for sharing resources like research labs, instruments, library, sports facilities etc. and facilities like computer lab, language lab, etc.
- The University shall initiate Interactions and Guest lectures with Alumni/Corporate experts for Students/Faculties.
- The University shall maintain a Repository of Curriculum, Lectures/papers/Q Bank on university digital platform for students and strengthen LMS platforms (reading material for students to access).
- The University shall collaborate with industries/agencies to attract research funding and initiate University Industry Research Innovation/Startup funding.
- The University shall encourage and promote the research culture through Research and Consultancy cell (RCC) by providing funds to young researchers. This can be done by creating corpus through various collaborators.

- The University shall promote and enhance the enrollment of doctoral and postdoctoral students and guideship status to faculties.
- The University shall establish fixed cyclical admissions for doctoral programs for both National and international students.

#### *Medium Term Goals*

- To promote cross faculty dual degree programs including interdisciplinary and multidisciplinary and Trans disciplinary research.
- Promote mentoring by Alumni/Corporate experts in Academics, Research and Internship.
- Promotion of Research Club for interactions and to disseminate research findings, new ideas and promote startup culture.
- To provide alternatives to dissertation in the form of action projects or startup ideas as part of curriculum.

#### *Long Term Goals*

- To create a Knowledge Resource Consortium/Centre at MSU with databases, documents, white background papers, policy papers for advocacy, dissemination and implementation for societal impact.
- The University shall plan towards creating innovation hubs/Research Parks within the University campus to encourage student start-ups, entrepreneurship, and technology transfer initiatives.
- Setup a MSU SDG Hub to address and align the research and social innovation activities in line with the national priorities to arrive at scalable solutions.

### **6.3 Practical Exposure and Experience**

Aligning with NEP, the curriculum shall be strengthened with a strong practical component along with initiatives like industry collaboration for enhancing skill development of the students. The curriculum shall establish programs that allow students to gain professional experience while studying by working in a real time project and also to get incentives during the project work. The University shall strive to establish Hi-Tech Practical Learning and Innovation Labs for skill enhancement. Further the University shall enhance Collaboration with Global Institutions and Researchers for conducting global research requiring specific skills and equipment.

#### *Short Term Goals*

- To incorporate hands on learning component in the curriculum for skill development.
- To promote certified short term skill development courses and workshop by integrating practical with theoretical knowledge.
- To provide opportunities to students through Live Projects/Experiential Learning.
- Provision of Internship in all the UG programs of MSU to gain work experience.

#### *Medium Term Goals*

- To provide opportunities to students to work through ‘Earn While You Learn’ initiatives.
- To engage students in various projects/events/organizational activities to hone their managerial skills.
- To make provisions for educational tours/camps for better/gain exposure in real world.

#### *Long Term Goals*

- To create hybrid learning models/evening degree programs to facilitate and encourage working students in their professional development.
- Capitalize Corporate Social Responsibility (CSR) initiatives for research, internship and field/community-based activities.
- As part of University Social Responsibility, the various stakeholders of the University shall implement:
  - a) Field based educational programs to sensitize the civic society.
  - b) Strengthen Life Long Learning Centre for various courses.
  - c) Strengthen the University School with infrastructure.
  - d) Strengthen the centres providing services like Child helpline, Marg, Mental Health Counselling, Nutrition Counselling, UPSC training centre, etc.
  - e) Provide various skill-based courses by the various faculties.
  - f) Strengthen the University Health Centre with 24X7 facilities.

- g) Provide regular health checkups for the staff of the university at free/nominal cost.

#### **6.4 Community Engagement and Service**

The University shall be dedicated to reach the community and society through teaching, research, practice, and extension activities. The university shall strive to conduct research that will contribute to the overall development and upliftment of the community and society, ensuring that the benefits of research reach everyone. The University shall work in alignment with SDG goals and National priorities. Social Innovation Centre or SDG Hub shall be developed.

