|| सा विद्या या विमुक्तये ||

स्वामी रामानंद तीर्थ मराठवाडा विद्यापीठ, नांदेड

"ज्ञानतीर्थ" परिसर, विष्णुपुरी, नांदेड - ४३१६०६ (महाराष्ट्र)

SWAMI RAMANAND TEERTH MARATHWADA UNIVERSITY, NANDED

"Dnyanteerth", Vishnupuri, Nanded - 431606 Maharashtra State (INDIA)

Established on 17th September 1994-Recognized by the UGC U/s 2(f) and 12(B), NAAC Reaccredited with B++ Grade

Phone: (02462) 215253	Internal Quality Assurance Cell (IQAC)	website: srtmun.ac.in e-mail: iqac@srtmun.ac.in

Date: 11/08/2025

Circular

The **SRTMUN IDP Working Committee** has prepared the **first draft of the University Institutional Development Plan (IDP)**. In the spirit of **participative planning** and **inclusive development**, this draft has been uploaded on the University website for review by all stakeholders.

As a valued stakeholder of this University, you are invited to submit your **valuable suggestions and feedback**, which will be considered for incorporation into the final version of the IDP.

The **Internal Quality Assurance Cell (IQAC)** will coordinate the process of collecting feedback from stakeholders through the Google Form, compile the responses, and submit a consolidated report to the IDP Working Committee for consideration in the final draft.

To share your feedback, kindly use the following Google Form link: https://forms.gle/rkTTr2WW2SYPcLFK8

Last date to submit the feedback is 23 August 2025.

We look forward to your active participation in shaping the University's development roadmap.

With Warm Regards

Dr. B. Surendranath Reddy

Director- IQAC

Institutional Development Plan (IDP)

(2026-2040)

Swami Ramanand Teerth Marathwada University, Vishnupuri, Nanded-431 606, Maharashtra, India

I N D E X

MESSAGE FROM CHAIRPERSON

Swami Ramanand Teerth Marathwada University, Nanded, Institutional Development Plan (IDP) for 2026-2040 will serve as a guiding light for institutions striving to evolve and excel within this dynamic educational framework. This comprehensive framework is a culmination of insights, best practices, and collective wisdom gleaned by at a committee constituted by university under my chairmanship. This institutional development plan present a strategic roadmap tailored to empower Swami Ramanand Teerth Marathwada University, Nanded.

Recognizing the distinctiveness of region served by Swami Ramanand Teerth Marathwada University, Nanded, this IDP is designed to be adopted as development plan of 2026-2040. This IDP has received inputs from variety of stakeholders including students, faculties, industrialists, academic experts and other whom I feel indebted for their affection and involvement in Swami Ramanand Teerth Marathwada University, Nanded to visualize its future.

I feel assured that this Institutional Development Plan will make Swami Ramanand Teerth Marathwada University, Nanded truly global while keeping its feet firmly in its region and contributing for India's larger vision of Viksit Bharat 2047.

With warm regards,

(Dr. Manohar G. Chaskar)
Vice-Chancellor
SRTM University, Nanded

WORKING OF THE INSTITUTIONAL DEVELOPMENT PLAN PREPARATION COMMITTEE:

The expert committee was constituted by the Hon'ble Vice-Chancellor, SRTM University under his chairmanship vide letter dated 13-11-2024 to formulate the draft of Institutional Development Plan (IDP). The following committee members consisting of outside and in-house experts were nominated to prepare the draft of IDP guidelines as mentioned in NEP 2020:

Sr. No.	Name and designation of committee member	Role	Major expertise area as per Enabler Parameters
01	Dr. Manohar G. Chaskar, Vice-Chancellor, SRTM University, Nanded	Chairperson (Team Leader)	Overall
02	Prof. Shivaji Sargar, Department of English, Mumbai University, Mumbai, Maharashtra	Member (Mentor)	Governance
03	Dr. Govind Katalakute, Yeshwant Rao Chavan Maharashtra Open University, Nashik, Maharashtra	Member (Mentor)	Financial
04	Prof. Sybil Thomas, Department of Education, Mumbai University, Mumbai, Maharashtra	Member (Mentor)	Academic
05	Prof. Appa Rao Podile, Ex Vice Chancellor, Central University of Hyderabad, Telangana	Member (Mentor)	Research
06	Prof. B. D. Bhole, Retired Professor, Garware College of Arts and Science, Pune, Maharashtra	Member (Mentor)	Human Resource
07	Prof. Father Maria, Principal, Sacred Heart College(Autonomous), Tirupattur, Tamil Nadu	Member (Mentor)	Networking and Collaboration
08	Prof. Raj Shekharan Pillai, Vice Chancellor, Somaiya University, Mumbai, Maharashtra	Member (Mentor)	Physical
09	Prof. Ramchandra Manthalkar, SGGS College of Engineering and Technology, Nanded, Maharashtra	Member (Mentor)	Digital
10	Dr. Krishna Chaitanya, School of Chemical Sciences, SRTM University, Nanded	Member (In-house)	Research
11	Dr. Parag Bhalchandra, School of Computational Sciences, SRTM University, Nanded	Member (In-house)	Digital
12	Dr. Yogesh Lolage, School of Earth Sciences, SRTM University, Nanded	Member (In-house)	Human Resource
13	Dr. Nina Gogagte, School of Language, Literature and Culture Studies, SRTM University, Nanded	Member (In-house)	Governance
14	Dr. Shailesh Wadher, School of Pharmacy, SRTM University, Nanded	Member (In-house)	Networking and Collaborations
15	Dr. Vikas Humbe, School of Technology, Sub Campus, Latur, SRTM University, Nanded	Member (In-house)	Physical

| 16 | Dr. Nitin Darkunde, School of Mathematical Sciences, SRTM Universty, Nanded | Member (In-house) | Academic |
| 17 | Prof. Vani Laturkar, School of Commerce and Management Science, SRTM University, Nanded | Member-Secretary (In-house) | Financial and overall coordination |

Once the committee was constituted, it took initial inputs from stakeholders through IQAC, used reference of UGC guidelines and took guidance from mentors (outside experts). Initially, a meeting was arranged as an introductory meeting with all committee members in online / offline mode. Then with a detailed discussion on UGC guidelines on IDP draft preparation, Prof. Sybil madam's session was arranged to get a detailed insight into IDP parameters. Next step was deciding the course of action for preparing IDP which was decided by consensus of all members. The draft preparation committee decided to prepare the draft of IDP by distributing the whole period in three parts i.e. short term goal (till 2030), medium term goal (till 2035) and long term goal (till 2040).

The constituted working committee held ten offline/online meetings for the preparation of the Institutional Development Plan (IDP). The meetings were held on 18-11-2024, 05-12-2024, 19-12-2024, 21-01-2025, 24-01-2025, 05-02-2025, 14-02-2025, 20-02-2025, 04-03-2025, 06-03-2025 and one week workshop from 17-03-2025 to 22-03-2025 held with in-house members in the School of Commerce and Management, SRTMUN for shaping final draft of IDP of SRTMU with outside experts connected telephonically /online.

Accordingly, with these series of meetings held, all suggestions were inculcated and inputs were taken from various stakeholders from time to time. Thorough discussions with the outside experts members as mentors and in-house members ultimately resulted in the IDP draft outline prepared as per the guidelines of UGC. The enablers were shared by individual in-house members with their mentors. Their views helped in giving them a final shape. The one week workshop helped in making each enabler in parity and coordination with other enablers, then each enabler was redrafted, revised and shared with mentors again. These parameters (enablers) are as per UGC guidelines for "Institutional Developmental Plans of Higher Education Institutions 2024" published on 6th February 2024, is taken as guiding star to visualize it.

The final output is in the form of this first draft of SRTMUN IDP 2026-2040 which needs further processing by university in terms of procuring the feedback from all the stakeholders of university through institutional IQAC, inculcate appropriate suggestions, preparing the final draft and getting final approval to this IDP from statutory bodies before it is accepted as final IDP document.

As Working Member Secretary to this committee, I thank Hon. Vice Chancellor Prof. Manohar Chaskar Sir for giving this wonderful opportunity of envisioning the future of our University in the form of Institutional Development Plan 2026-2040. Words are insufficient to express our thanks to the outside experts as mentors who spared their valuable time without expecting any honorarium or personal visit to the university. Their humbleness and affection was felt by each in-house member while getting their feedback both telephonically and on mails. The team spirit, dedication and patriotic spirit of all in-house members was superb with sense of great excellence and high quality towards their work. Overall this

journey of preparing and implementing IDP will certainly prove to be a landmark in the development of this University.

Member Secretary
Prof. Vani Laturkar

PREAMBLE

India's higher education sector is marked by rapid growth and a focus on quality and access. The Education System in India is one of the strongest and most efficacious in the World. Being a country with the largest population in the entire world, India still provides great education facilities for students.

Education is easily accessible in India on every level which makes it a great resource for the public to use and especially the Indian government is taking measures to reach out to the public regarding the importance of education and encouraging them to educate the younger generation in a manner that they can be an asset for the country and themselves.

The current state of higher education in India is characterized by both opportunities and challenges. The Central government of India provides funding to public universities for better facilities and makes them more accessible to students with any sort of financial background. On one hand, India has a rapidly growing higher education system, with many universities and colleges offering a wide range of programs. This has created many opportunities for students to pursue higher education and to acquire the skills and knowledge necessary to succeed in the global economy.

However, there are also several challenges facing the Indian higher education system. One of the main challenges is the shortage of quality faculty and inadequate funding for research and development. Many universities and colleges in India also face infrastructure and resources constraints, which limit their ability to provide a high-quality education experience to students.

