KURUKSHETRA UNIVERSITY KURUKSHETRA

(ESTABLISHED BY THE STATE LEGISLATURE ACT XII OF 1956)

(A$^+$GRADE, NAAC ACCREDITED)

INSTITUTIONAL DEVELOPMENT

PLAN (IDP) 2022-2027

A BROAD FRAMEWORK

FOR

NATIONAL EDUCATION POLICY 2020

INSTITUTIONAL DEVELOPMENT PLAN (IDP) 2022-2027

A BROAD FRAMEWORK
for
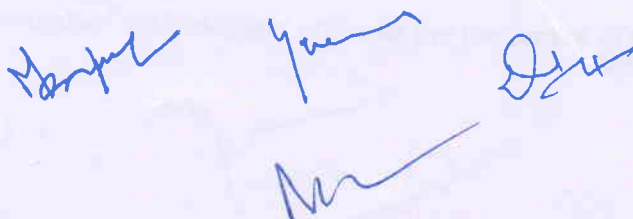## NATIONAL EDUCATION POLICY 2020

1.   **Introduction**

This Institutional Development Plan is for the implementation of National Education Policy 2020 in Kurukshetra University. It also proposes the education ecosystem to be adopted for the same. This is a broad framework which will be subsequently underpinned by a more detailed action plan approved by appropriate academic and executive bodies of the University.

2.   **Backdrop**

Established in 1956 as a residential Sanskrit University, Kurukshetra University is today a multidisciplinary university with 10 faculties, 49 departments and around 14000 on-campus students. The University offers 171 courses in traditional, modern and applied disciplines. In recognition of its initiatives and performance in the past, it has been ranked as an A+ University by NAAC and as a Category-I university under graded autonomy by Ministry of Education. Recipient of Ministry of Education's strategic funding under RUSA 1.0 and 2.0, the university is further enhancing its capabilities in terms of infrastructure and support facilities. It is amongst the top 100 universities under NIRF for the past 4 years. The university has already taken many initiatives as a progressive university that will support adoption of National Education Policy. Its CBCS-LOCF based system of teaching and evaluation and industry internships with updated curricula from the year 2021 will be beneficial in timely implementation of National Education Policy.

3.   **Positioning of Kurukshetra University Kurukshetra**

Kurukshetra University Kurukshetra proposes to establish itself as a Multidisciplinary Education and Research University (MERU) and this is based on its strengths, weaknesses, opportunities and challenges (SWOC) analysis. As a MERU institution, it plans to enter into novel areas of teaching and research along with rooted emphasis on ethics to prepare its students nurtured with creativity and critical thinking skills to be successful in an information-rich world.

INSTITUTIONAL DEVELOPMENT PLAN (IDP) 2022-2027

4.   Action points

Following action points are proposed for immediate adoption:

4.1   Structure of on-campus courses

4.1.1   Multiple entry-exit system is proposed at graduation level for on-campus courses beginning 2022 to offer Certificate, Diploma, Bachelors and Bachelors with Honours certification.

4.1.2   The post graduate courses in the University courses shall also be fine-tuned for absorption of students passing the graduation courses in this revised format.

4.1.3   The revised format of UG and PG courses will also impact doctoral courses and necessary modifications shall be incorporated hereto in due course of time.

4.1.4   Internships and work integration shall be adopted as part of curriculum for enhanced learning. MOU's and tie ups with different outside bodies shall be made to provide opportunities for industry-integrated courses.

5.   Structure of Research

Research and creative endeavor have been core to Kurukshetra University's identity. In consonance with its vision and mission and building on the reputation as an A+ accredited institution, research density as well as intensity will be increased to drive advancement in knowledge, understanding, innovation and creativity.

Kurukshetra University will proactively engage with business, industry, government and non-government organizations to deliver outcomes that promote socio-economic development and change lives for the better. Special focus will be on promotions and strengthening socially relevant research and disseminate the same to relevant stakeholders. Efforts will be made to further strengthen the culture of research by way of good publications, patents, research projects and consultancies.

A conducive environment for conducting research would be strengthened, with state-of-the-art facilities and infrastructure, appropriate support for staff and students, and investment in research infrastructure, training of faculty and research scholars.

6.   Examination

To support the modular approach of teaching, Academic Bank of Credit (ABC) will be established. Examination and evaluation will provide recognition to credits earned through classroom teaching, online from Swayam and university platform, internships, co-curricular   activities and others as per the format of the concerned courses.

INSTITUTIONAL DEVELOPMENT PLAN (IDP) 2022-2027

7. **Interventions**

The adoption of Institutional Development Plan will require many interventions and following are to be placed in practice on priority.

7.1 Recruitment of teachers for successful implantation of LOCF based system of education.

7.2 Bridge the gap between instrumental/lab facilities of Industry and University.

7.3 Providing a sense of being privileged to the researchers bringing research grants.

7.4 Create an ecosystem for nurturing externally funded research projects.

7.5 Awareness workshops for all teachers and staff on National Education Policy.

7.6 Training of teachers and Staff on the operative part of National Education Policy as per Institutional Development Plan.

7.7 Student counselling for National Education Plan.

7.8 Mentoring of affiliated colleges for National Education Plan.

7.9 Promote and strengthen socially relevant research and disseminate the same to relevant stakeholders.

Institutional Development Plan

Kurukshetra University Kurukshetra

Preamble

Kurukshetra University (KU) was established by the state legislature act of 1956 and is located on the land of Mahabharata and Srimadbhagavadgita where quest for wisdom and purity started with the rendering of the sermon by Lord Krishna. Beginning its humble journey as a Sanskrit University, this institution has evolved as a multidisciplinary Dual Mode University and a preferred destination in traditional and modern disciplines for the students from India and abroad. The teaching fraternity of University work hard to provide world class learning experience to its students from diverse backgrounds in consonance with the inscription on the University's insignia 'Yogestha Kuru Karmani' i.e. *performing actions while steadfasting in the state of Yoga.*

Being the oldest University of the Haryana, the University has always taken a lead in experimenting with better ways of teaching learning, research, extension activities, student support, administration etc. The commitment of the University towards excellence in higher education has resulted in first University of Haryana being awarded 'A++' grade by National Assessment and Accreditation Council (NAAC) in cycle-IV. The University is one of the 25 Universities (including Central, State and deemed Universities) of the country graded as Category-I by University Grants Commission (UGC). The University is one of the 10 state Universities of India selected by Ministry of Education (then MHRD), Govt. of India for a grant of Rs. 100 crores.

In order to keep pace with fast changing with time the University benchmarks its academic content consistently to the best in the country and has implemented National Education Policy (NEP) – 2020 to its academic programmes. KU is probably the first University in the country to implement NEP-2020 with all its provisions for UG/PG programmes to its campus and affiliated colleges. The innovative and creative pursuits of the university get reflected in its activities such as creation of a setup of entrepreneurship, innovation, employability and internships with dedicated task teams. The multifarious activities of the university outside its campus touch the lives of people living in surrounding areas wherein every effort is made to transfer the academic knowledge to field.

KU fulfills its purpose of creation of knowledge by encouraging quality research through a system of rewards and support system. The University has also acquired a unique place of

being the only University in the country to honour the outstanding Indian scientists at a grand scale through prestigious Goyal prizes in the field of Applied Sciences, Chemical Sciences, Life Sciences, Physical Sciences and one Peace Prize. Organization of conferences/workshops /seminars is regular activity on campus to encourage debates and discussions and inculcate a spirit of inquiry among its faculty. This is ably supported by a state of art library facilities.

The University has the honour to produce 3 Padamshrees, 16 Arjuna Awardees, 6 Dronacharya Awardees, 1 Tenzing Norgay Awardee and 1 Major Dhyanchand Awardee. The University has national recognition I cultural activities.

The university administration is aware of the challenges of coming times and to ensure good governance, a move has already been made for e-governance with focus on speed, accuracy and efficiency. An Integrated University Management System (IUMS) is being implemented in the university to fully automate Student Life Cycle. Not resting on its laurels university is making forward moves for online education, dual degrees, offline-online blend of education and skilling of students.

The Institutional Development Plan (IDP) has been prepared to continue with glorious journey of the University and keeping in view the vision of NEP-2020 to develop good, thoughtful, well-rounded and creative individuals. Based on its Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis, Kurukshetra University proposes to establish itself as a Multidisciplinary Education and Research University (MERU). As a MERU institution, it plans to enter into novel areas of teaching and research along with emphasis on ethics and moral values to prepare its students nurtured with creativity and skills to be successful.

This IDP provides interconnected and interdependent enabler parameters as per UGC guidelines and presents a roadmap for the promoting systematic planning, enhancing collaboration among stakeholders, effective allocation of resources and overall development of the University as a MERU institution. This document will be monitored and updated regularly as per University's goals and priorities.

Vision and Mission

Vision

Be globally acknowledged as a distinguished centre of academic excellence.

Mission

To prepare a class of proficient scholars and professionals with ingrained human values and commitment to expand the frontiers of knowledge for the advancement of society.

SWOC (Strengths, Weaknesses, Opportunities and Challenges) Analysis

STRENGTHS

The legacy

- The university, oldest in Haryana state, has a very strong legacy and identity beginning its journey in 1956 and evolving as a multidisciplinary large affiliating and dual mode university fulfilling its social objectives of making education available and affordable to a large section of society.
- Accredited with highest '**A++**' grade in cycle IV by NAAC. Only University of Haryana accredited with highest grade in cycle 4.
- Among the first 10 state universities of the country for a grant of Rs 100 cr under RUSA 2.0 under component 4 for Enhancing Quality and Excellence.
- One of the 25 Universities of the country graded as Category-I by UGC.
- The University continues to enjoy a unique and special place of being probably the only University in the country to honour the outstanding Indian scientists at a grand scale through prestigious Goyal awards instituted in 1992.
- The University has the honour to produce 3 Padamshrees, 16 Arjuna Awardees, 6 Dronacharya Awardees, 1 Tenzing Norgay Awardee and 1 Major Dhyanchand Awardee.
- Nationally recognized for cultural activities.

Academic Excellence

- The University has implemented National Education Policy (NEP) – 2020 to its academic programmes. KU is probably the first University in the country to implement NEP-2020 with all its provisions for UG/PG programmes to its campus and affiliated colleges.