##### *Short Term Goals*

- The University shall strengthen and integrate community engagement at the undergraduate level and at the postgraduate level curriculum.
- The University shall motivate and involve students as volunteers and interns in community and social welfare programs and celebrate the special days for advocacy.
- The University shall motivate students to participate in community engagement activities blood donation camps, Thalassemia screening, Green Plantation drives, etc.
- The University shall organize training programs for students in collaboration with voluntary and governmental organizations to promote social engagement.
- The University shall forge partnerships with local authorities to carry out need based activities.
- The University shall Collaborate with local NGOs and NSS to strengthen Unnat Bharat Abhiyan initiatives.
- The University shall develop and strengthen E Waste policy for responsible use and disposal of electronic devices as part of the university's sustainable development strategy.

##### *Medium Term Goals*

- To integrate community outreach into research relevant to the area/field to evolve scalable solutions with the focus on SDGs.

- To encourage research that addresses regional and national social issues and provide incentives for such work.
- To intensify internships and collaborations through Corporate Social Responsibility (CSR) initiatives.
- To adopt villages under Unnat Bharat Abhiyan Initiatives or NSS programs.
- To recognize community outreach efforts through appreciation certificates or awards.
- To create a digital repository to document activities related to education and social welfare.
- To strengthen all the activities related to social services/welfare like mental health, child helpline, MARG, Nutrition Counselling Centre etc. for the welfare of the society.

#### *Long Term Goals*

- As part of University Social Responsibility, the University shall support and provide scalable solutions at the local, regional and national level catering to the needs of the society like activities done during Covid period (Use of PCR for estimation, provision of university made sanitizers, provisions at the Health Centre, tackling Mental health issues etc.).
- Scientific evidence-based community research outcomes shall be given to the Govt for policy development.

### **6.5 Professional Development and Employment**

The University's vision is to enhance the learning journey to increase their employability and overall learning ability.

Academia Industry-Alumni collaboration and Networking would help to enhance curriculum including internships, job placements, and national and international exchange programs. The University shall give priority towards industry specific modules within the existing curricular structure and integrate skill development components. The University will lay emphasis on campus placement drives through collaborations/tie-up with various Corporate Industries / Research or Academic Institutes/ Commercial Organizations/Govt and NGOs. The University shall also establish global academic-industry

alliances particularly with multinational corporations and International Universities, expanding research, technology transfer and employment opportunities worldwide.

#### *Short Term Goals*

- To strengthen the MSU career counselling and placement cell by improving the networking partners in various sectors for employment and internship.
- To align the role of OCA with academics, research and development for collaborations, MOU to generate funds for projects and internships, as mentors and for employment.
- To encourage the students and faculties to undertake professional and skill based certified courses for professional development.
- Implement capacity-building programs to equip faculties/researchers with the skills to initiate ground-level projects/research.
- Organise workshops and training programs to enhance teaching methodologies, research capabilities, and digital empowerment.

#### *Medium Term Goals*

- To strengthen the MSU Research and Consultancy Cell (RCC) to improve the linkages with industries and other stakeholders for channelizing funds for faculty empowerment.
- To encourage faculties and researchers to participate and upgrade their professional skills through certified courses, workshops and seminars.
- Patents and IPR cell to join hands with RCC to facilitate the promotion and commercialization of the patents, IPR process.
- To enhance the recruitment image through campus engagement, showcasing professional development opportunities, Job Fairs, industry Conclave/Forum etc

#### *Long Term Goals*

- To increase the number of Endowment Chairs, Professorship, Alumni Mentors.
- To Integrate leadership training and advanced skill courses for professional growth and employment.

- To position the University as center of academic excellence in varied fields.
- To implement executive education programs to support working professionals to upgrade and upskill them professionally.

## 6.6 Quality and Credibility

The University shall strengthen policies to enhance the brand value of institution and secure recognition from the National Accreditation bodies. The University shall also focus on implementation of internationalization at the institution and increase the international visibility and recognition of the institution through a range of internationalization initiatives and enhanced institutional rankings.

### *Short Term Goals*

- The University shall get accredited from time to time from national accredited bodies.
- The University shall strive to get accreditation for Faculties offering professional programs like Pharmacy, Law, Technology and Engineering and Medicine.
- The University shall participate in National Rankings by several agencies.
- The University shall conduct internal academic and administrative audit through annual quality assurance report.