In recent years, the Indian government has taken several steps to address these challenges, including increasing funding for research and development and promoting the establishment of new institutions of higher education. The UGC has also implemented various reforms to improve the quality and accountability of higher education in India.

Despite these efforts, the quality of higher education in India remains a concern for many, and there is still much work to be done to ensure that all students have access to a high-quality education experience. Other challenges such as ensuring quality, addressing regional disparities, and improving faculty development are also the crucial issues faced.

SRTM University Nanded has initiated the processes as per NEP 2020 which aims to increase the GER to 50% by 2035, while focusing on strengthening its infrastructure, faculty, and research. Through this IDP 2025-2040, emphasis on improving the quality of education, expanding access to higher education, and ensuring equitable opportunities for all.

We are assured that though Indian higher education system is facing an unprecedented transformation in the coming decade, this transformation is being driven by economic and demographic change: by 2020, India will be the world's third largest economy, with a correspondingly rapid growth in the size of its middle classes. Currently, over 50% of India's population is under 25 years old; by 2020 India will outpace China as the country with the largest tertiary-age population.

The working committee for IDP, nominated by Hon. Vice Chancellor of Swami Ramanand Teerth Marathwada University, Nanded, has developed this document based on the framework of NEP 2020 and assessment of the requirements relating to faculty, administrative staff, ICT, physical infrastructure for teaching-learning, student support, academic and research, networking and collaborations and the financial management. SRTMUN is ready to face challenges in progressing towards multi-disciplinarily in its letter and spirit as per NEP 2020. This document as a framework provides an insight into how its infrastructure facilities will be upgraded, student support systems including academic, research and sports facilities will be augmented, how academic and research deficiencies like laboratories, etc. will be addressed to bring them at par with the best institutions to attract the best talent in teaching and learning, how governance will be leading to more transparency and financially self-sustained units, the milestones for linkages, networking and collaborations and best integration of technology in all aspects of university functioning.

This IDP document is not a standalone plan but a multifaceted interface to look into the perspective of the institution holistically.

This IDP reflects an integrated approach that is mindful of SRTMU's context, life cycle stage, location, character, and aspirations. As per the IDP guidelines of UGC published as "Guidelines for Institutional Development Plans for Higher Education Institutions" on 6th February 2024, eight Enabler Parameters are enumerated here. While each parameter represents a vertical and has depth, they are integrated into an optimal and whole cannot be over emphasized. The overarching purpose along with the aims of eachunique institution is the key determinants of the mix of choices that will create excellence for the institution. The eight Enabler Parameters are enumerated here (and elaborated in the next part). While significantly interconnected and interdependent, they are articulated in a logical flow emerging from the Strategic choices of the university and its manifestation into the parameters of Enablers of Governance, Financial, to Academic,Research & Intellectual Property, Networking & Collaboration, Human Resources, Supportive & Facilitative, Physical and Digital. The sequence of approaching these has benefits to the planning process and subsequent integrations by the university. While each of these are substantive and have "stand alone" depth, they provide the web of parameters for thinking through the plan, warranting an interactive, continuous and concurrent approach to the journey towards Excellence.

The modus operandi of preparing this document of IDP followed by working committee nominated by Hon. Vice Chancellor of SRTMUN, was as follows:

1. Clear defining of the mission of SRTMUN.

2. In light of the mission, needs assessment was carried out which was based on wide consultations to identify the goals, priorities, and commitments of the institution.

3. Working committee consisted of eight mentors from diverse fields at national level as experts from outside university to guide in house campus committee members. These mentors are people with rich academic-research – administrative experience and expertise and epitomes in their own fields. For ease of coordination, individual members were given one enabler to work upon with one

outside expert as mentor to conduct series of one-to-one discussions with them, documenting the consultations held and the conclusions and recommendations reached.

4. Different documents like NEP 2020, UGC IDP preparation guidelines 2022 and 2024 and university documents/policies laying down the university's goals where used as indicators and time-bound targets.

5. Based on goals and priorities—gaps were identified and steps to bridge these gaps were suggested through these enablers.

6. The activity plans are suggested that result, sequentially, in achieving the institution's goals. These activity plans through enablers will also serve as a tool for monitoring the implementation of the IDP.

7. The IDP is prepared for fifteen years 2025-2040, and contains a description of measures for this period. For better clarity, total period was broken up in three parts: Short term (2026-2030), Medium term (2031-2035) and long term (2036-2040).

8. The IDP is created as a living document, evolving as the strategic planning capacity of the institution.

9. Based on UGC guidelines, the initial draft is prepared by working committee under the chairman ship of Hon. Vice Chancellor of SRTMUN.

10. This initial version of the IDP indicators with time-bound targets will be developed further through given steps:
a. Carry out SWOC analysis by each individual unit of university along with additional needs assessment, documenting the consultations held and the conclusions and recommendations reached.
b. Share the initial draft of the IDP for consultations with all stakeholders through institutional IQAC.
c. Finalize the IDP, based on the comments received.

Swami Ramanand Teerth Marathwada University, Nanded was established on September 17, 1994 by the Government of Maharashtra. The University caters to the southern part of the Marathwada region of Maharashtra covering four districts namely, Nanded, Latur, Parbhani and Hingoli. This university obtained 2(f) and 12(B) recognitions of UGC and achieved recognition, name and fame at the state, national and international level in the area of academic, research and innovation and extension activities. NAAC re-accredited 'B⁺⁺' grade with CGPA 2.96 to university.

University has 14 Schools on campus, 4 schools at sub-campus, Latur and a sub-campus at Parbhani; a constituent college New Model Degree College at Hingoli and academic and research centres like Dr. Babasaheb Ambedkar Chair and Study Centre, Shri Guru Govind Singhji Adhyasan Sankul and Research Centre, Women's Study Centre at the main campus and Late Uttamrao Rathod Tribal Development and Research Centre at Kinwat. University has 300 plus affiliated colleges under its

jurisdiction offering 146 programmes with student strength of 1.63 lakhs and 4000 plus students through distance education mode offering programs in science and technology, humanities, commerce and management and interdisciplinary studies. University hosts more than 70 foreign students across five countries. University received financial assistance from RUSA, DST, UGC, etc. for development of academic infrastructure amenities, research and extension activities. Teachers have invented, patented and commercialized many ideas. Teachers have got research projects worth Rs. 12.5 crores, whose academic and social value is remarkable. Teachers and students have many publications in peer reviewed journals to their credit and received recognition at the national and international level. University has a Centre of Excellence in Seismology, advanced research instrumentation facilities, collaboration with Inter-University Centre for Astronomy and Astrophysics and MoUs with national and international institutions.

SRTM University has implemented credit transfer policy and reimburses fees to the successful students who opt for the courses offered on NPTEL, SWAYAM, and other MOOCs platforms. As a result, there is good enrolment for these courses. The University has been adjudged as an 'Active Local Chapter' by NPTEL, IIT Madras. In line with NEP-2020, number of faculty members and students from the campus has translated e-content of NPTEL online courses in regional languages like Marathi, Hindi etc. SRTM University has signed a MoU with the Virtual Labs project, an initiative of MHRD, NMEICT, IIT Delhi, and IIT Bombay. This will allow a paradigm shift in ICT-based education in the university. Equal attention is given for enhancing the academic quality in the affiliated colleges through research projects, regular academic and administrative audits.

The University conducts academic and administrative, energy, green and gender audits regularly. With the mission of drought-free Marathwada, this University has created a Soil and Water Conservation Project and has created a facility to store 10 crores litres of water on campus. Under the Green University - Clean University Initiative, the university has inaugurated the 33-crore tree plantation program and the Bio-Diversity Park. The university has installed a 287 KW capacity roof top solar power plant which caters to 40 % of the electricity requirement of the campus. This is grid connected and is synchronized with existing diesel generating sets. During the COVID-19 pandemic, the University has organized three one-week faculty development programs in the month of April, May and July 2020, and trained 17000 teachers across the nation on the use of ICT tools for effective online teaching and learning.

The schools have necessary infrastructural facilities and learning resources, necessary for smooth conduct of teaching – learning and research. The schools provide opportunities and experiences to the students to facilitate their progression. All the academic and administrative units of the university are governed on the principles of participation and transparency. The involvement of teaching fraternity in various committees both at school and university level makes academic & administrative planning go hand in hand. Feedback of the stakeholders is obtained periodically for better performance.

The university is responsible for creating a friendly and amicable ambience in which boys and girls from different communities and backgrounds practice the commitment needed to inculcate the positive values through disciplines, moral commitments and accountability. In order to shape their values and skills needed for global competencies, the university competes nationally to attract faculty distinguished

by their commitment to teaching and by their achievements in research, both, pure and applied. The university possess finest of the faculty resource contributing to the distinction and stature of teaching-learning – research on campus.

Swami Ramanand Teerth Marathwada University is determined to continue its research ultimately resulting in improving the quality of living. The large number of funded research project granted to the faculty of the campus continuously by different funding agency is mark of it. The inculcation of various practices and projects in syllabi motivates students to move in the area of research and doctoral studies reaching to excellence in their career.

VISION

Enlightened Student: A Source of Immense Power

MISSION

"Swami Ramanand Teerth Marathwada University pledges itself to uphold zealously its mission of promoting acquisition and dissemination of knowledge through fearless and sustained pursuit of excellence aimed at moulding personalities of students entering its portals to grow with an upright character filled with enlightenment and to be the value adhering members of a just and humane society".