- University Grants Commission (UGC) has entitled Kurukshetra University to start full-fledged Online programmes.
- Well-equipped library having more than 4 lakh books and more than 15000 manuscripts.
- The university consistently strives to outdo itself through discussions with its stakeholders and uses academic and administrative audit for the same.

Research Quality
- It has established two national facilities for research; Ion Beam Centre, Low temperature thermochronlogy facility and one very important fabrication lab in electronics.
- It encourages research among its faculty by providing seed funding, research grants, recognition of quality publications and other academic achievements, patent support and consultancy.

Student Support
- University offers education at affordable cost. It offers fellowships, scholarships, fee support, fee concessions to a large number of students and more than 50 per cent of the students get support.
- The university is offering a robust ecosystem of Entrepreneurship, Incubation and Innovation through its training centres and two on campus Incubation Centres. It has two start ups actively working and many others are in pipeline.
- University has established a Centre of Training, Internship and Employment to effectively meet the needs of NEP 2020.
- Students are provided with excellent hostel, health/medical, sports, cultural and literary facilities. The students are provided group insurance at token premium. An environment of holistic learning is provided through a system of mentoring and coaching.
- International students from different countries select university as a preferred place.
- Students life cycle is completely digitized.

Ambient Infrastructure and Governance
- A clean, green, peaceful campus of 472 acres with a covered area of 367671 sq mt offers the right ambience for learning. It encourages respect for nature and has 1600 KW of solar plant, STP plant and goes for green audit to benchmark itself.
- University provides state of art facilities for sports and cultural activities. Its focus on heritage is evident from its popular museums- Dharohar on cultural heritage of Haryana

and Museum of First War of Independence.

- University has adopted e-Governance through its Integrated University Management System (IUMS).
- To support its good governance initiatives, it has in place a training policy for staff that is executed through a Training, Planning and Monitoring Cell (TPMC).
- The outreach activities through NSS, NCC, Women Research centre, Unnat Bharat Abhiyan and other wings make a difference to the lives of adopted villages by engaging students thus providing a sense of connection to the students.
- KU has been approved as a Member Institution of United Nation Sustainable Development Solution Network (UN SDSN).

Weaknesses

- Slow to respond to environmental demands due to procedural approvals required within and outside. The organizational set up and processes are staid.
- Financially not self sufficient and dependent on government funding for its budgetary requirements.

Opportunities

- Internationalization: NEP 2020 will open plethora of avenues for internationalization and collaborations for joint degrees and credit transfers that can attract large number of good students to the university.
- Online education: this vertical of the university is targeting huge expansion in the country and abroad.
- Industry Integrated Programmes: a new and separate bucket for expansion that will be mutually beneficial to students and industry.
- Entrepreneurship: University is actively looking for training students to be entrepreneurs in new age areas.
- Education and Research in Indian Knowledge systems (IKS): The multidisciplinary faculties of university from Indology to Science to Management has possibility of offering new insights into IKS.

Challenges

- To outdo itself in all areas to move forward and place itself among top global institutions.

- Continuously bring changes in the structures, processes to meet the dynamic environment needs
- To regularly update and equip faculty, staff and students to support the changed structures and processes.
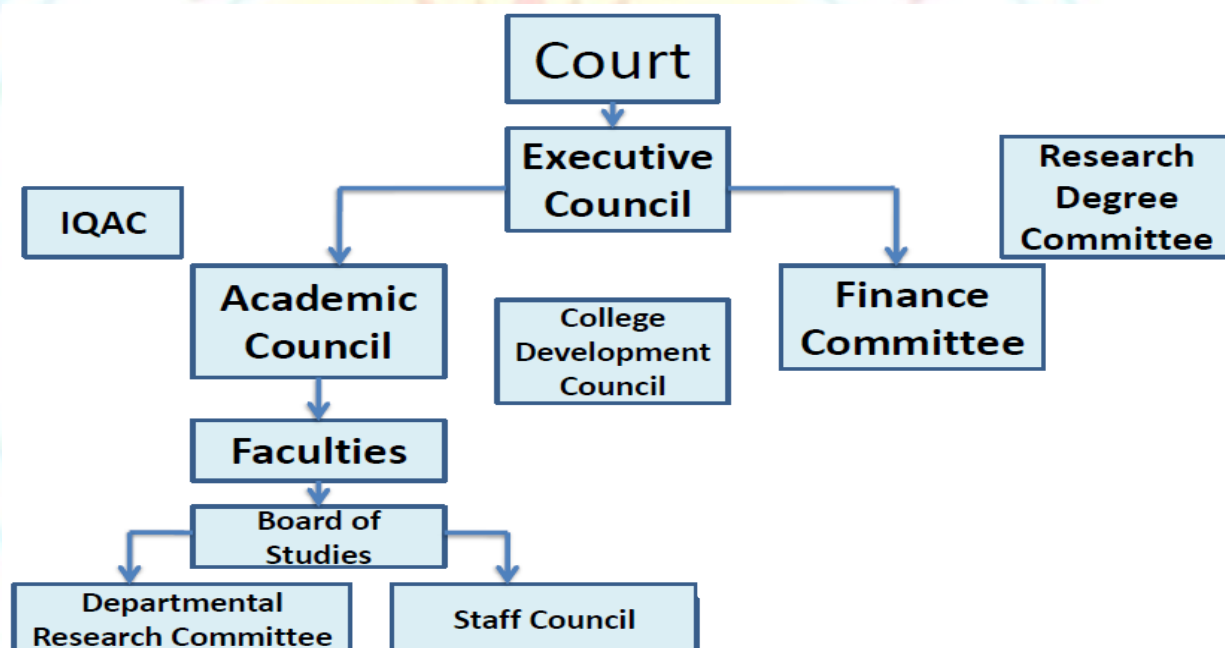
A. Governance Enablers

Effective governance plays a vital role in the growth of an institution by fostering a culture of transparency, accountability and excellence. The University's aim is to strengthen its governance structures, processes and systems in order to achieve the goals of delivering high quality education and research outcomes. Effective governance also helps to meet the emerging challenges effectively. The University has well defined mechanisms for leadership development at all levels of university's administrative and academic set up. The administrative governance of the University is shown below:
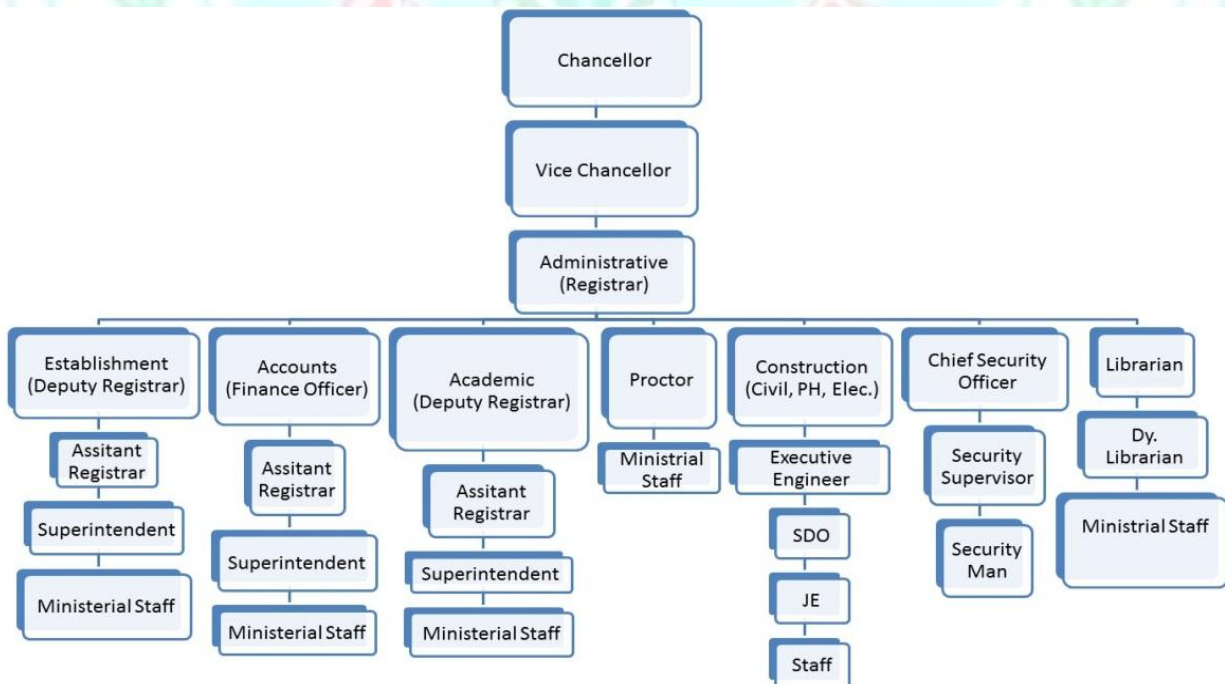
A.1: Statuary Bodies: University Court, Executive Council, Academic Council, Finance Committee etc.

The University is governed by the Executive Council, which is headed by the Vice Chancellor, who also functions as the academic and administrative head of the University. On academic matters, Academic Council takes the decisions on the proposals submitted through the Faculties and the respective Boards of Studies of various Departments/Institutes. Being a multifaculty institution, there are ten academic faculties and 49 Departments/Institutes functioning in the University. Respective Deans of the faculties exercise the academic control on their faculties, while the Chairpersons and Directors exercise academic and administrative control over their respective Departments and Institutes. The internal organizational structure of the University is shown below:

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 │ Research Committee│      └──────────────┘
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Short Term Goals (1 - 3 years)

- To strengthen the implementation of NEP-2020 for all the programmes.
- To strengthen the Integrated University Management System (IUMS) for more efficiency.
- To digitize all administrative offices of the University.
- To setup helpdesk and dedicated helpline numbers for different units pertaining to students' activities.
- To arganize regular meetings of all the academic bodies of the Universities.
- To digitize the proceedings of different administrative bodies of the University.
- To constitute a committee to monitor and review the implementation of Institutional Development Plan.

Medium Term Goals (4 - 7 years)

- To frame policy for defining roles, responsibilities and accountability of all the administrative officers of the University.
- To invite more experts from the industry and reputed institutions in the meetings of academic bodies of the University.