### *Medium Term Goals*

- The University library and University Health Centre shall undergo the process of accreditation.

### *Long Term Goals*

- The University shall strive to improve the QS ranking at the global level.
- The University shall act as Nodal Centre of Excellence in Rare Manuscripts by upgrading the Oriental Institute.

## 6.7 Innovation and Entrepreneurship

The University shall work towards creating innovation hubs within the University campus to encourage student start-ups, entrepreneurship and technology transfer initiatives. The University will engage alumni to promote

innovation and entrepreneurship ecosystem in the University. To achieve the goals University shall strive to provide a strong digital backbone to support start-up activities including access to digital resources and networks which on long run would help to establish relationships with international organizations to provide a global platform for innovative ideas from HEIs.

#### *Short Term Goals*

- The University shall strengthen startup and innovation centre (SSIP) by inducting various stakeholders in the advisory board.
- The University shall promote partnership to enhance networking for mentorship and generating funds.
- The University shall integrate IPR cell with SSIP for smooth operationalization.
- The University shall conduct awareness and sensitization workshops to all the stakeholders about IPR.
- The University shall collaborate with Govt agencies for funding.

#### *Medium Term Goals*

- The University shall organize events to promote Innovation and start up ideas and facilitate the process with mentors.
- The University shall organize Investor Pitch funds for collaborative funding.
- The University shall organize fairs to showcase innovative and startup ideas to the public at large and the industries.
- The University shall create incubation centers to foster entrepreneurial environment on campus.

#### *Long Term Goals*

- The University shall create a dedicated digital platform for interactions with alumni and other stakeholders along with resource materials.
- The University shall organize sensitization seminars/workshops on international IPR regulations to reach global market.
- The University shall appoint research liaison officers on rotational basis in each Faculty.

- The University shall facilitate implementing projects, smooth fund transactions, and purchase of equipment so that teachers and research scholars find it easier to implement research projects within estimated time frames.

## ➤ VII. PHYSICAL ENABLERS

Creating an attractive and functional physical infrastructure is as important as creating an infrastructure compliant to statutes, regulations, codes and all relevant regulatory frameworks and operated within them as well. Physical

Enablers can support brand building. Physical Enablers needs to support both academic and research activities of various schools and departments of universities. In public universities, the physical Enablers investment is done by the government through various independent authorities and needs to consist of basic and effective systems. \*

## 7.1 Campus Planning

The MSUB has adequate Physical and IT infrastructure and facilities for teaching-learning to fulfil the personalized needs of the students and staff. It comprises of 12 campuses spread over 275-acre land with majority of heritage buildings of great architectural importance. Many new buildings and related infrastructures have been added in past few years to comply the requirements of all relevant regulatory frameworks. The physical enablers are conceived to support MSU's vision of academic excellence, cutting-edge research, community engagement, and holistic student development. It emphasizes the need for strategic planning, sustainable practices, and the integration of technology to create a future-ready campus.

### *Short Term Goals*

- Basic repair work for building services and water proofing across the campus.
- Space audit to identify the space for optimum utilization and future development. The functional zoning of entire campus shall be carried out and GIS based digital maps incorporating all utilities will be prepared.
- Improving learning spaces with uniform signage, LED lights, digital boards, waste collection bins, approachable reception and help desk, and clean seating zones to facilitate interactive, collaborative, and technology-enhanced pedagogies.
- Creating special meeting rooms with AV facilities for collaborative research with other universities.
- Special repair and conservation of heritage buildings will be top priority.
- The soft landscaping will be maintained to create buffer and no-construction zone shall be designated surrounding important old building such as Arts Faculty Building, Kalabhavan, etc.
- Climate-controlled and secure spaces for preserving rare manuscripts, historical documents, and the university's intellectual heritage.

- Upgrading existing hostel facilities and constructing new ones with modern amenities, including internet connectivity, common recreational areas, mess and enhanced security.
- Improvement of sports complexes, indoor and outdoor courts, gymnasiums, and green spaces to promote physical activity and holistic development.
- Provide PwD compliant wash rooms and entries into buildings.
- Modernization of administrative offices with ergonomic workspaces, efficient record management systems, and improved visitor reception areas.
- Modernizing existing auditoriums and conference halls to host academic conferences, seminars, workshops, and cultural events.