Name of the Institution	Swami Ramanand Teerth Marathwada University, Nanded (Maharashtra)				
Date of Establishment	17th September 1994				
Head of the Institution	Dr. Manohar G. Chaskar (Vice Chancellor)				
Contact Details	Email:- vcoffice@srtmun.ac.inregistrar @srtmun.ac.in		Cell No. 98229 13946		Office:94224 37849 02462-215282
University Website	www.srtmun.ac.in				AISHE Code: C-7460
NAAC Accreditation Status	1st Cycle: 21/05/2001	Grade: Two star	2nd Cycle 30/09/2009		Grade: B
	3rd Cycle: 03/03/2015	Grade: A	4th Cycle 19/04/2021		Grade: B++
NIRF Ranking	Participated				
UGC Recognition	2 (f) and 12 B				

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faculty of the campus continuously by different funding agency is mark of it. The inculcation of various practices and projects in syllabi, motivates students to move in the area of research and doctoral studies reaching to excellence in their career.

MAIN OBJECTIVES AND GOALS TO BE ACHIEVED BY INSTITUTIONAL DEVELOPMENT PLAN

These strategic (directional) goals and objectives are indicative of the compass to guide the IDP preparation journey. These Institutional Development goals are sought to be indicated as the chosen pathways of institutional pursuit of those directional aspirations. To develop this IDP with a detailed plan of action, including timelines, milestones, and responsible parties for each initiative, following major goals and objectives were outlined:

- Ensuring accessible, affordable, and transparent student admissions, emphasizing equality. Prioritizing a student-focused approach, enhancing faculty skills for better educational outcomes. To provide educational experience through rigorous course work pertaining to the needs of society and nation.

- To provide an academic ambience to flourish new ideas, research interest, leadership, team spirit and ethics from which leaders and innovators emerge. To strive for excellence by encouraging skills development, creativity, capability and applicability.

- Support both students and faculty in achieving their professional and personal aspirations. Equip students to become global citizens by internationalizing education. Boost student enrolment, retention, and graduation metrics. Intensify support for under-represented student groups, ensuring their success. Offer avenues for gaining knowledge in emerging domains of global significance.

- Curriculum excellence and pedagogical excellence.

- Integration of vocational education/ skills into general education as required under holistic education as envisaged by NEP 2020.

- Streamlining recruitment, training, motivation, and retention of skilled faculty. Adopting a comprehensive perspective, nurturing every aspect of individual growth. Implement inclusive hiring practices, emphasizing continuous faculty development.

- Championing holistic development focusing on academic, research excellence, and its reinforcement.

- Enhance student employability on both national and international fronts. Enhance engagement with alumni association and be more responsive towards them.

- To contribute in the service of society by participation in socio-economic and socio cultural activities. To foster and promote the affiliated colleges for quality education and their role in nation building. Cultivating a sense of community, cultural appreciation, nature connection, and student advocacy.

- Fostering entrepreneurship and experiential learning among both students and faculty.

- Encourage digital modes of learning and teaching.

- Identify innovative revenue streams to bolster financial sustainability.

- Enhance the institution's global and regional stature and rankings.

- Develop a sustainable research and innovation environment. To work on research and development projects and offer consultancies in core and interdisciplinary areas.

- To collaborate with national and international academic and research institutes to strengthen the academic and research ecosystem.

- Foster relationships with alumni, communities, industries, and other stakeholders for institutional growth. Attract more international students. Enhance diversity and inclusiveness. Strengthen Academia-Industry and Academia-Community partnerships via diverse initiatives.
- Adopt the National Credit Framework (NCrF) and Academic Bank of Credits (ABC) for a fluid student mobility and flexible learning. Establish a rigorous accreditation system emphasizing transparency, autonomy, and quality outcomes.
- Fostering a conducive environment for academic and research excellence, HRM shapes the institution's ethos, culture, drives innovation, and influences educational outcomes.
- Institution's administrative, and financial governance, as well as its compliance with legal and regulatory requirements. Improve internal support system and facilities.
- Broaden funding base through consultancy, CSR and sponsored and research projects.
- For effective Research and Development, institutions will be establishing a clear strategy encompassing: defining research goals, and a research portfolio, aligned with institutional aims, securing external funding, provisioning essential research infrastructure, recruiting and mentoring top-tier research faculty, and fostering collaborations and partnerships.
- Autonomy of the institutes is maintained while developing and operationalizing the Plan for such an endeavour. Therefore, the IDP guidelines are self regulating in nature.
- Develop a clean and green campus.

INSTITUTIONAL DEVELOPMENT PLAN (IDP) FRAMEWORK –
MAJOR COMPONENTS (PARAMETERS FOR INSTITUTIONAL EXCELLENCE)

There are eight enablers as laid down by UGC guidelines. These are indicative in nature that will act as milestones for SRTMUN. They basically are categorized as follows:

a) Governance Enablers

b) Financial Enablers

c) Academic Enablers

d) Research Enablers

e) Human Resources Management Enablers

f) Enablers for Networking and Collaborations

g) Physical Enablers

h) Digital Enablers

These are laid down in detail in following sections. For ease of implementation, they are laid down in three timeline frames i.e. short term, medium term and long term goals which is a slot of 5 years each progressively.

A. GOVERNANCE ENABLER:

Internal governance of SRTMUN is focused to be more autonomous, accountable, decentralized, and transparent. A flexible pattern of governance, which is responsive to the changing needs of society, global trends, and knowledge, to be a powerful factor in accelerating progress is suggested. In the wake of the internationalization of education, coupled with globalization and competition, university will be managed more professionally, encouraging affiliated colleges for autonomy and with a robust grievance redressal mechanism.

SHORT TERM GOALS

1. SOPs for auto information *generation present and near future vacancies* in statutory bodies. To avoid keeping them vacant.

2. Periodical *trainings to statutory body members* for clearly defining their roles, responsibilities and accountability.

3. Creating a system for *mandatory presence of alumina* as major stakeholders in all statutory bodies.

4. Defining the processes that should be routed to IQAC for quality assurance.

5. *Enhanced financial, academic and administrative autonomy* to school heads and principal investigators for sponsored projects.

6. *Drafting financial manual* as an official document

7. *Drafting Policies* for assuring: Proper use of MCA code; Well defined authority and responsibility; Following of ICAI standards with mandatory yearly review; Returns and filing; Audits; Fixing of cost centre.

8. *SOP designed* for Investment policies and Budgeting policies.

9. *Advanced planning of recurring and non-recurring income and expenditures* for each department year-wise with not more than 10% variation allowed. If variation is above or below 10% of provision, justification in writing to be submitted by concerned head/authority for such variation and final approval of Vice Chancellor based on recommendation of Finance Officer.

10. *Each cost centre* will align budgets each year strictly according to Non-Recurring and Recurring expenditures against non-recurring and recurring grants.

11. HODs will *prepare the minute planning of expenditure* against budgetary provision on yearly basis in consultation with stakeholders.

12. There will be a *separate self-financing program committee* working under Finance Committee of university for this planning and implementation. It will make yearly evaluation, decide SOPs, and fix responsibilities and authority.

13. *Government grants and subsidies*: Independent committee with the authority and responsibility to procure and utilize government grants and subsidies.

14. *Deciding the course of action to submit various proposals for further funding*: Year wise projections of sponsored research projects and receipts of overheads from it. Clear overhead sharing policy floated with 50% by main PI and Co PIs, 10% to finance and accounts section, 5% to APDS section, 5% to school / college to which main PI belongs, 30% as contribution to research and development endowment fund the interest of which will be utilized only for enhancing the research eco system.

15. *Special committee for raising CSR funds, endowments, philanthropic contributions* consisting of Direction IIL, Management council representative, one Dean, PM USHA coordinator, IQAC director, PRO and one local representative nominated by Hon. VC. Special yearly drives with pre-set and declared yearly targets. Targets to be inculcated as part of budget planning activity. Annual broucher for this purpose. Yearly fund raising by committee and reporting to Statutory Finance committee. If it involves a legal bindings or additional financial commitments by university, approval of management council will be mandatory. Utilization of these funds rose as per SOPs only.

16. *Committee to search and fetch the opportunities to raise the funds*: One Dean, IQAC director, one senior professor, one representative from collector office, DIC officer, one industrialist/member of industrial association or cluster to be nominated by VC.

17. *IRG scheme in each department* will be outlined for commercial utilization of facilities: Creation of a committee at each unit to design a descriptive plan, action strategy and its implementation.

18. *A financial/investment committee* headed by VC (other than that prescribed under MU Act 2016) in consultation with Finance Officer as Secretary to committee is responsible for making decisions regarding the investment and reinvestment of funds, purchasing and selling securities belonging to the endowment, or other long-term university assets, as well as prescribing and approving investment policies for university investment agents.

19. *Appointment of consultant for stock market/bonds investments* on a nominal fee of not more than 0.05% of total cost of investment nominated by Finance Committee on the basis of presentations by consultants and negotiated service charges within max limits imposed here.

20. *Independent ERP system* of Accounts department for online receipt generation, auto generated statements, payment gateway, each unit authenticated to pass its routine bill, ERP connectivity with account and book keeping system, auto book keeping for each voucher of receipt or expenditure, to bring transparency, liberty to Finance Officer to develop appropriate ERP system, defining the authority, accountability and power of delegation, timely and perfect accounting system, digitization of exams, technology park, etc.

21. *Evolving and SOPs for sharing the vision/road map* of university through detailed discussions with stakeholders.

22. *Templets designed and filled by HODs / Section In-charges* for yearly road map during every academic year starting.

23. *Separate committees for finalizing the parameters* of performance appraisal as per guidelines of Apex bodies.

24. *Yearly meetings with insurance companies' representatives* to discuss scenarios for mitigating risks of all types i.e. legal, safety-physical and cyber, financial, environmental, natural disaster preparedness etc.