Long Term Goals (8 - 15 years)

- To make the University paperless for smooth functioning.
- To create a financial sustainable model for the University.
- To assess overall impact of IDP on the growth of the University.

A.2: Quality Assurance

The University has a functional Internal Quality Assurance Cell (IQAC) as per NAAC guidelines. It is actively involved in various academic policies of the University including teaching-learning process and its monitoring, outcome based education etc. It plays an important role in planning, implementing and monitoring quality initiatives of the University. The University is committed for quality assurance in all the departments including academic, research, sports and cultural activities.

Short Term Goals (1 -3 years)

- To conduct Academic and Administrative Audit (AAA) of the University.
- To participate in international rankings like QS, Times Higher Education etc.

- To modify Self-Appraisal proforma for the teachers.
- To organize training programs for teaching and non-teaching staff.
- To strengthen the feedback mechanism from students, teachers, employers and alumni.
- To fill 50% of vacant posts for teaching and non-teaching.
- To encourage experiential learning.
- To strengthen the incentive mechanism for quality publications and patents.
- To analyse and publish feedback reports.
- To do compliance with UGC, NAAC, NIRF parameters to assess the performance.
- To conduct the meetings of IQAC quarterly.

Medium Term Goals (4 – 7 years)
- To establish Departmental Quality Assurance Cells (DQAC).
- To develop a mechanism to track attainment of CLOs and PLOs.
- To do improvements based on feedback reports.
- To improve alumni tracking and contribution.
- To strengthen the internships and startup support to the students.
- To fill 100% vacant posts for teaching and non-teachnig.

Long Term Goals (8 – 15 years)
- To implement AI based learning mechanism.
- To institutionalize blended mode of learning.
- To establish global partnership to start twin programmes.
- To establish center of excellence for research.
- To align University quality with Sustainable Development Goals (SDGs).

A.3: Financial Autonomy: Financial Sources and Management

Financial autonomy is a cornerstone for University autonomy to achieve its academic, administrative and development goals. The University is committed for its resource mobilization to generate revenue through tuition fee, research grant, consultancy projects, alumni donations, endowments, public-private partnerships etc.

Short Term Goals (1 -3 years)

- To identify diverse income sources.
- To develop a mechanism for regular alumni donations.
- To launch an alumni fundraising campaign.
- To revise financial SOPs and approval workflow.
- To frame a policy for judicial investment of funds.
- To ensure timely internal and external audits.
- To enhance consultancy projects.

Medium Term Goals (4 – 7 years)

- To develop a mechanism for attracting CSR funds for research and infrastructure.
- To start more self-finance as well as online programmes.
- To lease unutilized land for revenue generation.
- To attract international students.
- To mobilize contributions from philontheropists.
- To launch joint degree programmes with institutions of international repute.
- To develop a mechanism for outcome based budget allocation.
- To enhance industry funded projects.

Long Term Goals (8 – 15 years)

- To reduce the dependency on Government grants for recurring/operational expenses.
- To attract global funding.
- To manage University's assets as income generating assets.
- To set up industry chairs and faculty positions.
- To do efforts for industry-linked center of excellence in the campus.
- To use AI tools for financial forcasting.

A.4: Leadership

The strategic plans of the University are implemented under the leadership of Vice Chancellor of the University. The University has well defined mechanisms for leadership development at all levels of university's administrative and academic set up. These have been defined in the University's Act and various

statutes and calendars, which have been updated from time to time. Within the University, various bodies have been constituted and their role and functions are defined. In addition to the well defined rules and regulations, the University has a strong mechanism of administration through the practices and conventions, which have developed over time.

At the Department level, there is democratic functioning by way of involvement of the faculty members on the academic and administrative matters deliberated upon in their respective Staff Councils. By convention, all functioning of the University is done through the committees, wherein the members deliberate upon the issues and reach at the consensus in order to take a decision. This mechanism helps in ensuring the participative management at all the levels within the University and its functional units.

The elaborate set up of the University with well-defined set of rules and regulation help in developing effective academic leadership through broader participation in a decentralized, yet well connected administrative set up.

Short Term Goals (1 -3 years)
- To update University's strategic plans in view of NEP-2020.
- To provide opportunities to faculty members for participating in leadership programs.
- To strengthen the roles and responsibilities of the Deans.
- To strengthen internal communication between leadership and students.

Medium Term Goals (4 – 7 years)
- To conduct training workshops for Chairpersons and administrative leaderships.
- To strengthen decentralized governance in the University.
- To invite academic and administrative leaders in the campus.

Long Term Goals (8 – 15 years)
- To achieve status as Institute of Eminence with full academic and financial autonomy.
- To take lead in framing/revising national higher educational policy.

- To prepare value based leadership focused on long term transformation of the University.

A.6: IT-based Management Information System (MIS)

The University has adopted e-governance through its newly developed Integrated University Management System (IUMS)-ERP portal that includes the management of administration, finance and accounts, student admission & Support and Examination system in the campus.

The University has an Information Technology (IT) cell to look after the University work related to Automation, Electronic Information Exchange including complete management of University Website. This cell provides the services of Internet/Networking to the departments/branches/hostels /faculty/non-teaching staff/students through Switches/Access Points and Routers. It also takes care of official e-mail management of students, teachers & employees and the Network of the university. The University has a well-defined IT policy for responsible usage of its IT resources including central or department level resources.

Short Term Goals (1 -3 years)

- To develop digital infrastructure for major administrative and academic processes.
- To strengthen online system for students registration, results and grievances.
- To strengthen e-governance in administration, examination, admission and recruitments.
- To digitize the records pertaining to students, faculty, non-teaching staff.
- To promote digital culture and data ethics.

Medium Term Goals (4 – 7 years)

- To fully integrate e-Governance modules to all academic and administrative units.
- To introduce leave, salary, service book automation.
- To issue smart cards to employees and students of the University for using different services.
- To exchange and use of data with external system like ABC, AISHE, digilocker etc.

- To track research performance, grants, patents, publications.
- To automate the reports of IQAC, NIRF and NAAC.

Long Term Goals (8 – 15 years)

- To launch role based models for academic leadership of the University including Vice-Chancellor, Registrar, Deans.
- To automate the compliance proceedings like NAAC, NIRF, UGC etc. with autogenerated reports and alerts.
- To evolve the University into smart University by integrating academics, research, and administration.

A.7: Risk Management Analysis

Risk management analysis of a University is required to identify the probable risks that may be encountered in different domain including academic, financial, human resources, perceptional, environmental, physical, technological, regulatory compliance etc. The University has purchased a Standard Fire and Special Perils insurance policy from National Insurance for its physical and academic infrastructure including almost all the buildings in the University campus, all furniture and fixtures, equipments, computers and peripherals, electric installation, library books which also covers earthquake (Fire and shock). The timely identification and assessment of the risks will help to mitigate the same. The risk management process in the University will improve the quality of education as a continuous process.

Short Term Goals (1 -3 years)

- To constitute a University Risk Management Committee.
- To identify the risks in different domains including academic, financial, human resources, perceptional, environmental, physical, technological, regulatory compliance etc.
- To organize meeting with insurance companies.
- To conduct Administrative and Academic Audit to identify the academic and other risks.
- To conduct environmental/green audit of the University.
- To strengthen the policy for research ethics and plagiarism control.

- To monitor University reputation in media.

Medium Term Goals (4 – 7 years)

- To conduct annual audit on data management system of the University.
- To present the risk assessment reports in the meeting of IQAC regularly.
- To frame and implement cyber risk policy.
- To discuss and take measures on the assessment of identified risks.

Long Term Goals (8 – 15 years)

- To integrate risk management framework into University governance.
- Institutionalize risk literacy across student, faculty and staff through workshops, curriculum etc.
- To develop AI enabled risk management ecosystem particularly in academics.

A.8: External Advisory Boards

The University has constituted an Academic Planning Board (APB) for expert and future-focused guidance for the development of the University. It provides strategic guidance on different aspects including curriculum and academic innovation, quality assurance and benchmarking, research innovation etc. An effective APB helps the University to stay accountable and aligned with national higher educational priorities.

Short Term Goals (1 -3 years)

- To conduct regular meetings of APB with structured agendas.
- To discuss the recommendations of APB in the meetings of IQAC and Academic Council.
- To review the academic programmes in the meetings of APB and seek enhancement suggestions.
- To seek guidance from APB for global accreditation and ranking.

Medium Term Goals (4 – 7 years)

- To involve representatives from regulatory bodies and renowned academician as members of Academic Planning Board of the University.
- To evolve APB as key strategic partner of the University in its journey of growth.
- To involve APB in resource mobilization planning including finance.

Long Term Goals (8 – 15 years)

- To include global leaders from academia and industry in APB of the University.
- To seek guidance from industry leaders in APB for making University a leader in patents and startups incubation.
- APB to help the University to position it among top 1000 globally ranked institutions.

A.9: Student Feedback

The students are most important stakeholders of the University. The IQAC of the University regularly take feedback from the students regarding teaching and learning process of the University.

Short Term Goals (1 -3 years)

- To strengthen the system of student feedback on different aspects including teaching-learning, curriculum design and student support services.
- To modify the existing forms for student feedback.
- To increase the students participation in feedback mechanism.
- To constitute a dedicated feedback analysis committee.
- To use feedback for the attainment of learning outcomes including CLOs and PLOs.

Medium Term Goals (4 – 7 years)

- To embed student feedback into curriculum revision and self-appraisal reports of the faculty.
- To ensure 60% participation of the students in the feedback mechanism.
- To review and update the student feedback policy as per requirements.

Long Term Goals (8 – 15 years)

- To develop a fully integrated student feedback ecosystem with IUMS of the University for all academic activities including teaching, learning, research and student support services.

B. Financial Enablers and Funding Models

Financial management and planning play a vital role for sustainable growth and development of the University. The financial models help the University to achieve its goals including quality education, physical, academic and research infrastructure, student

support. KU utilizes the grant received from the Centre, State Government and from various funding agencies to meet out its requirement in various domains.

C. Academic Enablers

KU is probably the first University in the country to implement NEP-2020 with all its provisions for UG/PG programmes to its campus and affiliated colleges. The provisions include Multiple entry multiple exit system, internships, Core courses, Multidisciplinary courses, Practicum courses, Skill enhancement courses, Ability enhancement courses, Vocational courses, Value added courses, learning outcomes and attainment etc.