### *Medium Term Goals*

- New academic blocks, laboratories and studios shall be constructed with modular, energy efficient technologies following green building requirements. New structures will upgrade the teaching spaces for science, engineering, arts, and humanities disciplines to accommodate advance equipment and facilities.
- Dedicated spaces to nurture entrepreneurial ventures, support start-ups, and facilitate industry-academia partnerships.
- Developing quiet, dedicated areas for research scholars and postdoctoral fellows with access to specialized software, databases, and AI based computers.
- Comfortable and well-furnished faculty rooms to improve work place efficiency.
- Providing guest house and special hostels for international students and visiting faculties.
- Have baby care/ child care facilities by expanding Chetan Balwadi to facilitate young teachers and researchers.
- Establishing new state-of-the-art laboratories that includes specialized equipment, safety protocols, and dedicated research zones.
- Dedicated spaces for faculty and staff to relax, collaborate, and engage in informal discussions.
- Adequate and well-managed parking facilities, along with improved internal transportation systems within the campus and constituent colleges.

### *Long Term Goals*

- Dismantling old and unsafe buildings and staff quarters and developing multi storied building and creating more open areas.
- Developing an open-air theatre, exhibition lawns, student clubs to organise professional and cultural activities, events, for vibrant campus life, fostering creativity.
- Establishing new departments/centers in emerging areas of AI and Life Sciences.

## 7.2 Green Campus Strategy

The university has been actively working in implementing various steps towards implementing integrated sustainable campus development and management strategies. The MSUB has framed Green Policy, e-Waste disposal policy and a well-established system to collect & dispose of Solid, Liquid, Bio-Medical Degradable and Non-Degradable Waste. The MSU has also undertaken a Green/Environment/, Energy and Water Audit. The MSUB will strive to make the campus green and sustainable through nature-based solution.

### *Short Term Goals*

- Developing and enhancing plantation, lawns, arboretum, green ways, micro forests, green fencing, green roofs and living walls to improve the aesthetic and ambiance of the campus and to reduce Air Quality Index.
- Implementation of energy-efficient lighting (LEDs), HVAC systems, and renewable energy sources (e.g., solar panels) across the campus.
- Implementing rooftop rainwater harvesting, grey water treatment and recycling, and efficient water fixtures to conserve water resources.
- Comprehensive waste segregation along with proper disposal of e-waste.
- Engaging students and faculties for plastic free clean and green campus activities.

### *Medium Term Goals*

- Prioritizing the use of sustainable, locally sourced, and recycled building materials in new constructions and renovations.
- Developing dedicated vermicomposting system near canteens and gardens for the treatment of canteen waste and garden waste.

- Promoting green parking lots for bikes and e-vehicles parking near classrooms.
- Retrofitting institute buildings for climate resilient campus using Passive Design Strategies such as external shading, roof and wall insulation, porous flooring in corridors, natural ventilation improvements.
- Obtaining green building certification from GRIHA/BEE for new/existing buildings by proper site planning and orientation, passive design integration, use of acoustic elements, improving energy efficiency, provision of water conversion features, use of sustainable material and construction and by adopting nature-based solutions.
- Improving campus waterbody (Bhukhi river) through nature-based solution such as edge planting, eco-fencing, and with community engagement.

#### *Long Term Goals*

- Providing dedicated campus electric mobility system with E-shuttles across the campus linking hostels, HML, University Office and Faculties.
- Implementing measures to reduce the noise pollution in main campus in collaboration with city authority.
- Providing dedicated e-charging facilities to students and staff by collaborating with charging service providers.

## ➤ VIII. DIGITAL ENABLERS

Digitalization has taken the world by storm due to its capacity to cause substantial transformations in how institutes function by improving their internal processes. Information and Communication Technologies (ICT) and its Enablers support have become an integral part of existence and learning experiences in all aspects of life. ICT has fundamentally changed the systems and processes of nearly all forms of institutes within their learning activities and governance.