25. *SOP for regular 360-degree automated students* feedback for all faculty and administrative staff concerned with them like warden, scholarship clerk, sports clerk, exam desk clerk, fees counter clerk etc. and acting upon their feedbacks.

26. *Annual Open house with students and parents*, understanding industry needs by organizing at least 3 interactive programs with alumni and industry per year, creating help desks for placement and industry orientation.

27. *Framing of SoPs for file management of official transaction* in each section of the University, training sessions for the same.

28. *Framing of SoPs for transfer of charges* by Heads in their absence.

29. *Leadership Development Programs* for the training of Department Heads, Professors, and Principals on Leadership, Management, Strategic Thinking and Conflict Resolution.

30. An *outcome-based* approach be devised to encourage branch heads to present their Annual Plan and Targets at the start of the Academic/Calendar/Financial Year.

31. *Annual digital skilling camps/refreshers* for administrative and academic staff.

32. *Complete e-governance.*

33. *Policy for promoting faculty exchange*, faculty empowerment, faculty on duty leaves for preparation and completion of projects through field visits.

34. *Strategic commercialization of technology* through Section Head company of university.

35. For research and development activities, establishment of singly window system and *provision of decentralized support mechanism.*

36. *Periodical shorts term audits.*

37. *Nomination of nodal officers* for government schemes.

MEDIUM TERM GOALS

1. *SOPs for involving special committee of alumina* for contributing in future planning of university.

2. *Use of block chain technology* to digitize the minutes and agenda of all statutory body meetings.

3. *Policy for defining the outcomes of decisions* taken by statutory bodies.

4. Financial autonomy for *deciding the fee structure* of for self-finance programs to the school heads.

5. Financial Policies will be provided for *SOPs for increasing per capital expenditure* on student related teaching and research facilities with an incremental increase of 5% per year. Revision of policies will be made every after three years for budgeting heads and fixing of cost Centre to suit the automation done in the section.

6. *Training the staff in handling all financial transactions* based on block chain technology. Six monthly mandatory online training to staff for updating them in software, rules and regulations relating to finance, auditing and accounting activities of a HEIs.

7. *Creation of cheers* for research in specific area.

8. *Implementation of talent management strategies*, succession planning and leadership training.

9. *To appoint reputed consultant* wherever in house capabilities are lack in.

10. *Establishment of an external advisory board* (other than that prescribed by MPU Act, 2016) consisting of prominent industrialists, academics, service sector experts and governmental officers to advise on the running of these schools.

11. *Creating a mechanism for digital tracking* of policy implementation and outcomes.

12. *Increasing female enrolment and decreasing female dropout rate* through schemes for financial aid and creation of infrastructure such as married quarters for students.

13. *Empowering WDC, ICC and other committees* related to gender equity, diversity and inclusion.

14. The *University shall enter into MoUs* with leading management institutions in India and other prestigious international institutions to offer periodic leadership training programs for senior academic and administrative personnel.

15. *Empowering WDC, ICC and other committees* related to gender equity, diversity and inclusion.

16. *Defining target for consultancy*, sponsored research chairs in at least 5 identified areas (related to industry and social needs).

17. At least 5 *Alumni funded programs/ schemes/ activities*.

18. *Reducing costs by renewable energy usage* - Solar power system for all buildings.

19. *Increasing consultancy* revenue by 50 %.

20. *Increasing the enrolment* of international students.

21. *To bring in at least five persons of eminence* into various bodies for achieving the goals as stated in the IDP.

22. *Mid-term assessment of the IDP* in 2032 and adjustments as required.

23. *Maximum use of electrical vehicle* on campus.

24. *Establishment of University owned press* for publications.

25. *Establishment of department of technology* in administrative wing.

LONG TERM GOALS

1. Making each *unit of university* self-sustainable.

2. *SOP for converting each unit* into a financially self-sustaining unit resulting in complete financial sustainability.

3. Leadership Training Institute may be *established in collaboration with agencies* such as the Parliament Secretariat, Federation of Indian Chambers of Commerce and Industry (FICCI), Associated Chambers of Commerce and Industry of India (ASSOCHAM), and DoPT, Govt. of India. – to fulfil the needs of Marathwada region.

4. *Corporate funding for 5 specific programs*, consultancy, 5 national/international projects with industry.

5. *At least 10 Alumni funded programs*/activities.

6. *Final Assessment of objectives and goals achievement of IDP 2025-2040* and the creation of new IDP.

7. *Preparing a strategy for scoring places* in global ranking.

8. *Establishment of human capital development centre.*

b) FINANCIAL ENABLERS AND FUNDING MODELS (RESOURCE GENERATION):

While being preparing for adequate funding, legislative enablement, and autonomy in a phased manner, SRTMUN, in turn, will display a commitment to institutional excellence, engagement with their local communities, and the highest standards of financial probity and accountability. There will be a customized financial ERP management, full automation based on block chain technology, funding and financing will be based on transparent criteria, timely disbursement of scholarships and developmental funds for launching new focus areas and expanding quality programme offerings at SRTMUN across disciplines and fields.

The financial enabler is designed to identify and analyze the resources presently available, the policy initiatives to be taken to create more resources needed as per programme priorities, quality research, infrastructural up-gradation and maintenance, in addition to efficient budget allocation and legal accounting practices. This parameter visualized for next 15 years is to understand the university's current accounting and funding landscape, resource availability and support commitment that will be created in next fifteen years.

SHORT TERM GOALS

1. The *financial policies* will be focused upon by checking whether the present financial operational procedure and policies are followed as per prevailing Maharashtra Public State Universities Common Account Code (MCA):
a. The policies shall outline the roles and responsibilities of various university/ institution officers and organizations for the following: To avoid monopoly; To avoid placing of wrong person at wrong place; To effectively manage   the university's financial assets; To assure working as per MCA code; To check the university accounting practices on early basis against the accounting standards issued by ICAI.
b. To check the statutory payment policies.
c. To check return filing policies.
d. To check the status of audit practices: Audit paragraph and their clearance; All types of audits i.e. CAG, Government audit, statutory audit, special audit; To check paragraph clearance status and review its policies; To check all SOPs concerned with it.
e. Policies for defining the cost centre
f. Drafting financial manual as an official document
g. DraftingPolicies for assuring: Proper use of MCA code; Well defined authority and responsibility; Following of ICAI standards with mandatory yearly review; Returns and filing; Audits; Fixing of cost centre.
h. Accounting Automation through customized software
i. SOP designed for Investment policies and Budgeting policies.
j. Formation of Apex Finance Committee, other than that mentioned in M.P.U.Act 2016, with Finance Officer as Secretary to plan, review and revise the financial sustainability practices of all units.
k. Policies will be framed for financial provisioning and management relating to (a) arranging of guest lecture of outside experts (both national and international); (b) skill development and vocational

educational activities; (c) short term programs on latest trends like AI; (d) linkages to be established with outside organization; (e) start up projects and alumni networking; (f) post doctoral fellowships; (g) publication assistance to faculty; (h) solar energy harvesting on campuses; (i) automated inventory management; etc.

2. The **Budgetary Action Plan** will be finalized based on the proposed IDP and NEP 2020. Budget line items (Income: fees, grants if any, research projects, endowments, CSR funds, donations, etc., Expenses: salaries, utilities, maintenance, etc.) will be defined: Year-wise reallocation and creation of provisions as per rules:
a. Budget granularity to be monthly for the first year, quarterly for the next 4 years.
b. Indicate clear responsibility, milestones, and timelines for each activity.
c. Finalize 1-year and 5-year budget forecast.
d. Detail out one year Capital Budget, Recurring Budget.
e. Allocate funds and put these in a separate account.
f. Revisions to the budget are to be approved only after a meeting and discussion with the budget committee.
g. Planning of recurring and non-recurring expenditures for each department. Consumables, etc.
h. Separate budget for Non-Recurring and Recurring expenditures.
i. HODs to prepare details for departments.
j. Streamlining budget allocations as per IDP based on zero base budgeting.
k. Concretizing the budgetary heads mandatorily in terms of ratios and percentages.
l. Budget granularity to be monthly for the first year, quarterly for the next 4 years.
m. Indicating clear responsibility, milestones, and timelines for each activity for each year of the next five years.
n. Finalize 1-year and 5-year budget forecast.
o. Detailed work out of each of the one year's Capital Budget and Recurring Budget of the next 5 years.
p. Utilize funds and track spending every sixth month against milestones per budget.
q. Revision every year subject to higher authority approval for revision with more than 10% variation.
r. Advanced planning of recurring and non-recurring income and expenditures for each department year-wise with not more than 10% variation allowed. If variation is above or below 10% of provision, justification in writing to be submitted by concerned head/authority for such variation and final approval of Vice Chancellor based on recommendation of Finance Officer.
s. Each cost centre will align budgets each year strictly according to Non-Recurring and Recurring expenditures against non-recurring and recurring grants.
t. HODs will prepare the minute planning of expenditure against budgetary provision on yearly basis in consultation with stakeholders.