C.1: Courses catering to professional/future requirements

The University has bodies such as staff council, board of studies, faculty and academic council approve the course curricula and ensure its quality and relevance. The curriculum of the University is bench marked with the very best in the country with the inputs from various stakeholders such as the students, academia, alumni industry etc.

Short Term Goals (1 -3 years)

- To strengthen the internship provision of NEP-2020.
- To start Apprenticeships Embeded Degree Programmes (AEDP) as per UGC guidelines.
- To conduct faculty development programmes in emerging domains.
- To start online professional programmes.
- To introduce short term industry relevant courses.
- To sign more MoUs to strengthen industry-academia interface.

Medium Term Goals (4 – 7 years)

- To start more AEDP courses.
- To setup a system for reviewing the existing academic programmes for improvement after taking feedback from alumni and employers.
- To start interdisciplinary degree programmes.

Long Term Goals (8 – 15 years)

- To start 2+2 or 1+1 dual degree programmes with international Universitites.
- To establish research centres in the emerging areas.

C.2: Curriculum updated as per industry requirements

Short Term Goals (1 -3 years)

- To include industry experts and employers as members of Board of Studies and Academic Council.
- To include more courses in the pools of VAC, SEC and AEC as per NEP-2020.
- To conduct faculty development programmes with industry participation.
- To update the curriculum of 50% of programmes as per emerging trends.

Medium Term Goals (4 – 7 years)

- To update the curriculum of all the programmes as per industry requirements.
- To organize workshops on curriculum updating led by industry experts.
- To engage 40% of the departments to develop curriculum with industry as partner.
- To develop a system for regular updation of curriculum.

Long Term Goals (8 – 15 years)

- To engage 90% of the departments to develop curriculum with industry as partner.
- To implement fully operational Academic Bank of Credits (ABC) ecosystem.
- To start joint degree programme in association with global Universities.
- To start certificate/diploma programmes in diverse fields for upskilling working professional including alumni.

C.3: Curriculum embedded with employability skill

Kurukshetra University has designed the curriculum of its programmes with focus on inculcating basic skills for increasing employment avenues for the students. The attempt is to bridge the gap between academic learning and workplace readiness by integrating required skill into formal education. These employability skills include communication skills, technical skills, soft skills, entrepreneur skills and data handling skills.

Short Term Goals (1 -3 years)

- To embed courses from SWAYAM plus and other online platforms into

curriculum.

- To define industry orientated CLOs and PLOs of all the academic programmes.
- To introduce soft skill modules like communication, digital literacy etc. in curriculum of all academic programmes.
- To make internship mandatory as per NEP-2020.

Medium Term Goals (4 – 7 years)

- To set up centre for employability enhancement in the campus in collaboration with industry.
- To develop ecosystem for co-teaching by industry experts in 20% of professional programmes.
- To implement feedback from employer's for refining curriculum.

Long Term Goals (8 – 15 years)

- To integrate employability skill component in all academic programmes of the University.
- To strengthen the partnership with industry for teaching-learning process.
- To use AI for predicting and bridging employability gap during academic journey of a student.

C.4: Curriculum embedded with skill enhancement courses

One of the important provisions of NEP-2020 is to introduce Skill Enhancement Courses (SEC) in the curriculum of academic programmes. Kurukeshetra University has embedded SEC in its programmes and offering a basket/pool of skill enhancement courses to the students. The purpose is to bridge gap between academic learning and practical skill requirements to enhance empoability.

Short Term Goals (1 -3 years)

- To add more courses in the pool of SECs across all programmes.
- To conduct Faculty development programmes to deliver SECs.
- To develop SECs in emerging areas like digital literacy, data handling etc.
- To invite industry experts for delivering SECs.

Medium Term Goals (4 – 7 years)

- To complement SECs with short term skill oriented certification programmes.

- To review and update all the SECs to keep pace with changing time.
- To develop two SECs for each academic programmes.
- To develop 25 % SECs with industry partner.
- To introduce basic to advance skill modules under SECs.

Long Term Goals (8 – 15 years)

- To review and update all SECs to fill the skill gaps.
- To provide re-skilling SECs for alumni and working professional.
- To customize selection of SEC for each student.
- To engage faculty and students for continuous upskilling.

C.5: Curriculum embedded with emerging technologies

One of the goals of NEP-2020 is to train and prepare future-ready and globally competent students. The design of curricula embedded with emerging technologies like AI, ML, data science, cyber security, block chain, 3-D printing, robotics, energy system, quantum computing etc. will play a vital role. The institutions with curriculum embedded with emerging technologies will lead in future during next wave of educational transformation. Kurukshetra University has already started courses as well as internship programmes on emerging technologies. The University has also established a Centre for IT and Automation (CITA) for providing training to the students in emerging technologies.

Short Term Goals (1 -3 years)

- To start certificate/diploma courses in emerging technologies.
- To integrate emerging technologies with the contents of professional and technical programmes.
- To integrate courses of emerging technologies available on SWAYAM and other platforms with existing curriculum of existing programmes.
- To conduct workshops/FDPs on emerging technology tools.
- To involve industry experts in the process on curriculum development to integrate emerging technologies in diverse fields.
- To strengthen the activities of Centre for IT and Automation (CITA).

Medium Term Goals (4 – 7 years)

- To conduct a curriculum review to identify gap in emerging technologies and fill

the same.

- To collaborate with emerging technology provider online platforms.
- To introduce courses on emerging technologies as electives in 50% of academic programmes.
- To start new and specialized academic programmes on emerging technologies.
- To promote inter-department teaching on emerging technologies.

Long Term Goals (8 – 15 years)

- To introduce interdisciplinary courses on emerging technologies like AI in law, ML in different fields of life sciences etc.
- To establish a strong academia-industry ecosystem in teaching learning process.
- To develop a centre for AI, Data Science, IoT and cybersecurity.
- To develop a lifelong learning ecosystem where alumni may return to the University for reskilling and upskilling themselves in emerging technologies.
- To start twin/dual degree programmes in emerging technologies in collaboration with international Universities.

C.6: Center for Curricular and life skills development

Kurukshetra University has established a skill development centre. The University has a plan to establish a Center for Curricular and Life Skills Development (CCLSD) with the objectives of embedded soft skill in all academic programmes, to develop skill enhancement courses, to integrate academic and technical skills in curriculum.

Short Term Goals (1 -3 years)

- To establish Centre for Curricular and Life Skills Development (CCLSD) and its advisory committee in the University.
- To conduct skill workshops and short term courses for skill enhancement.
- To conduct counseling and personality development sessions for the students.
- To collaborate with industry experts and external trainers to deliver industry oriented life skills.

Medium Term Goals (4 – 7 years)

- To make CCLSD to collaborate with the departments for embedding life skills in the academic programmes.

- To introduce credit-based life skills courses fully integrated in all UG and PG programs

Long Term Goals (8 – 15 years)

- To position CCLSD as integral part of University's academic plans.
- To strengthen industry and alumni linkages for real world exposure of students.

C.7: Faculty/Teaching Staff

The faculty/teaching staff plays a vital role for academic, research and administrative excellence of a University. Kurukshetra University follows the effective and transparent mechanisms for recruitment, appraisal and career growth, welfare, etc. for its teaching staff to keep them motivated and they give their best for their institution. The dedication of the faculty has helped the University to develop a unique academic culture in the campus and also contribute to earn high reputation among the universities of the region. The University has adopted the PBAS –API scores as per UGC guidelines for the teacher's development and for promotions under CAS.

Short Term Goals (1 -3 years)

- To ensure time bound promotions of the faculty under CAS.
- To recognize high performing teachers with incentives and research awards.
- To organize faculty development programmes, orientation and refresher courses regularly.
- To recruit more teachers with higher qualifications.
- To provide financial support to the faculty for participating in conferences/seminars/workshops etc.
- To establish welfare measures for teaching staff.
- To encourage collaborative research, consultancy, patents and publications.
- To provide seed grants for young faculty.
- To fill 50% of the vacant faculty positions.

Medium Term Goals (4 – 7 years)

- To facilitate faculty exchange programmes and international colaborations.
- To encourage collaborative teaching across all the departments.

- To strengthen Academia-industry interface for upskilling of the faculty.

Long Term Goals (8 – 15 years)

- To adopt AI-enabled teaching tools.
- To promote startups led by the faculty.
- To strengthen the international collaborations of the faculty.

C.8: Centre for Faculty development

Short Term Goals (1 -3 years)

- To organize orientation programmes for new faculty.
- To organize Faculty development programmes on NEP-2020.
- To organize domain specific refresher courses.
- To organize programs for NAAC/NIRF/global ranking awareness.
- To organize FDPs on multidisciplinary approaches, digital literacy etc.

Medium Term Goals (4 – 7 years)

Long Term Goals (8 – 15 years)

- To position MMTTC as a national hub for teacher's training and development.
- To start certificate courses in academic leadership and research ethics.

C.9: Non-Teaching Staff

Non-teaching staff of a University support the diverse activities including academics, administration, finance, examination, student services, infrastructure, digital systems, and governance. Their efficiency and motivation affect the University's performance and perception. Kurukshetra University follows the effective and transparent mechanisms for appraisal, career growth, welfare, etc. for non-teaching staff to keep them motivated. The University has introduced welfare measures for non-teaching staff including employee welfare funds, loans for home/vehicles, wheat and festival loan (without interest), fee concession of the children of employees, children education allowance, provision of medical reimbursement, community centre for family functions etc.

Short Term Goals (1 -3 years)

- To organize programmes for training of non-teaching staff in IT tools, office automation and financial procedures.

- To facilitate non-teaching staff publically for their contribution towards University's growth.
- To conduct orientation programmes/workshops in University's rules, RTI act, NAAC/NIRF awareness etc. for non-teaching staff.
- To setup a grievance redressal cell for non-teaching staff.
- To strengthen the appraisal and promotion policy of non-teaching staff.

Medium Term Goals (4 – 7 years)
- To organize specialized certification programs in examination automation, library software for non-teaching staff.
- To train all non-teaching staff to work effectively on ERP/IUMS.