The presence of ICT in the education and research domains/sectors has made a substantial impact in the last few years. There are various advantages to digitalization including increased efficiency, increased productivity, lower operational costs, improved learner experience, higher agility, enhanced morale, improved communication, increased transparency, improved competitive advantage, and faster decision-making.

With the world moving rapidly into digital media and other niche areas of technology, the role of ICT in education is becoming very significant and this will continue to advance in the 21st century. The ICT Enablers of the Institute would contribute in transforming the delivery quality of the teaching and learning process activities and seek to enhance the impact it would make for a much more effective way the academic programmes would be offered and delivered in the years to come.

The HEIs need to create a road map along with requisite modes of learning and teaching using ICT and virtual technologies to move towards the idea of 'Digital Universities'. NEP 2020 also envisages investing in the creation of open, interoperable, evolvable, public Digital Enablers in the education sector that can be used by multiple platforms and point solutions, to solve for India's scale, diversity, complexity and device penetration. \*

### 8.1 Digital and ICT Framework

The digital and ICT enablers of the university would contribute in transforming the delivery quality of the teaching and learning processes, and in enhancing the governance. At present, the university has 35 km of OFC network spanning across various campuses in the city providing 24x7 internet facility with 1 GBPS bandwidth through 1100+ optical fibre connections and 2000+ managed APs for Wi-Fi network. Many departments are now equipped with smart boards, video conferencing facilities and CCTV surveillance. The university envisions

to make significant strides in developing digital and ICT framework to move towards the idea of ‘Digital University’.

### *Short Term Goals*

- Provide wired access points (LAN Connection) to every building/premises of the University with 4GBPS bandwidth.
- Strengthen the network team for implementing wired connection to the entire University.
- Procurement of necessary equipment to meet dedicated internet requirements.
- Enhance security with centralized firewall, VPN, endpoint protection, SSO setup.
- Develop smart class facilities suitable for hybrid course delivery.
- Develop studios for digital content creation.
- Setup IoT sensors and apps for advance attendance system.
- Implement Automated Answer Sheet Scanning and Identification systems using high-resolution OCR/holographic scanners and AI-powered handwriting recognition.
- Initiate a Digital Passes (e-Passes) system for students, staff, and visitors using QR/NFC technology.
- Deploy a Drone Lab for surveying, STEM training, and research projects.

### *Medium Term Goals*

- Increase bandwidth (Internet Speed) alongside expansion of wired access points.
- Set redundant internet gateways for seamless connectivity.
- Expand IoT sensor network for smart electrical gadgets such as ACs, lighting, fans, and other utilities.
- Deploy HPC cluster with GPU servers for AI/ML.
- Establish a modern, secure Data Centre with high-availability infrastructure for critical digital and research operations.
- Upgrade smart classrooms with AR/VR support.
- Virtual labs be made accessible where the exposure may be necessary.
- Implement robust system for systems to strengthen cyber securities.
- Set up digital laboratories in areas such as Artificial Intelligence and Machine Learning, Cyber Security, Robotics, Generative AI and Digital Defence.

### *Long Term Goals*

- Provide high speed Wi-Fi in entire campus.
- Introduce undergraduate and postgraduate courses in fields like AI, Machine Learning, Quantum Computing, and Cyber Security.
- Create Quantum Computing Facilities, starting with simulators and partnerships.
- Expand the AI Centre of Excellence to include industry collaborations and hackathons.
- Strengthen multi-disciplinary lab for drone, robotics, and edge-AI research.
- Integrate facilities (HVAC, security, energy) into a smart campus control centre.
- Develop solar-powered IT infra, green data centres, e-waste recycling and such other policies to achieve SDGs.

## **8.2 Implementing Digital Initiatives**

The university has been actively working in implementing digital initiatives in the last few years. Some of the key IT systems developed by university computer centre include, MSUIS and Mulyankan (Student Life Cycle Management Systems), ePramanpatra (Online Document Requesting System), ARMS (Annual Report Management System), AMS (Audit and Account Management System), MEP (MSU Examination Portal), OES (Online Examination System), MSUB Recruitment Portal, Payroll System and Hostel Admission Management System. The university further envisions to leverage the Digital and ICT framework in achieving quality education through digital transformation and by implementing strategic changes toward developing fully digital, intelligent university ecosystem.