3. The **main sources of revenue will be developed** through:
a. Self financing sources to be traced out at priority: Self financing program already in existence and their status; Proposed self financing program; Additional self financing program that need to be started

b. There will be a separate self financing program committee working under Finance Committee of university for this planning and implementation. It will make yearly evaluation, decide SOPs, and fix responsibilities and authority.

c. Yearly projections of tuition and other fees from the students.

d. Government grants and subsidies: Independent committee with the authority and responsibility to procure and utilize government grants and subsidies.

e. Consultancy fees and overheads earned on the sponsored research and development projects from the Government and private/ corporate sector.

f. Single window fast track system for sponsored research projects to ensure timely and smooth grant receipts and utilization.

g. Endowments, philanthropic contributions, and other income like CSR, royalties on intellectual property (IP)/ patents etc.

h. Projection of student enrollment on yearly basis program-wise and of fees to be received from it.

i. Analyzing the past and present government grants: Status of SPD PM USHA grants, Salary grants, scholarship grants, etc.; Deciding the potential sources of government grants.

j. Deciding the course of action to submit various proposals for further funding: Year wise projections of sponsored research projects and receipts of overheads from it. Clear overhead sharing policy floated with 50% by main PI and Co PIs, 10% to finance and accounts section, 5% to APDS section, 5% to school / college to which main PI belongs, 30% as contribution to research and development endowment fund the interest of which will be utilized only for enhancing the research eco system.

k. Year-wise plan to raise consultancy revenue with a minimum incremental increase of minimum 10% each year to cover inflation cost.

l. Special committee for raising CSR funds, endowments, philanthropic contributions consisting of Direction IIL, Management council representative, one Dean, PM USHA coordinator, IQAC director, PRO and one local representative nominated by Hon. VC. Special yearly drives with pre-set and declared yearly targets. Targets to be inculcated as part of budget planning activity. Annual broucher for this purpose. Yearly fund raising by committee and reporting to Statutory Finance committee. If it involves a legal bindings or additional financial commitments by university, approval of management council will be mandatory. Utilization of these funds rose as per SOPs only.

4. ***Close liaison with GOI ministries/ agencies and others for funding*** will be developed to access to external grants and funding as there are more than 20 ministries of the Government of India offer Projects/ Research Projects for HEIs:

a. Committee to search and fetch the opportunities to raise the funds: One Dean, IQAC director, one senior professor, one representative from collector office, DIC officer, one industrialist/member of industrial association or cluster to be nominated by VC.

b. Special yearly drives with pre-set and declared yearly targets

c. Targets to be inculcated as part of budget planning activity

d. Annual broucher for this purpose

e. Yearly fund raising and reporting to Finance committee

f. If it involves a legal bindings or additional financial commitments by university, approval of management council will be mandatory.

g. Utilization of these funds rose as per SOPs only.

h. Creating a wide publicity of grant opportunities available once in every six months with every faculty individually being made aware about it.

i. Proforma for financial assistance is to be procured from the concerned Ministries.

j. Widening the responsibility for getting grants from all appropriate sources: Creating an appropriate supportive eco system in which the applicant to these projects will get requisite on duty leaves to understand the opportunity, write a proposal for it and an assurance that once the funds are sanctioned, university will support him for timely and effective utilization of such grants received.

k. Standardized proforma / template for new R& D / Modernization proposals for funding by the Government of India/ other external agencies.

l. Templates to be designed and prescribed in consultations with respective heads and deployment of SOPs.

5. *IRG scheme in each department* will be outlined for commercial utilization of facilities: Creation of a committee at each unit to design a descriptive plan, action strategy and its implementation:

a. Collection of information indicating the strength of each department & the lab equipment/ instruments available for use by external agencies by institutional IQAC

b. Consultancy by each Department: The strength of each department may be circulated and advertised in

c. Newspapers by IQAC through DIIL

d. Funding from external funding agencies for development purposes.

e. Establishing of university promoted section 8 company along with a incubation centre to float university funded start ups.

f. Development of e consortium for learners, a Central multi-disciplinary computer centre, an employment eco-system through a dedicated centre of employment, an educational multi-media centre, university owned server and cloud space, multi-purpose exhibition hall, cultural integration centre at campus for promoting IKS, landscaped botanical garden, international level guest house at campus, and such similar facilities which will be used commercially too to generate revenues as self sustaining units.

6. Concrete working of *Financial/ Investment Committee*: A financial/investment committee headed by VC (other than that prescribed under MU Act 2016) in consultation with Finance Officer as Secretary to committee is responsible for making decisions regarding the investment and reinvestment of funds, purchasing and selling securities belonging to the endowment, or other long-term university assets, as well as prescribing and approving investment policies for university investment agents.

a. Creating a yearly plan for wise investments with projected growth covering minimum growth rate equivalent or more than inflation index

b. Negotiation with bankers post quotation submission for fixed deposit rates

c. Pre decided ratio of bank deposits for callable and non-callable fixed deposits to fetch higher returns and liquidity balancing

d. Appointment of consultant for stock market/bonds investments on a nominal fees of not more than 0.05% of total cost of investment nominated by Finance Committee on the basis of presentations by consultants and negotiated service charges within max limits imposed here

e. Final approval of investments decisions by statutory Finance committee.

f. Mandatory six monthly review by Finance Officer and reporting to statutory Finance Committee if directed by Hon. Vice Chancellor for betterment or safety of principal / returns.

7. SOPs for *Staff providing financial services* will be developed: Finance team need some specific roles and incumbents like a chief financial officer, treasurer, assistant treasurer as dedicated resources ; and /or access to capabilities like chief investment officer, accountants, clerks, Data Entry Clerks, CA, etc.:
a. Clear roles, responsibilities and authorities of finance staff.
b. Single window system for channelizing files/applications of students, faculties and other stakeholders with a mandatory transparent individual file tracking system set in the first year.
c. In second year digitized file tracking with timelines of process being fixed.

8. *Development of full Automation*: Total online bill generation will be developed. No manual voucher to be accepted. DBT will be only against direct online vouchers authenticated by finance section:
a. All exams bills also to be online mandatorily which are checked by them, posted online and honored by finance section.
b. ERP system: Independent ERP system of Accounts department for online receipt generation, auto generated statements, payment gateway, each unit authenticated to pass its routine bill, ERP connectivity with account and book keeping system, auto book keeping for each voucher of receipt or expenditure, to bring transparency, liberty to Finance Officer to develop appropriate ERP system, defining the authority, accountability and power of delegation, timely and perfect accounting system, digitization of exams, technology park, etc.
c. Total financial transactions in online mode only.
d. Development of customized ERP system as per the requirements of Finance and Accounts Section

MEDIUM TERM GOALS

1. *Financial Policies* will be provide for SOPs for increasing per capita expenditure on student related teaching and research facilities with an incremental increase of 5% per year. Revision of policies will be made every after three years for budgeting heads and fixing of cost centre to suit the automation done in the section.

2. For **action plan and budgets**:
a. Gap analysis and corrective actions every third year
b. Revising the budgetary heads as per current prevailing situation with formal analysis done as above as the base
c. Budget granularity to be monthly for the first year, quarterly for the next 4 years
d. Indicating clear responsibility, milestones, and timelines for each activity for each year of the next five years
e. Review and finalize next 1-year and 5-year budget forecast
f. Detailed work out of each of the one year's Capital Budget, Recurring Budget of the next 5 years
g. Utilize funds and track spending against milestones per budget.
h. Revision every year subject to higher authority approval for revision with more than 10% variation.

i. Advanced planning of recurring and non-recurring income and expenditures for each department year-wise with not more than 10% variation allowed. If variation is above or below 10% of provision, justification in writing to be submitted by concerned head/authority for such variation and final approval of Vice Chancellor based on recommendation of Finance Officer.

j. Each cost centre will align budgets each year strictly according to Non-Recurring and Recurring expenditures against non-recurring and recurring grants

k. HODs will prepare the minute planning of expenditure against budgetary provision on yearly basis in consultation with stakeholders.

3. For the *main sources of revenue* to be developed:

a. Projection of student enrollment on yearly basis program-wise and of fees to be received from it.

b. Comparative analysis of yearly projection of grants and its utilization against it.

c. Justification of deviation of more than 10% in writing in projected revenues. Corrective action by monitoring committee proposed to budget committee. Revised projections to be made.

d. Year-wise plan to raise consultancy revenue with a minimum incremental increase of minimum 10% each year.

e. Year wise projections of sponsored research projects and receipts of overheads from it.

f. Commercialization of technology through section 8.

g. This has to be done as yearly activity.

4. ***Close liaison with GOI ministries/ agencies and others for funding and access to external grants and funding***: This has to be done as yearly activity.

5. *IRG scheme in each department*: This has to be done as yearly activity.

6. **Developing staff providing financial services**: Training the staff in handling all financial transactions based on block chain technology. Six monthly mandatory online training to staff for updating them in software, rules and regulations relating to finance, auditing and accounting activities of a HEIs.

7. **Making the full automation**: Establishment of special department of technology to cater to all technological needs of university; introduction of block chain technology.

LONG TERM GOALS

1. *Financial Policies* will be providing for SOP for converting each unit into a financially self sustaining unit resulting in complete financial sustainability.

2. For **action plan and budgets**:

a. Final report of 15 years financial parameter wise and further planning

b. Revising the budgetary heads as per current prevailing situation with formal analysis done as above as the base.

c. Budget granularity to be monthly for the first year, quarterly for the next 4 years.

d. Indicating clear responsibility, milestones, and timelines for each activity for each year of the next five years.

e. Review and finalize next 1-year and 5-year budget forecast.

f. Detailed work out of each of the one year's Capital Budget, Recurring Budget of the next 5 years.

g. Utilize funds and track spending against milestones per budget.

h. Revision every year subject to higher authority approval for revision with more than 10% variation.

i. Advanced planning of recurring and non-recurring income and expenditures for each department year-wise with not more than 10% variation allowed. If variation is above or below 10% of provision, justification in writing to be submitted by concerned head/authority for such variation and final approval of Vice Chancellor based on recommendation of Finance Officer.

j. Each cost centre will align budgets each year strictly according to Non-Recurring and Recurring expenditures against non-recurring and recurring grants.

k. HODs will prepare the minute planning of expenditure against budgetary provision on yearly basis in consultation with stakeholders.

l. Special budgetary provisions for 24/7 study space for students on campus, community development centre, electric vehicles on campus, special bi-cycle paths, cafeteria for staff and students with 24/7 availability, AMC for digital infrastructure management, high speed internet connectivity back up and surveillance system, creation of IT based research repository for researchers, focused technology for specially-abled learners and multi-lingual learning, minimum ten lakh provision for startup projects, virtual labs, hackathons, Professor-of-practice, robotics and industry 4.0 compatible technology, real time data streaming, publication assistance to faculty, human capital development centre, etc.