Long Term Goals (8 – 15 years)
- To strengthen the role of non-teaching staff in NAAC/NIRF preparation.
- To organize special workshops for senior non-teaching staff to understand leadership role.

C.10: Session wise teaching plan

A well-defined teaching plan is important for academic discipline, transparency and consistency in the learning of the students. All efforts are made by the faculty of various departments to make the learning experience for students as a best experience of their life. The curricula of the various programmes have been designed in such a way that students are exposed to theoretical as well as experimental learning. Programmes of the University are designed with stated programme outcomes, programme specific outcomes and course outcomes. This provides a comprehensive understanding to the student right at the beginning of the course as to what should be the primary focus. It also helps them in self-evaluating their performance at the conclusion of the course.

Short Term Goals (1 – 3 years)
- To frame a policy on mandatory preparation of session wise teaching plan by the faculty.
- To conduct workshop for the faculty for measuring attainment level of learning outcomes.
- To make the session wise teaching plan available to the students at LMS/ERP.
- To establish a feedback mechanism from the students regarding teaching plan.

Medium Term Goals (4 – 7 years)

- To integrate fully the session wise teaching plan into the academic process.
- To include teaching plan submission in the self-appraisal report of the faculty.
- To include student centric features like allowing them for access the learning material in advance.

Long Term Goals (8 – 15 years)

C.11: Learning material like study books

At Kurukshetra University, the learning of students is made effective through various student centric activities like group discussion, case studies, educational tours, quiz competitions, declamation contests, poster making competitions and sports/cultural activities.

Short Term Goals (1 – 3 years)

- To ensure every subject of a programme has minimum learning material in the form of lecture notes, ppts etc.

Medium Term Goals (4 – 7 years)

- To develop video lectures.
- To provide/prepare learning materials for slow as well as advance learners.
- To upload course materials on LMS/ERP system of the University.
- To promote MOOCs, SWAYAM+ material, podcasts developed by the faculty

Long Term Goals (8 – 15 years)

- To collaborate with industry and alumni for preparing advance study material with case studies.

C.12: Question Bank

A question bank is required for transparent and outcome aligned assessments of each course of an academic programme. One of the purposes of question bank is to provide a pool of comprehensive valid questions of a course to ensure the quality of assessments.

Goals

- To frame a policy for question bank system in the University under which each faculty member submit unit wise questions in the question bank.
- To create question bank for all core courses.

- To review the questions in the question bank regularly.
- To include questions of all types – MCQs, short answer types, case studies in the question bank.

C.13: Assignments and Assessments

Assignments and assessments are the integral part of academic evaluation process that ensures the proper and holistically evaluation of the students based on their learning. The assignments may include writing reports, reviews, problem solving tasks, presentations etc. The assessments are based on class-tests, quizzes, end semester examination, seminars, viva-voce. The assignments are also a process of assessment. These assessments are part of the academic programmes of Kurukshetra University.

Short Term Goals (1 – 3 years)

- To map all the assessment methods with learning outcomes.
- To ensure a provision of atleast one assignment in all the courses.
- To adopt diverse assessment methods including open book tests.
- To enable online submission of assignments and evaluation.

Medium Term Goals (4 – 7 years)

- To encourage the submission of assignments on LMS/ERP platforms.
- To introduce assignments with interdisciplinary tasks.
- To strengthen the continuous assessment system.

Long Term Goals (8 – 15 years)

- To introduce Online evaluation of answer books.
- To do statistical analysis of data including learning trends, gaps and accordingly review the curriculum.

C.14: Value added skills enhancement papers

The value added skill enhancement papers of short duration are required in today's fast changing time to bridge the gap between skill and employability. The purpose is to empower students with soft skills, digital literacy etc. Kurukshetra University has introduced more than 100 value added skill enhancement papers online to train the students to face future challenges.

Short Term Goals (1 – 3 years)

- To introduce atleast one value added skill enhancement course in each year of an

academic programme.

- To develop value added skill enhancement courses in emerging areas like digital literacy, data handling etc.
- To invite industry experts for delivering value added skill enhancement courses.

Medium Term Goals (4 – 7 years)

- To provide value added skill enhancement courses through ERP/LMS.
- To strengthen the online value added skill enhancement papers.
- To collect feedback from the students to measure the effectiveness of the value added skill enhancement course.

Long Term Goals (8 – 15 years)

- To establish skill labs or centre of excellence in collaboration with industry.
- To position the University as skilling hub.

C.15: Pedagogy

Kurukshetra University has made an ecosystem that makes the learning experience for students as a best experience of their life. The curricula of the various programmes have been designed in such a way that students are exposed to theoretical as well as experimental learning. Programmes of the University are designed with stated programme outcomes, programme specific outcomes and course outcomes. This provides a comprehensive understanding to the student right at the beginning of the course as to what should be the primary focus. It also helps them in self-evaluating their performance at the conclusion of the course.

The learning is made effective through various student centric activities like group discussion, case studies, educational tours, quiz competitions, declamation contests, poster making competitions and sports/cultural activities. In order to provide participative learning to the students, some programmes have the provision of field training of the students. Students collect and analyze the data themselves during these field training programmes. Classroom lectures in all the departments are held in interactive mode, allowing students to engage in

meaningful discussions, thereby converting a typical classroom into a space for knowledge enhancement.

The University organizes educational/cultural tours to places of educational and historical importance for students. These tours develop leadership qualities, promote team work and develop an attitude of cooperation among students in addition to their academic benefit. The University organized a public speaking competition – ROSTRUM to enhance the communication skills and presentation level of the students.

Short Term Goals (1 – 3 years)

- To ensure attainment of Course Outcomes and Programme Outcomes.
- To strengthen learning through labs, field trainings, internships.
- To strengthen collaborative learning like group discussions.
- To promote blended learning.
- To strengthen the use of ICT tools for content delivery.
- To conduct orientation programmes/workshops for the faculty on student centric teaching methods.

Medium Term Goals (4 – 7 years)

- To integrate online platform like SWAYAM plus/MOOCs for learning.
- To promote interdisciplinary teaching.
- To develop a system of feedback on pedagogy for improvement.
- To integrate pedagogical approaches with session wise teaching plans.
- To introduce the concept of flipped classroom model to use classroom time for discussions and problem solving.

Long Term Goals (8 – 15 years)

- To use AI for the customization of pedagogy.

C.16: Other activities as part of learning

Other activities as part of learning in addition to classroom learning play a vital role for the holistic development of students. These other activities include co-curricular activities (like debates, group discussions, seminars etc.), extracurricular activities including sports, music, cultural etc., social activities like NSS, NCC, blood donation

camps, and industrial visits, educational tours. The University organizes a public speaking competition – ROSTRUM to enhance the communication skills and presentation level of the students. Keeping in view the importance of sports, Kurukshetra University has included the sports as an integral part of its educational structure. The University has excellent infrastructure for cultural and sports activities. The Directorate of Sports of the University has established the perfect path for the development of University sports by adopting the professional approach. It provides the channels and ample opportunities to the budding athletes of campus and affiliated colleges to perform at national and international level.

The sports facilities include well maintained Sports Stadium, fully equipped Gymnasium Hall, new Gymnasium Hall has been, Swimming Pool, Tennis court, Basket Ball court, Hand Ball court, Badminton court, Volley Ball court, Korf Ball courts, Hockey & Football playgrounds, shooting range and climbing wall.

The University has a Department of Youth and Cultural Affairs for organizing various cultural activities in the campus. The Universities has several auditoria of varied capacities. These include an auditorium with capacity of 2000 persons, senate hall of 200 capacity, crush hall of 250 capacity, Faculty lounge of 125 capacity, RK Sadan of 400 capacity, Community centre and open air theatre.

Short Term Goals (1 – 3 years)

- To integrate co-curricular activities in the academic programmes.
- To issue calendar of students' activities at the start of the session.
- To organize inter-university cultural fests.
- To strengthen the sports activities.
- To boost the extension and outreach activities.
- To increase the students participation in ROSTRUM – a public speaking competition.
- To establish active clubs and cells for providing platforms for students engagement.
- To encourage the students for rural internships.
- To motivate students for participation in extension activities.

Medium Term Goals (4 – 7 years)

- To embed activity based learning into the curriculum of academic programmes.
- To frame a policy for recognizing and awarding the students for excellent work in co-curricular/extra-curricular activities.

Long Term Goals (8 – 15 years)

- To make participation of students in extension activities mandatory.
- To facilitate the students for international exchange programmes.
- To position the University as hub of holistic development of students.

C.17: Earn while learn facility and flexibility

The University has Earn while Learn scheme to provide financial assistance to the students in the form of their engagement for department related work upto 18 hours per week. The meritorious students not having sufficient financial resources to fund their education are selected in the scheme. The scheme also serves the purpose to equip the students with work ethics. The scheme is aligned with one of the visions of NEP-2020 to integrate vocational learning into higher education.

Short Term Goals (1 – 3 years)

- To strengthen the policy of Earn While Learn Scheme.
- To aware the students about available opportunities like library assistant, teaching/research support, office intern etc.
- To train the departments for engaging the students effectively in part-time roles.

Medium Term Goals (4 – 7 years)

- To expand the role of students opting for Earn While Learn Scheme.
- To collaborate with the industry for paid internships in the academic session.
- To take feedback for reviewing the scheme and modify accordingly

Long Term Goals (8 – 15 years)

- To link the academic credits or recognition of students working in the scheme.
- To support enterprises run by students in the incubation centres.

C.18: Flexibility and Multidisciplinarity

The implementation of NEP-2020 by the University has provided an opportunity to adopt flexibility and multidisciplinary in the ecosystem of higher education. The University has adopted academic flexibility in terms of CBCS, discipline elective courses, open elective courses, multiple entry/exit system; curricular/programme

flexibility in terms of providing interdisciplinary, multidisciplinary courses, two major, one minor programmes, integrated degrees; credit flexibility through Academic Bank of Credits. The University has adopted NEP's 4-year UG model.