### *Short Term Goals*

- Support hybrid courses and paper less examination.
- Support online activities such as conferences, meetings, interviews, and expert lectures using convenient platforms such as Google Meet/WebEX/Zoom.
- Upgrade Student's life cycle modules and launch mobile app for the students.

- Set up digital library and digital publication unit.
- Deploy LMS Moodle/Samarth.
- Deploy improved system for recruitment and promotions as per UGC/AICTE/GoG requirements.
- Modify the ARMS for generating reports for NAAC/NBA/NIRF/GIRF.
- Organize digital literacy workshops for faculty/students.
- Create documents on Risk Mitigation Plan, IT Governance Structure, and SDGs Checklist.

### *Medium Term Goals*

- Implement SAMARTH portal for phased e-Governance.
- Strengthen and customize the existing ERP (MSUIS) for seamless integration with all stakeholders.
- Make student records digitally accessible via Digi Locker and Academic Bank of Credits.
- Introduce a Digital University platform unifying ERP, LMS, Research Portal, and e-Library, featuring remote learning, virtual labs, and AR/VR experiences.
- Setup data sharing system for digital content and research.
- Improve eGovernance workflows and dashboard for document tracking and processing.
- Launch security awareness programs.
- Roll out digital kiosks with AI-powered assistants for information and guidance.
- Deploy automated visitor management with digital QR check-ins.
- Facilitate an AI Agent of the University in the form of a conversational LLM-based chatbot.

### *Long Term Goals*

- Adopt blockchain for credentialing management.
- Develop AI based system for energy monitoring, utilization of physical resources, parking, and campus facility management.
- Enable global collaboration with research hubs and secure data sharing protocols.
- Achieve compliance by full alignment with UGC/NAAC/NIRF digital infra guidelines.

- Implement AI-driven operations and governance, including AI-powered analytics for resource management, administrative automation, and predictive maintenance.
- Enable a completely digital, paperless campus environment.
- Form strategic partnerships with global leaders in AI, QC, cloud, and education technology to ensure continuous innovation.
- Deploy AI-based skills and career assessment dashboards for personalized student guidance.
- Promote student-centric services via a comprehensive mobile app and VR/AR labs.

### SUMMARY/CONCLUSION:

The Maharaja Sayajirao University of Baroda always stays focused on imparting result-oriented holistic education to its students. Major efforts are being taken in the direction of implementation of NEP-2020 in its teaching-learning, research, extension, infrastructure, governance, and leadership aspects with support of students, staff and stakeholders. Moreover, SWOC analysis is periodically undertaken at the various departments and centres to assess progress towards goals enhancement. Thus, changes are already seen in the existing programme structures, course content, offering basket of courses and adoption of easy entry and exits from the programmes.

Additionally, The Maharaja Sayajirao University of Baroda is a Multidisciplinary Education and Research University, and it is striving its best towards enhancing Research, Innovation, Start-ups and creation of IPRs amongst teachers and students. Adding to this, special attempts will be done to augment Research and Development across the University. Students will be motivated to get involved into innovative practices and will be encouraged for start-ups.

The review of existing facilities and practices vis-à-vis the eight significant ‘Enablers’, and setting of Short, Mid, and Long- term goals has yielded certain productive pointers towards which proactive attention will be given and early action taken to implement necessary modifications -- for betterment of all services and processes in the University. Ultimately, the students who are the main stake-holders in this entire endeavour shall be the key beneficiaries of each and every plan, and the well-intentioned steps and efforts for their implementation.

At The Maharaja Sayajirao University of Baroda, the Institutional Development Plan shall thus guide and effectively illuminate the path ahead — especially in the context of attainment of student’s success and their social and economic mobility and stability with which it has been conceptualised. The IDP shall holistically support each and every endeavour towards building a competent, competitive, and highly relevant and responsible teaching-learning ambience and a stimulating, fulfilling educational environment.

+++++

~ End of Document ~

*\* UGC Guidelines of IDP document has been referred for delineating and maintaining the essence of Short, Mid and Long-term goals of respective 'Enabler' segments.*