3. For the *main sources of revenue* to be developed:

a. Projection of student enrollment on yearly basis program-wise and of fees to be received from it; Comparative analysis of yearly projection of grants and its utilization against it; Justification of deviation of more than 10% in writing; Corrective action by monitoring committee proposed to budget committee; Revised projections.

b. Year-wise plan to raise consultancy revenue with a minimum incremental increase of minimum 10% each year.

c. Year wise projections of sponsored research projects and receipts of overheads from it.

d. Yearly activity.

4. *Close liaison with GOI ministries/ agencies and others for funding and access to external grants and funding*: This has to be done as yearly activity.

5. *IRG scheme in each department*: This has to be done as yearly activity.

6. *Developing staff providing financial services:* Training the staff in handling all financial transactions based on block chain technology. Six monthly mandatory online training to staff for updating them in software, rules and regulations relating to finance, auditing and accounting activities of a HEIs.

7. **Making the full automation:** Full use of block chain technology.

C) ACADEMIC ENABLER:

Strengthening the student support system in Higher Education Institutions is a continuous process. SRTMUN is committed holistic development of students and create strong internal systems for supporting diverse student cohorts in academic and social domains both inside and outside formal academic interactions in the classroom. Towards the attainment of such a holistic and multidisciplinary education, the flexible and innovative curricula of SRTMUN shall include credit-based course and projects in the areas of community engagement and service, environmental education, and value-based education.

SHORT TERM GOALS

1. In order to conceive and develop a robust institutional strategy, we will invite leaders from various departments, faculty, administration, and student bodies to ensure all perspectives are considered. And assign specific responsibilities to committee members related to different aspects of the strategy (academic planning, research, student experience, etc.).

2. For retaining strong faculty base, we will fill up all vacant posts and policy for incentives to teachers, researchers and community service providers will be formed.

3. In order to integrate vocational education, training and skilling into the curriculum, various programmes will be arranged by skill development centre of our university.

4. To guarantee ongoing development and conformity to industry requirements in curriculum, a committee will be established in each faculty headed by Dean of that faculty, Director IIL and corresponding BoS Chairman in order to conduct routine reviews and assessments of all academic programs.

5. For upgradation of curriculum, each curriculum will have a defined life expressed in terms of years, reviewed before that life period ends and changes made as per market needs.

6. For developing leaders as role models in academics, we will make sure that the students and faculty will engage in community-based leadership projects and will develop a sustainable model where leadership excellence is a criterion for university progression.

7. For confidence-building education model, each department will actively work to develop comprehensive lesson plans, assessment materials, and reading lists. This material will then be posted on university websites or institutional LMS for students to view.

8. For adhering to a specified/defined/regulated Student-Teacher Ratio, all vacant posts of teachers will be filled.

9. Growth & expansion of the university will be achieved through various drives like, waste management, tree plantation, animal friendly campus and carbon footprint reduction programs.

10. For introducing technology in the form blended mode of learning, faculty members will be trained to use LMS and develop e-content.

11. In order to achieve excellence in Teaching and learning, each department will actively work to develop comprehensive lesson plans, assessment materials, and reading lists. This material will then be posted on university websites or LMS for students to view.

12. For achieving interdisciplinarity in line with NEP-2020, the number of interdisciplinary courses that combine several academic disciplines will be increased in order to improve critical thinking and flexibility while meeting current needs.

13. For ensuring 360° access to teaching & learning, skill & capacity building resources, research and Intellectual Property (IP) creation, protection & deployment, university willexpand access to Learning Management Systems (LMS) & virtual labs and will develop short-term certificate programs in emerging fields (AI, Data Science, IoT, etc.).Also university will set up IP cell for guidance on patent filing & commercialization.

14. For embedding appropriate skills and employability skills as well as to meet the urgent demands of the business, corresponding BoS will introduce new SECs in cutting-edge domains such as artificial intelligence, data science, digital marketing, analytical Thinking, entrepreneurship, Critical thinking and problem solving; media literacy, Creative thinking and innovation;; Adaptive Thinking; Design Thinking & Creativity; Computational thinking; Social intelligence; Cross cultural competency; Virtual collaboration; Decision Making; Conflict resolution and negotiations etc

15. BoS will introduce project-based learning and case study methods to bridge theoretical concepts with real-world applications. Partnering with NGOs, government bodies, and industries to provide real-world projects linked to social transformation and providing students with digital tools and certifications to enhance their employability and engagement in social impact initiatives will also serve as a blend of theory and practice. Such learning's may include Constitutional values/ Citizenships, universal values; Career Development & Goal Setting; Becoming a professional in 21st Century; Communication Skills; English Skills; Inclusivity and Diversity including Gender sensitization, PwD etc.; Digital Literacy/ Skills/ digital fluency; Financial & Legal Literacy; Start-up management and Entrepreneurship; Customer Service orientation; and Job readiness and exam preparation

16. For achieving intensive and balanced use of the latest technology, like AR, VR, ML/AI, university will introduce more courses focused on AI, block chain, data science, machine learning, AR, VR and cyber security to address immediate workforce needs. Apart from that Director IIL will establish partnerships with leading tech companies and start-ups to deliver guest lectures, seminars, and practical workshops focused on real-world applications of emerging technologies. University administration will arrange the use of CHAT - GPT kind of software for non-teaching staff in order to speed up things.

17. For ensuring practice-oriented and industry required research and pedagogy to make teaching and research unique, such as including Industry 4.0/5.0, linkages with industry have to be at priority. Through Director IIL six monthly surveys of industrial needs to be listed out by a dedicated committee consisting of faculty and other stakeholders.

18. For implementation of blended mode of learning including digital and online learning, university will encourage faculty members to participate in training on platforms like MOOCs and incorporate them into their teaching methods.

19. For achieving student centric teaching and learning process, the following measures will be adopted: Visiting top notch institutes for adopting their student centric teaching learning processes. Establishment of mechanism and modularization of curriculum to enable multiple entries and multiple exit options.To develop study material in terms of books by faculty members with ample number of questions in the form of question bank. Question bank should be such that it enables evaluating the holistic learning of a student. Assignment should be the integral part of each curriculum. Assignments could include term papers, practicums, or assigning students with task of preparing answers for

question banks. The students will be encouraged to work more by answering all question bank questions in the form of assignments. Internal assessment for these assignments for doing work in time bound manner will be done. Mode of assessment could be online, offline or blended.

20. Promote faculty members to do optimum use of Research semester scheme of SRTMUN. Encourage faculty members to take higher education like Ph. D, Postdoc. Present a blended learning approach that combines in-person training with online learning resources. Through LMS systems like Google Classroom or Moodle, faculty are encouraged to produce reading materials, online tests, and video lectures that students may access. These can enhance in-person instruction by letting students go over the content at their own speed.

21. For inculcating empathy, environmental understanding among students, university through each BoS will develop multidisciplinary courses on ethics, social justice, and sustainable development. While doing this, BoS will make sure that, such curriculum resources accessible (braille, sign language support, AI-powered learning tools). Furthermore, BoS will conduct sensitization workshops & seminars with experts.

22. In order to create world class Open Online/ Digital/ Blended learning Resources for a Global student/ Audience, university will encourage faculty members to participate in training on platforms like SWAYAM, NPTEL MOOCs and incorporate them into their teaching methods.

23. For providing educational leadership to other institutions, nationally and globally, university will host global/national education summits on higher education innovation, digital transformation, sustainability, and inclusive education. Moreover university will launch a Distinguished Lecture Series featuring Nobel laureates, industry pioneers, and leading academics.

24. To inspire and motivate learning environment - student or learner centred; knowledge- centred; innovation-centred; and community centre, university will develop virtual labs & simulation-based learning for hands-on experience in science, engineering, and healthcare. University will organize cross-disciplinary hackathons.

25. To promote commercial business ideas while mentoring the student and becoming part of their Start-up ecosystem university will create mentoring possibilities by putting seasoned business people in touch with start-ups.

MEDIUM TERM GOALS

1. To conceive and develop a robust institutional strategy university will implement regular, comprehensive performance reviews that assess research output, teaching quality, community engagement, and leadership contributions. Also we will integrate peer reviews, student feedback, and self-assessment as part of the evaluation process, ensuring that evaluations are constructive and support faculty development. Tie performance outcomes to professional development opportunities, awards, and incentives for excellence in teaching, research, and service.

2. For creating & retaining a strong faculty base, provisions like: Providing more flexibility to faculty members to participate in FDP at regular intervals. Motivating use of research semester scheme, participation in academic and research events by faculties will be implemented.

3. In order to design flexible curriculum and introducing multidisciplinary in education, university will establish a separate centre of Vocational Education (Training programs related to vocational education etc will be organized in the centre). Experts to be appointed from various fields in designing and implementation of skill oriented curriculum.

4. For using appropriate industry experts in curriculum design & implementation, appropriate measures such as recruiting Professor of Practice (who have experience of working in industry). Industry Academia tie up(Integrate industry projects and internships into the curriculum, facilitated through digital collaboration tools)

5. For the upgradation of curriculum, each curriculum will have a defined life expressed in terms of years, reviewed before that life period ends and changes made as per market needs. It will be achieved via BoS

6. For developing students by offering a confidence -building education model, university will Implement Experiential Learning Programs like: Internships & apprenticeships, Industry visits & camps, Community-based projects for social confidence-building, Create student-run innovation hubs to encourage idea execution, Provide seed funding for student-led entrepreneurial initiatives.