Short Term Goals (1 – 3 years)

- To strengthen the basket of elective, minor and multidisciplinary courses.
- To provide academic mentorship and counseling to guide students for flexible study plans.
- To register all students on ABC portal for credit transfer.
- To initiate more value added courses.
- To conduct advisory sessions for the students to understand flexibility in their academic journey.
- To conduct faculty development programs on issues of flexibility and multidisciplinary in higher education.
- To develop integrated UG-PG programmes across the disciplines.
- To strengthen multiple entry/exit system as per NEP-2020.
- To introduce Apprenticeship Embedded Degree Programmes (AEDP).

Medium Term Goals (4 – 7 years)

- To strengthen one minor and two major programmes.
- To develop a mechanism for smooth transfer of credit from MOOCs, SWAYAM and other platforms.
- To start certificate courses in collaboration with industry.

Long Term Goals (8 – 15 years)

- To offer joint degree with credit transfer from international Universities.
- To collect and analyze feedback on flexibility and multidisciplinary from the students and industry experts.
- To use AI for the better choice of flexibility based on academic journey of the students.

C.19: Research & Innovative thinking skills

One of the visions of NEP-2020 is that higher education must move beyond content delivery and rote learning to inculcate creativity and problem solving abilities. Research oriented mindset and innovative capabilities ensure academic excellence of the

University. Kurukshetra University is determined to inculcate Research and innovative thinking skills in the students through the implementation of NEP-2020.

Short Term Goals (1 – 3 years)

- To embed project-based learning in UG and PG programme.
- To encourage students for participation in paper presentations, hackathons and startup bootcamps.
- To frame a policy to give incentive for research output in terms of awards, grants, promotions etc.
- To strengthen library and laboratories.
- To support faculty/students for patent filing and technology transfer.
- To sign MoUs with industry and R & D institutions.

Medium Term Goals (4 – 7 years)

- To strengthen innovation and incubation centres.
- To introduce summer research training/interships in UG programmes.
- To establish domain specific research centres.
- To collaborate with international Universities for joint research, faculty exchange and projects.

Long Term Goals (8 – 15 years)

- To position the University as hub for multidisciplinary research.
- To achieve ranking in NIRF -Innovation and Research category, global innovation rankings.
- To establish alumni network to support successful startups.

C.20: International Exposure

Implementation of NEP-2020 encourages the University to become global hub of knowledge by promoting international exposure of students and faculty. In today's era of globalized world, the international exposure of students and faculty becomes an essential component in higher education ecosystem. The University has dedicated office of Advisor, International Students to provide support services to the international students in the campus. The university provides financial support to the faculty for participating international conferences/seminars etc.

Short Term Goals (1 – 3 years)

- To sign MoUs with foreign institutions for student exchange and faculty exchange programmes.
- To start new certificate/diploma courses in foreign languages to ease international networking.
- To encourage faculty for joint publication/research and international research projects.
- To enhance financial support to the faculty for participating in international conferences/workshops etc. held abroad.
- To organize international conferences on the campus.

Medium Term Goals (4 – 7 years)

- To provide travel grant to students selected for international opportunities for academic purpose.
- To include foreign language course in the basket of Ability Enhancement Courses (AEC).
- To admit more foreign students through Study in India scheme.
- To make the University globally visible by achieving high ranking in QS, THE and other global rankings.

Long Term Goals (8 – 15 years)

- To establish a dedicated International Relations Cell for all international collaborations.
- To sign MoUs with foreign universities for Twin programmes.
- To embed the provision for short and semester long exchange for students in the academic programmes.
- To position the University at global level in align with India's vision of Vishwaguru.

D. Research, and Intellectual Property Enablers

In line with its VISION and MISSION statements, the University has given priority and thrust to research in newly emerging as well as conventional fields of research, together with promotion of scientific research. Over the decades, a strong culture of multi-disciplinary research has evolved, and excellent research infrastructure has been created and timely augmented to catch up with the latest developments for

carrying out cutting-edge research in front-line areas, with regular financial assistance from different funding agencies.

The office of Dean, Research & Development acts as a catalyst for strengthening the research ecosystem by streamlining the existing policies for research as well as for proactively making new policies for promoting research, innovation and consultancy. A well-defined policy for Promotion of Research is in place which aims to promote research ecosystem and conducive environment for conducting quality research by the faculty members and students of the University.

Notably, the University has earned a distinction in having established at the Department of Physics a "National Ion Beam Centre" equipped with a state-of-the-art 200 kV "Low-energy Ion Accelerator" with financial support from Department of Science & Technology (DST) Govt. of India in the form of a research project "Ion Induced Growth and Engineering of Materials". Yet another noteworthy national research facility is the "National Low-temperature Thermochronology" laboratory at the Department of Geophysics.

The University has created an eco-system with 5 new research centres (viz. Advanced Material Science, IT and Automation, Applied Biology in Environment Sciences, Advanced Research in Earthquake Studies, and Excellence for Research on the Saraswati River)

The University has also taken a lead in the country and is probably the only University in the country to honour the outstanding Indian scientists at a grand scale through prestigious Goyal awards instituted in 1992. These include four Goyal Prizes, one each in the field of Applied Sciences, Chemical Sciences, Life Sciences and Physical Sciences; four Rajib Goyal Prizes for Young Scientists, one each in the discipline of Applied Sciences, Chemical Sciences, Life Sciences and Physical Sciences; and one Goyal Peace Prize.

Endeavour of the University is to nurture and support a vibrant research aptitude of the researchers to innovate, create new knowledge and newer insights which in turn unlocks the potential to transform teaching and extension activities into more innovative and scientific learning.

The University has also appointed an Honorary Professor - IPR and Technology

Transfer to help the faculty members and the University in strengthening IPR portfolio.

D.1: Quality Research

Quality research in a University requires strong research culture, policy framework, faculty development, research collaboration, and financial support. The University intends to contribute in knowledge creation, national development, global innovation, and student empowerment needs to focus on quality research in the campus. It requires sustained effort, policy commitment, and a collaborative academic culture. The quality of research is measured in terms of publications in indexed journals, citation index, sponsored research projects, collaborative research and societal impact.

Short Term Goals (1 to 3 years)

- To introduce research based curriculum at UG/PG level.
- To organize workshops on research methodology and publication ethics.
- To strengthen the research promotion policy of the University.
- To strengthen the anti-plagiarism policy of the University.
- To strengthen research infrastructure by upgrading laboratories and equipments.
- To engage students in internships/dissertation/project work linked to ongoing research.
- To strengthen the incentive systems for high-impact research output.
- To sign MoUs for collaboration with the research institutions.
- To strengthen the policy of seed grant for faculty members.
- To encourage peer-reviewed research publications.
- To enhance the financial support to the faculty for participating in conference/seminars/symposia etc.

Mid Term Goals (4 to 7 years)

- To promote undergraduate and postgraduate research.
- To develop faculty mentoring system for young researcher.
- To increase the number of externally funded research projects.
- Develop a university research portal to showcase ongoing projects, achievements, and collaborations.

Long Term Goals (8 to 15 years)

- To position the university among the top research institutions in India and Asia.

- Establish a dedicated research and development (R&D) foundation for sustainable funding.

- To influence public policy through evidence-based research in social sciences, environment, and health.

- Attract global talent through fellowships, joint Ph.D. programs, and postdoctoral opportunities.

D.2: Research Oriented experienced faculty members

The research oriented experienced faculty members are required in a University for building research ecosystem, mobilizing external research funds, publications in indexed journals, filing patents and guiding young faculty. Kurukshetra University is committed to create participative research ecosystem.

Short Term Goals (1 to 3 years)

- To give incentives in terms of research awards and recognition to research oriented faculty members.

- To provide special grants for developing research laboratories in the fields of experienced faculty members.

- To identify active researchers among faculty members and provide seed grant.

- To support faculty participation in international conferences.

- To encourage collaborative research.

- To promote industrial consultancy.

Mid Term Goals (4 to 7 years)

- To revise the research promotion policy for including workload balance, publication support etc.

- To facilitate the faculty members for submitting research projects to the external agencies.

- To provide research-inclined faculty with leadership roles to help shape the University's research agenda.

Long Term Goals (8 to 15 years)

- To introduce performance based incentives for publishing papers in high impact journals.

- To position University as a nationally and internationally recognized knowledge institution for research excellence.
- To establish a dynamic research ecosystem that strategically aligns faculty research with the University's long-term goals

D.3: API based faculty compensation

The UGC has introduced API scoring for faculty to ensure performance orientation in higher education institutions. The API system encourage the faculty members to contribute in teaching, research and extension activities of the University. This system encourages multi-dimensional evaluation of faculty members. Kurukshetra University has adopted API system of UGC for the promotion of faculty members.

Short Term Goals (1 to 3 years)
- To strengthen API system for performance linked progression of the faculty members.
- To conduct workshops on API formats and documents required.
- To revise the self appraisal format of the faculty members in accordance with API system.
- To strengthen the API verification committees.

Mid Term Goals (4 to 7 years)
- To launch online portal for submission of API report.
- To use API data of faculty members for sanctioning the budget to the departments.

Long Term Goals (8 to 15 years)
- To introduce performance based increments, awards or workload relaxation.
- To develop a system for auto verifying research and academic contributions of a teacher.

D.4: Targeted research and collaborative research

The aim of targeted research is to do quality research in a focused area. The University has established research centres in five targeted domains (viz. Advanced Material Science, IT and Automation, Applied Biology in Environment Sciences, Advanced Research in Earthquake Studies, and Excellence for Research on the Saraswati

River). The collaborative research include various types of collaborations like inter-institutional, industry-academia, National and international. Targeted and collaborative research is required for the transformation of a University from teaching-centric to research oriented University.

Goals

- To sign more MoUs and submit more projects for targeted and collaborative research.
- To strengthen the provision of Co-supervisor to encourage collaborative research.
- To revise the research promotion policy with emphasis on targeted and collaborative research.
- To identify key thrust local/national areas for targeted research.
- To organize regular workshops for encouraging collaborative research.
- To submit research projects with proposal on targeted domain.
- To sign MoUs with local industries, research laboratories and other departments.
- To establish research clusters for encouraging interdisciplinary research.
- To submit joint research projects in collaboration with international Universities and institutions.
- To engage students in targeted and collaborative research.
- To establish centres of excellence in specific domain in align with national priority.
- To position the University as a national and international leader in newly emerging research fields.