7. Growth & expansion of the university will be achieved through introducing sustainability-focused courses and student-led eco-initiatives. Developing teaching pedagogy which enhances not only the intelligent quotient but also the empathetically enhanced quotient of students.

8. Setting up separate LMS for development of e-content will serve as a tool for introducing technology in the form blended mode of learning,

9. For professors to be knowledgeable about current trends and able to incorporate real-world applications into the classroom, industry connections should be strengthened. Director IIL will form international alliances for joint research, faculty exchange programs, and attendance at conferences, trainings, fellowship and seminars around the world.

10. In order to impart high-quality professional and application-based education in a wide range of interdisciplinary areas each BoS will create interdisciplinary programs that integrate business, healthcare, environmental science, and emerging technology to produce students who can handle challenging, industry problems.

11. In order to enhance skill & capacity building resources, research and Intellectual Property (IP) creation, protection & deployment University will strengthen university incubators with seed funding, mentorship, and legal support for student-led startups. Moreover we will set up centers of excellence in emerging fields such as AI, Biotechnology, Renewable Energy, and Social Sciences. University will provide funding support for researchers to convert ideas into patentable innovations.

12. In order to certify skill improvement courses and enable students to receive industry certifications in addition to academic credits, each department will work with top institutes in the field. We will examine all SECs in-depth to make sure that, they maintain their relevance to regional and worldwide trends while balancing technical and soft skills. Such skills can include Critical thinking and problem solving; Creative thinking and innovation; Analytical Thinking; Adaptive Thinking; Design Thinking & Creativity; Computational thinking; Social intelligence; Cross cultural competency; New media literacy; Virtual collaboration; Decision Making; Conflict resolution and negotiations etc

13. For making curriculum to be a suitable blend of theory and practice, university will implement a mandatory 'Learning by Doing' framework where all courses include hands-on projects, internships, and research-based problem-solving. Train faculty in design problem-based learning, and tech-driven teaching methods. University will make sure that, revision of curricula every two years based on industry needs and societal challenges will be done.

14. To impart practice-oriented and industry required research, university will start mandatory industry internships in majority of programs. And committee under the Director IIL will work with industry for linkages.

15. Institutional LMS will be developed so as to facilitate blended mode of learning.

16. Each department can use problem-based learning, in which students work on real-world problems that call for them to conduct research, team up, and apply ideas to find answers. This approach will enhance cooperative abilities, creativity, critical thinking.

17. For having a high proportion of full-time faculty (75-80%) with Ph.D. or required industry expertise and quality research publications, IP Creation, Protection , university will set up a policy of Faculty exchange with the top notch institutes across the world, so that they will get exposure to quality research work in such institutes. Forming a policy to do industry sponsored projects will also serve this purpose. Also we will set up CFD (Centre for Faculty Development) to learn new age education such as robotics, metaverse, AR/VR videography, games, AI, Block-Chain, IoT, drones, Industry 4.0 and beyond etc.

18. In order to make students aware of ABC, IKS etc workshops, seminars will be arranged at regular intervals.

19. In order to inculcate empathy, environmental understanding, PwDs and other special sections of the society, university will create a Social Impact Internship Program where students engage with NGOs, climate action groups. University will form carbon neutrality policies & waste management programs.

20. For providing Educational Leadership to other Institutions, Nationally and globally, university will form bilateral agreements and MoUs with top universities globally for faculty/student exchange programs.

21. Measures such as Promotion of flipped classrooms, introduction of 'learning by doing' models through simulations, internships etc will serve as a tool for making education student centred; knowledge- centred; innovation-centred; and community centred.

22. For promoting commercial business ideas, university will establish resources and a specific seed fund for start-ups moving from the incubation phase to market entrance. Also university will provide incubated start-ups more financial assistance.

LONG TERM GOALS

1. For conceiving and developing a robust institutional strategy university will set specific, measurable, achievable and time-bound goals for academics and financial sustainability, etc. University has to ensure that, these things are aligned with the institution's vision and mission.

2. In order to create & retain a strong faculty base, university willallocate resources towards faculty development initiatives, ensuring funding for research, and collaborations. University will build a reward system that will recognize and incentivize faculty excellence, including teaching awards, research grants, etc. Faculty members will be encouraged to create new projects (aligned to COE), develop expertise and present it in peer conferences and create a platform for continuous improvement.

3. For designing flexible curriculum and introducing multidisciplinary, university will establish the Centre of Multidisciplinary education.

4. Train the teachers program (teachers from each school will be identified and given industry exposure, so that in-house pool of experts will be generated.) will be arranged.

5. For developing leaders as role models, university will host multitasking skill training (crisis management). University will invite industry leaders & alumni for leadership talks.

6. Various ways to develop students by offering a confidence-building education model via creating an alumni mentorship platform to inspire future generations, forming partnerships with top universities worldwide to exchange best practices.Also university will establish mentorship networks where students receive personalized guidance.

7. Blended mode of learning will be achieved bymaking the switch to digital textbook and study materials, providing open-access information to all students.

8. For achieving learning and teaching excellenceand thereby for establishing the university as a global leader in higher education by fostering the expertise of top-notch faculty, fostering cross-border research partnerships, and encouraging active engagement in international academic networks. Also university will be creating a framework for lifelong learning where faculty members participate in frequent up-skilling, certification, and advanced training programs to stay update with global trends and technological and educational breakthroughs.

9. Establish Centres of Excellence in fields like artificial intelligence, sustainability, and interdisciplinary studies to give academics a place to do high-impact research.

10. University will invest in Learning Management Systems (LMS) for seamless content delivery. Also, university will facilitate internship & apprenticeship programs.

11. University will create centres devoted to improving employability via industry partnership, research, and skill development. To guarantee that university graduates maintain their competitiveness in their fields throughout their jobs, provide alumni with chances to participate in programs for reskilling and upskilling.

12. For ensuring curriculum to be a suitable blend of theory and practice, university will train faculty in advanced digital teaching techniques and experiential learning methodologies. Also alumni engagement will be strengthened through upskilling and reskilling programs

13. To implement of blended mode of learning including digital and online learning, place the university's MOOCs on worldwide platforms as soon as they are formed, providing top-quality, universally recognized online courses that attracts students from all over the world and boosting the university's profile and universal reach.

14. In order to maintain academic excellence and professional education delivery, university will establish a comprehensive Outcome-Based Education system in which learning objectives is clearly defined for every course. To promise that students meet these goals at the ending of the course, faculty members must manage their instructional strategies and assessment procedures. Reviewing these results on a regular basis shall help ensure that teaching methods remain efficient.

15. For maintaining a high proportion of full-time faculty (75-80%) with Ph.D. or required industry expertise and having quality research publications, IP Creation, Protection & Deployment, etc., university will implement a faculty incentive program for research, patents, and industry collaboration Also, university will establish a university research association to guide faculty in securing national and intercontinental research grants.

16. In order to make students aware of ABC, IKS etc workshops, seminars will be arranged at regular intervals.

17. The aim of sensitization of curriculum for inculcating empathy, environmental understanding each BoS will introduce mandatory courses on Ethics, empathy, and social responsibility, Environmental sustainability and climate justice, and cultural sensitivity. Also university will establish student-led mentorship programs for PwDs, first-generation learners.

18. The Mechanism for placing the university's MOOCs on platforms like SWAYAM, NPTEL etc as soon as they are created, providing top-quality, internationally renowned online courses that draw students from all over the world and up scaling sensitization the university's perception among the society.

19. For achieving educational leadership to other institutions, nationally and globally, university will set a roadmap for global university rankings (e.g., QS) with a spotlight on research, teaching, and industry involvement. University will develop exchange programs to provide cross-border educational experiences. Also, university will establish international campuses in strategic locations to enlarge global intellectual influence.

20. Creation a strong network of successful start-up alumni will be the aim of university, so that they can support and coach subsequent cohorts.

D) RESEARCH, INTELLECTUAL PROPERTY, AND SUPPORTIVE ENABLERS:

Procedures for transparent and objective mechanisms for supporting of in -house Faculty in their Core Research, Research Projects, Consultancy Projects, Extension Activities, Administrative/Leadership Role, Publications, etc. (Seminar/Conferences/Journals-Peer Reviewed /Scopus Indexed/Impact factor, etc.) , a comprehensive eco system will be developed.

• The collaborations will be strategically linked in core areas with high ranked institutions. SoPs for one window system to facilitate sponsored research projects and consultancy are indicated.

• The present tribal research centre and herbo-medical centre will be used extensively to broaden the research outputs and commercialization of technology and patents.

• Central instrumentation centre will be self sustainable unit with extensive use of researchers with art of equipments made available.

The research enabler parameter is done with a micro level planning focusing separately on Intellectual Property & Supportive Enablers, Research Enablers, Supportive and Facilitative Enablers.

1. Developing Intellectual Property & Supportive Enablers

• With an intention of involving all stakeholders in research, innovation, and scholarly publication, several achievable targets have been identified at school level and University level as well.

• The key aspect of cultivating a culture of innovative thinking, promoting systematic institutional research and collaborating with universities, research centres, industry, and the community the following activities have been planned

• Under the broad spectrum focusing on quality research programs and intellectual property development through encouraging faculty by setting aspirational goals and creating resource optimization mechanisms shall be initiated. Monetizing the research outcomes through IP protection and commercialization efforts along with fostering collaborations with industry stakeholders to be provided at campus level.