D.5: More Ph.D. and post-doctoral research scholars

It is important to increase the number of Ph.D. and post-doctoral researchers in the University to strengthen the research portfolio. These researchers not only improve the research output in terms of more papers, patents but also assist in teaching. More number of researchers in the campus also used in the metrics of different ranking and accreditation agencies. The Ph.D. and post-doctoral research scholars help the University to transform itself into research intensive institution.

Short Term Goals (1 to 3 years)

- To motivate faculty for registering more number of Ph.D. students.

- To promote interdisciplinary coguidance.

- To strengthen the research laboratories and library in the departments.

- To encourage the students in applying for UGC-JRF and other fellowships.

- To revise Ph.D./Post-doctoral regulations as per UGC/NEP-2020 guidelines.

- To encourage joint Ph.D. programme with industry.

Mid Term Goals (4 to 7 years)

- To increase the amount of University Research Scholarship (URS).

- To launch post-doctoral programme from University funding.

- To provide financial support for publishing in indexed and high impact jouranls.

- To provide financial support for filing patents.

Long Term Goals (8 to 15 years)

- To position the University as centre of excellence for research in some domains.

- Establish strong partnerships with top universities across the globe to co-supervise Ph.D. and postdoctoral scholars.

D.6: More faculty members with Ph.D.

Short Term Goals (1 to 3 years)

Mid Term Goals (4 to 7 years)

Long Term Goals (8 to 15 years)

D.7: **Faculty encouragement for book publications, research publications and patents**

The purpose of book publications and/or research papers and filing patents is to encourage innovation and academic growth among students, researchers, and faculty.

Short Term Goals (1 to 3 years)

- To strengthen the 'Research Awards' policy for rewarding quality output in the categories of research publications,

- To revise the IPR policy.

- To organize workshops on patent filing.

- To encourage publications in indexed journals.

- To strengthen the role of publications and patent in appraisal mechanism.

Mid Term Goals (4 to 7 years)

- To frame a policy for reimbursement of publication fees, patent filing costs, and book publishing expenses.
- To set target for department about research publications, patent, publishing books.
- To provide leave for writing major publication or book.

Long Term Goals (8 to 15 years)

- To collaborate with top universities and research groups to work on joint publications, books, and patents.
- To create a fund that regularly supports research, publishing, and patenting work at the University.

D.8: More conferences/symposia/workshops etc.

Conferences play an important role in building a strong research and academic/research culture in universities. Organizing conferences help to increase research visibility, promote collaboration, and make research more accessible. Faculty, researchers, and students stay involved by regularly presenting their work at these events. Students are encouraged to share their research at university-hosted or external conferences and workshops. The university supports their participation with travel grants and other assistance. These conferences provide opportunities for exposure of the research students towards new tools and technologies.

Short Term Goals (1 to 3 years)

- To create an academic calendar for organizing academic events in the University.
- To allocate dedicate funds and logistic support for organizing academic events.
- To offer incentives and recognition to the departments for organizing high impact conferences/events.
- To organize small conferences frequently focused on new tech areas to keep students, faculty, and researchers engaged in academic activities.
- To conduct thematic workshops on different domains including Indian Knowledge System.

Mid Term Goals (4 to 7 years)

- To launch a portal for uploading conference papers, videos and presentations.
- To organize joint conferences/events with institutional repute.
- To ensure publishing conference proceedings in ISBN proceedings or special

issues of journals.

- To create event endowment funds and encourage industry sponsorships to sustains annual events.
- To link project/dissertation submission with participation in one conference.

Long Term Goals (8 to 15 years)

- To host international symposia and policy dialogue with international agencies.
- To launch University journals for publishing conference papers.
- To establish partnership with peer reviewed journals for publishing conference proceedings.

D.9: Student involvement in research

The involvement of students in research is required for the attainment of learning outcomes like critical thinking, problem solving and innovation. It bridges the gap between curriculum and application and also strengthens the academic ecosystem in the campus. The participation of students in research not only improves the research skills but also helps in their early career development in research and higher studies. Kurukshetra University is committed to involve students of UG and PG programmes in research in accordance with the vision NEP - 2020.

Short Term Goals (1 to 3 years)

- To strengthen the summer internship in UG programmes and dissertation/project in PG programmes.
- To encourage PG students for publications in indexed journals and filing patents.
- To frame a policy for rewarding the students involved in good research.
- To promote students for participating in Hackathons.
- To organize University level orientation programmes and workshops for students/research scholars only.
- To link project/dissertation submission with participation in one conference.
- To create opportunities for students to participate national/international research programs.

Mid Term Goals (4 to 7 years)

- To create a student research cell for coordination and support.
- To provide travel support to students for participating in conferences.

- To collaborate with industry for encouraging the students to work on real life problems during projects.
- To involve students in the projects led by the faculty.

Long Term Goals (8 to 15 years)

- To launch students edited research journals.
- To support the students for patent filing.
- To position the University as a centre of excellence for student research.

D.10: Industry and institutional collaboration and consultation

In the era of NEP-2020, the industry collaboration in terms of student internship, curriculum design, joint publications, joint research projects, industrial visits becomes crucial for the University. Kurukshetra University has signed MoUs with industries for this purpose. The University has established two incubation centres in the campus for more interaction with industries.

Short Term Goals (1 to 3 years)

- To encourage faculty for doing more consultancy projects with industries.
- To align the curriculum as per need of industries.
- To nominate industry experts in the UG/PG Board of Studies.
- To sign more MoUs with the industries.
- To organize guest lectures, workshops and seminars with industry experts as resource persons.

Mid Term Goals (4 to 7 years)

- To secure structured internships for the students.
- To encourage joint research projects with the industries.
- To establish research centres in the campus in collaboration with industry.

Long Term Goals (8 to 15 years)

- To establish long term strategic collaboration with key industries.
- To position the University as centre of excellence for collaborative research.

D.11: University Incubation Centres

An Incubation Centre in a university is required for nurturing innovation, promoting entrepreneurship, and supporting start-up ecosystems among students, faculty, and researchers. Kurukshetra University gives top priority for creating an eco-system for

innovation as well as transfer of knowledge. The University has aligned itself to the vision of United Nations-Sustainable Development Goals (UN-SDG) 2030 as well as Startup India by implementing the SDG Plan for the university and by creating two incubation Centre namely Kuruksehtra University Technology Incubation Centre (KUTIC) and another sponsored by Department of IT and Electronics, Govt. of Haryana.

The mission of KUTIC is to create an ecosystem for incubating start-ups and create an academia-industry interface for a symbiotic relationship between industry and university. It has signed 6 MoUs to support startups in the campus. KUTIC has framed a startup policy and same has been registered on Startup India platform. It has successfully incubated two startups: Livsmart Automation and Security LLP and Freshily19 AgriTech Private Limited.

The University is committed to develop ecosystem for startups in the campus.

Short Term Goals (1 to 3 years)

- To enhance the number of incubated startups.
- To strengthen partnerships with angel investors and venture capital firms.
- To enhance collaboration with corporates, research institutions, and government bodies.
- To conduct advanced workshops on entrepreneurship, business modeling, and fundraising.
- To strengthen the existing incubation centres with more infrastructure and governance.
- To organize mentorship programs with successful entrepreneurs and industry leaders.
- To create a mentor pool of industry experts, alumni, faculty and startup founders.
- To organize university-wide competitions to encourage students to turn projects into business plans.
- To incubate at least 5 early stage startup ideas from students and research scholars.

Mid Term Goals (4 to 7 years)

- To set up a dedicated lab and prototyping facility to support product development.
- To launch annual startup challenges and hackathons to identify high-potential

ideas.

- To organize workshops, boot camps, and mentoring sessions to help students explore and develop their business ideas through validation, market research, and planning.
- To create a group of industry experts and entrepreneurs to mentor students from all departments on how to turn ideas into startups.
- To offer credit-based electives on entrepreneurship, innovation, and design thinking to boost the startup culture in the campus.
- To recognize and give incentives/awards for good ideas.

Long Term Goals (8 to 15 years)

- To assist startups in patent filing, intellectual property protection, and technology commercialization.
- To create a framework for licensing and revenue-sharing models for innovations.
- To create state-of-the-art incubation spaces equipped with modern amenities, co-working areas, and private office spaces for startups
- To develop partnerships with top international universities and startup hubs worldwide.
- To integrate minor projects, and research-based innovation into the incubation process.
- To develop an innovation park in the campus.
- To join national and international incubator network.

D.13: University publications and citation service

Academic publications and citation services are essential for research progress, faculty recognition, and improving the university's ranking. It plays a crucial role in aligning with global benchmark like SCOPUS, Web of Science, Google Scholar etc. Kurukshetra University encourages its faculty and research scholars to publish papers in the indexed journals and accordingly give awards. The University is publishing peer reviewed research journals in the faculties of Laws, Arts & Humanities, and Indic studies. Among these, the journal Annual Digest "Prachi-Jyoti" is being published since the inception of Institute of Indological Studies way back in 1956.

Short Term Goals (1 to 3 years)

- To conduct workshops on manuscript preparation, plagiarism checks, monitoring publications through SCOPUS, Web of Science etc.
- To generate and analyze faculty wise citation report.
- To strengthen the award policy for publishing in high impact journals and citations.
- To strengthen the system of linking publications with promotion and incentives.
- To strengthen policy on ethical publications and plagiarism norms.
- To establish a digital archive for faculty publications and research projects.
- To encourage the faculty for uploading their research papers and projects to the institutional repository regularly.

Mid Term Goals (4 to 7 years)

- To establish publication support cell for guiding the faculty and student for publishing in indexed journals.
- To publish annual research and publication report of the University.
- To index the University's journals in SCOPUS and other indexing.
- To identify the research gaps and address the same.

Long Term Goals (8 to 15 years)

- Position the University as a leading contributor in national research databases.

D.14: Target patent claim for UG & PG projects in professional subject areas

The applied research and Intellectual Property (IP) have become important in the fast changing time in the domain of higher education. In addition to the research by the faculty, the need in the present scenario is to encourage and support the patents out of projects of UG and PG students particularly in the professional subjects/disciplines like management, pharmacy, engineering etc.

Kurukshetra University has appointed an Honorary Professor - IPR and Technology Transfer to help the faculty members and the students in strengthening IPR portfolio.

Short Term Goals (1 to 3 years)

- To organize workshops and seminars on IPR, patent literacy and technology transfer.

- To support the faculty members and students for filing the patents.
- To revise the IP policy of the University.
- To strengthen academia-industry interface for executing UG/PG projects in collaboration with the industry.

Mid Term Goals (4 to 7 years)

- To integrate basic IPR knowledge in the UG/PG Curriculum of professional programmes.
- To integrate patentable projects in the incubation centres of the University.
- To allot dedicated budgeted grant to cover the cost of patent filing by the students and faculty.
- To identify 10-15 projects every year those have a potential for patenting.
- To train faculty for patent drafting and assessment.
- To sign MoUs with patent attorneys and law firms for advisory support.

Long Term Goals (8 to 15 years)

- To position the University in top 10 universities of the country in filling the patents.
- To set up patent screening committees at the department level.

E. Physical Enablers

Physical infrastructure, facilities and overall ambience of a university campus play a vital role for the growth of its students as well as faculty. Kurukshetra University has a Green campus of 472 acres, with a covered area of 367671 sq. m, offering conducive ambience for teaching, learning and research. The campus and overall ambience of the University can be rated as one of the most beautiful campuses in the Universities in the country. The University has good facilities for teaching-learning in terms of Classrooms, laboratories, computers etc including smart classrooms.

The University has excellent physical infrastructure including teaching blocks, central library, research laboratories, computer centre, instrumentation centre, administrative block, Deans' building, building of Directorate of Distance education, examination wings, hostels, play grounds, gymnasiums, swimming pool, shooting range,

auditorium, senate hall, faculty lounge, R K sadan, senior secondary school, construction branch, community centre, clubs, canteens, residential complexes, Dharohar museum cultural heritage of Haryana, and museum of First War of Independence, gardens, lawns, solar panels, sewage treatment plant etc. The uninterrupted power supply is ensured by power houses with necessary back-up facilities on the campus. The University has a health centre to provide quality health care services to its students, and employees and their dependents. The doctors with different specializations are on the panel of the University.

The sports facilities in the University include well maintained Sports Stadium, fully equipped Gymnasium Hall, new Gymnasium Hall has been, Swimming Pool, Tennis court, Basket Ball court, Hand Ball court, Badminton court, Volley Ball court, Korf Ball courts, Hockey & Football playgrounds, shooting range and climbing wall.

The University has several auditoria of varied capacities. These include an auditorium with capacity of 2000 persons, senate hall of 200 capacity, crush hall of 250 capacity, Faculty lounge of 125 capacity, RK Sadan of 400 capacity, Community centre and open air theatre.

G.1: Smart Campus

The smart campus of a University integrates physical infrastructure and digital network to enhance efficiency in every domain of a University. The smart campus include ICT enabled smart classrooms, wi-fi connection, secure internet access, LMS, smart libraries, CCTV systems, e-goverance, solar energy, waste water management system, online admissions etc. Kurukshetra University is moving fast forward to convert its campus into a smart campus.

Short Term Goals (1 to 3 years)

- To strengthen e-governance in students admission, examination and financial domains.
- To ensure 100% wi-fi coverage with high speed internet.
- To implement University wide LMS.
- To strengthen the classrooms equipped with digital teaching tools.
- To strengthen the surveillance by installing more and updated CCTV cameras.

- To enhance the solar power generation.
- To strengthen the dashboard facilities for the students and staff.

Mid Term Goals (4 to 7 years)

- To develop a mobile app for providing important information to the students and faculty.
- To integrate services, finance, academics into a single ERP system.
- To strengthen the rainwater harvesting, water recycle system in the campus.
- To renovate older buildings with smart infrastructure for energy efficiency.

Long Term Goals (8 to 15 years)

- To convert campus into fully automated campus using AI based tools.

G.2: Green/sustainable building

Short Term Goals (1 to 3 years)

- To conduct energy audit and retrofit energy efficient appliances.
- To strengthen the water conservation system in the campus.
- To install segregation bins and composite pits.
- To organize green awareness drive and constitute eco-club involving students.

Mid Term Goals (4 to 7 years)

- To implement e-waste policy and set up e-waste points.
- To install more rooftop solar panels and smart energy meters in the campus.
- To develop plantation zones.

Long Term Goals (8 to 15 years)

- To achieve 100% rainwater harvesting system.
- To establish a research centre on sustainable technologies.
- To install IoT based sensors for real time monitoring of air quality and water.

G.3: Infrastructure to commute

A proper infrastructure in the campus is required for timely access to academic and other facilities. Kurukshetra University is committed to provide eco-friendly infrastructure to commute in the campus for wellbeing of its students and staff.

Short Term Goals (1 to 3 years)

- To develop pedestrian pathways in the campus.
- To provide safe and accessible transport/bus service for students to connect hostels and teaching blocks
- To promote green and walkable campus environment.
- To construct wheelchair friendly ramps.
- To install solar lights on all the existing roads.
- To install CCTV cameras, zebra crossing and speed breakers at important commuting points in the campus.
- To set directional and multilingual signboards at all the important points in the campus.

Mid Term Goals (4 to 7 years)
- To reduce dependence on private vehicles and carbon footprint.
- To setup bicycle stand and EV charging points in the campus.
- To start cycles on rent system in the campus.
- To start e-rickshaws in the campus.

Long Term Goals (8 to 15 years)
- To constitute a transport committee for assessing the needs and reviewing performance.
- To use AI and IoT to monitor traffic in the campus.

G.5: Library/Digital Resource centre

The library of a University play a crucial role in enhancing teaching, learning and research in the campus. It supports students and teachers to make academic journey interesting and joyful. In the present time the libraries are transforming into digital resource centres that combine physical and digital access to the information.

Jawahar Lal Nehru (JLN) Library of the University is automated using Integrated Library Management System (ILMS) i.e. Libsys Software version 4.0. More than 4 Lakhs books are entered in the database of the ILMS. It has 15000 rare manuscripts in digitized form.

There is a well established computer lab in the JLN Library. It is equipped with 50 computers, 4 Laptops, 4 Multi-functional printers, 2 Barcode Reader, 15 printers, and

180 Internet Nodes in the library. Library has the wi-fi connectivity which provides seamless access of web resources to fulfilling the academic and research requirement of the teachers and students.

Presently the library is receiving 13 full text e-resources which include 8000+ e-journals under e-Shodh Sindhu consortium of INFLIBNET, in addition JLN Library subscribes Proquest Database (literature, education and psychology etc), Scifinder, Emerald and Manupatra. These all e-resources are accessible locally within the campus as well as remotely. JLN Library also has membership of Shodhganga: a PhD theses repository. It has access of NDLI, a massive electronic repository and ESS to meet the literature needs of the users. Library conducts training programmes for its users including students, teachers and research scholars.

Short Term Goals (1 to 3 years)

- To enrich the library with more print and digital resources
- To procure resources including screen readers, braille material and assistive technologies for providing support to PwD.
- To create more space for reading zones, discussion rooms, Wi-Fi study lounges.
- To adopt One Nation One Subscription policy for strengthening digital resources.
- To improve ICT infrastructure in the libraery.
- To organize training programmes, workshops on digital library use for the students and faculty.
- To upgrade and integrate the library with digital access.
- To subscribe required academic data bases.

Mid Term Goals (4 to 7 years)

- To provide remote access to quality content.
- To create a repository for faculty publications and teaching resources.
- To develop e-resource access zones in the library.

Long Term Goals (8 to 15 years)

- To integrate digital content with LMS platform.
- To automate the process of circulation and access control fully using library management software.
- To transform the library into digitally connected and student centric knowledge

hub.

- To collaborate with national and international libraries for content sharing.
- To position the library as model digitized resource centre recognized nationally.

G.8: Examination Branch

The role of examination branch in a University becomes more crucial with the implementation of NEP-2020 that emphasize on outcome based education, continuous assessment and technology integration. The functions of examination branch of the University include preparing examination timetable, students registration, question paper management, conduct of examination, conduct of admission entrance test, evaluation process, timely declaration of results and record keeping.

Kurukshetra University is committed to transform its examination branch into digitally empowered and transparent unit that promotes faie evaluation and ensures accountability and integrity in the certification process as per vision of NEP-2020.

Short Term Goals (1 to 3 years)

- To conduct examination and declare results as per academic calendar of the University.
- To focus on digitalization of records.
- To strengthen the automation of examination forms and registration process.
- To setup student grievance portal for revaluation and result related issues.
- To develop a mobile application for providing seamless services to various stakeholders of examination in general and to students in particular.
- To strengthen digital transcript services.
- To align with Academic Bank of Credits.
- To support formative assessment and project based evaluation.
- To develop clear SOPs.

Mid Term Goals (4 to 7 years)

- To introduce on-screen digital evaluation of answer sheets for 50% of the programmes.
- To Complete automation and integration of all the examination processes involving Result Branche, Conduct Branch, Secrecy Branch, Registration Branch

and Re-evaluation Branch by integrating and storing student data from different branches.

- To introduce biometric system at examination centres or electronic ID cards can be issued to eligible students which will be swiped using card readers at the examination centres to verify the identity of the student, thereby automatically generating the attendance/signature sheets accordingly.
- To Upload of student related data on Digilocker application for easy availability of certified data to students & prospective employers both nationally and internationally.
- To introduce temper proof degrees and transcripts.

Long Term Goals (8 to 15 years)

- To use data analytics for monitoring pass percentages, grading trends and performance gaps.
- To conduct Online examinations and proctoring.
- To introduce flexi examinations system in the University.

Concluding Remarks

The Institutional Development Plan (IDP) presents a comprehensive roadmap to transform the university into a Multidisciplinary Education and Research University (MERU). It proposes to become a dynamic, future-ready, and globally competitive institution by aligning itself with national education policies focusing on academic excellence, research innovation, governance reforms, skill development, student-centric approaches, and infrastructural development.

The short-, mid-, and long-term goals for all the enablers present here provide actionable strategies. The plan emphasizes outcome-based education, digital transformation, and inclusive growth as the core enablers of institutional progress.

The effective implementation of this IDP will depend on academic leadership as well as all the stakeholders including faculty, non-teaching staff and students of the University. The University is committed to reviewing and realigning the IDP periodically to respond to emerging challenges and opportunities in in the implementation.