• To augment the commercialization of research outcomes, the licensing and technology transfer processes will be defined clearly by offering mentorship and support to startups. In addition, exploring funding mechanisms and cultivating an entrepreneurial culture through continuously monitoring and evaluating research monetization efforts by suitable mechanism to be maintained.

SHORT TERM:

1. Upon spotting the research strength of individual faculty members at each school level, identification of core research areas.
2. Increasing intake of research scholars to the maximum.
3. Implementation of "Research semester" scheme at maximum level.
4. Connecting "School" system of campus and sub-campuses to promote interdisciplinary research activities.
5. Providing guidance to the faculty and students on IPR.
6. The syllabus shall not restrict the students to stick on to core and electives courses. Dynamic curriculum structure must be adopted.
7. Regularly conducting "Mind spark Expo" or "Idea Ignition" or "Out of Box Thinking" kind of competition on annual basis.

8. Setting up "Nurture an Ideation Centre/Incubator", dedicated to transforming every idea into actionable solution for pressing real-world problems.
9. Providing flexibility and autonomy to schools for student and faculty exchange with collaborative institutions.
10. Appointing "Professors of Practice" for establishing society-academia connections to address the societal as well as industrial requirements.
11. Floating Monetizing policy and exercising on Institutional Startup policy.
12. Undertaking quality research projects (basic and applied) at interdisciplinary level to assure the immediate applicability.
13. Encouraging faculty members to visit other high ranked institutions, industry or relevant fields for preparing their joint research proposals by providing leaves, necessary administrative and financial assistance.
14. Encourage high quality publications through financial assistance and incentivize (through API verification) to strengthen the respective faculty research laboratory.
15. Budget allocation for engaging post-doctoral fellows (mandatorily scholars from high ranked institutions) in each school.
16. In addition to achieving the stated institutional goals and assessing research monetization process, creation of a mechanism to monitor technology transfer progress at university level is required.

MID TERM:

1. Strengthening the R&D infrastructure and IPR cell at Institutional level.
2. Setting up an interdisciplinary Research Centre with infrastructure.
3. Establishing Core research centers at every school.
4. Reiteration of the quality in research and knowledge creation through weekend seminars at school level.
5. Understanding the strengths of every research centre and develop a mechanism to promote inter-disciplinary research.
6. Strengthening "Tribal research center" and commercializing their traditional medicinal skills
7. Promoting traditional knowledge through IKS.
8. Allowing UG/PG students to work in interdisciplinary research projects.
9. Defining sustainable development goals (SDG) at each discipline level.
10. Promoting students and faculty to work with industry/institutions.
11. Guide faculty on writing strong action-oriented interdisciplinary proposals towards achieving Sustainable Development Goals.
12. Increasing per-capita expenditure on R&D activities to optimal level.
13. Setting-up institutional goals towards achieving Sustainable Development Goals through research projects.
14. Functionalize the IPR Cell to facilitate commercialization of potential research outcomes.
15. Providing periodical trainings to researchers on IPR management and commercialization of research outcomes.
16. Establishing Technology Transfer Office (TTO)/IPR Cell which can assist researchers in connecting with industry and drawing attention to industry requirements. It also helps in grabbing opportunities to provide consultancy services and monitor technology transfer and evaluation of research monetization process.

LONG TERM:

1. Strengthening Core research centers at every school by providing enough funding and infrastructure.
2. Connecting all affiliated colleges to the campus research centers for wide-spreading the research culture.
3. Every school has to look forward for widening the network with more collaborative institutions to explore the research opportunities.
4. Periodically organizing national and international conferences/workshops.
5. Provision to invite industry or professional people in skill development based value-added courses.
6. Establish a mechanism to facilitate students from nearest schools and colleges to visit campus R&D centers periodically.
7. Appointing retired eminent scholars from esteemed R&D Institutions in campus as Research Faculty/Professor of practice.
8. Evolve a Startup policy and encourage faculty and students to have their own startups.
9. Propagating various successful business models to nurture researcher's ideas and convert into self-employability, aligned with "Atm Nirbhar Bharat".
10. Increasing budgetary provisions to school level towards R&D support.
11. Providing necessary administrative support for smooth conduction of commercialization of research outcomes.
12. Establishing more academia-industry linkages in order to enhance the potential research outcomes.
13. Linking successful external entrepreneurs to Institutional research centers for identifying possible startups from university. At the same time, celebrating the institutional technology transfers at various state and national level platforms.

B. Research Enablers

• Recognizing and engaging with Government, Industry, Academia, and Society as key stakeholders in R&D activities, acknowledging their evolving roles in a knowledge-based society and economy shall be practiced at large scale.

• As per the Institutional aims and targets, an appropriate role in advancing knowledge and creating a robust research ecosystem should be played by engaging in resource availability, enabling interventions in creating research management structures, industry liaison offices, and fundraising offices to strengthen governance and collaboration.

SHORT TERM:

1. In order to strengthen robust research eco-system, recognizing and engaging public and private stake holders is essential to enhance the resource availability. The research centers at campus and affiliated colleges will be connected accordingly.

2. Targeted research and collaborative research activities will assist in pursuing the interdisciplinary research activities with various industry and research institutions. Periodically conducting Industry-academia interactions are required to facilitate such interactions.

MID TERM

1. Engaging alumni occupied in various industries, academic and research institutions in school level R&D activities to adjudicate the inter-disciplinary research programs.

2. Setting fully-equipped University incubation center to make sure the resource availability to incubates. Establishing Technology Transfer Office to take lead to connect schools to the various industries.

LONG TERM:

1. Strengthening alumni interaction and support in R&D facility development and also for initiating possible joint research activities. This will certainly help in signing MoUs for student and faculty exchange with Internationallyreputed institutions.

2. Taking all necessary steps in reaching the institutional level targets for supporting incubates and technologies to transfer. Timely assessment to amend research management systems and strengthen governance and collaborations will be carried out.

C. Supportive and Facilitative Enablers

- In order to provide an appropriate working environment for developing emotional surplus include learner-centric practices, accountability, and a culture of trust and respect, University will initiate several strategies to develop supportive mechanism.

- It is also required to think of Inclusion and diversity initiatives with supporting underrepresented learners through mentorship and buddy initiatives, promoting diversity, mitigating costs, providing financial assistance, and creating an inclusive curriculum and facilities.

SHORT TERM

1. Establishing single-window mechanism for supporting all R&D activities.
2. Promoting decentralization of administrative support in terms of R&D facilitation.
3. Establishing Human Capital Development Center (HCDC) to provide basic trainings to the students and researchers to acquire necessary skills. It will also assist in preparing the students and scholars as per the expectations of industries.
4. Linking "Earn while you learn" scheme with assisting the R&D infrastructure maintenance activities.
5. Encouraging UG/PG students to undertake interdisciplinary research projects while earning their academic degrees, so that they can have enough training to compete with industrial/social requirements.
6. Inculcating traditional and cultural skills which enhance inclusion and diversified learning.
7. Understanding and providing the needs of especially abled research scholars and staff.

MID TERM

1. Strengthening CIC to assure the necessary required infrastructure with focus on the set targets.
2. Increasing Per-capita expenditure on R&D activities to optimal level to avoid unwanted delay and to promote hassle free procurements.
3. Training UG/PG and research scholars in handling research infrastructure, so that many issues relating to usage, maintenance and responsibilities are overcome. Attaching "Earn While You Learn" program for the same.
4. Initiating outreach activities through campus R&D outcomes to welcome various stakeholders into research activities.
5. Arranging team wise or group activities by students, related to social work and social contribution to inculcate team spirit and learn group responsibilities.

LONG TERM

1. Creating research hubs at every discipline.
2. Providing periodical technical workshops to all the researchers to upgrade the technical skills.
3. Connecting stakeholders linked to the core research areas.
4. Establishing mechanism to adopt government schools from rural areas to create awareness about current research activities.
5. Conducting talent search tests and encourage a few students to get benefit ofUniversity research ecosystem.
6. Establishing supporting research facilities such as gas plants, glass blow sections etc to mitigate the costs.

E) HUMAN RESOURCE MANAGEMENT ENABLER :

SHORT TERM GOALS

1. To create a supportive environment that promotes innovation and excellence to encourage university schools, departments towards autonomy as per the guidelines of the UGC, Government of Maharashtra and Maharashtra Public University Act 2016.

2. Encouraging schools, departments to have their own development plan to better suit limited or full autonomy. Coming with policies and mechanisms so that schools, departments will be empowered with the freedom to design and execute their teaching, assessments, research, and extension activities. Departments, schools to be given limited freedom to better suit their specific needs and academic disciplines.

3. Emphasis on structuring a formal criteria in the view of contemporary policies with inputs from stakeholders for promotion of autonomyin affiliated structure by considering variables like academic reputation, previous performance in university examinations, academic/co-curricular/extension activities in the past, achievements of the faculty, quality and merit in the students and staff, etc. A high level committee to set up for such structuring and awareness programs to be organized.

4. To build a culture of engagement by preparing a stakeholders engagement plan for better engage stakeholders in university development. Efforts to be made to identify internal and external stakeholders, understand their interests, perspectives, concerns. Escalating opportunities for involving them early and often with a view to foster collaboration and shared ownership for a successful outcome. Committees to be framed for collaborative exercises involving stakeholders like management council members, senate members, teachers, non-teachers as members in every sphere of the university.

5. Adopting a policy for promoting participatory processes by communicating effectively, transparently, conveying regular updates so as to keep stakeholders informed about the university's progress and plans, using two-way communication for feedback, actively listening to stakeholder concerns though regular meetings,being open and honest to address challenges and uncertainties transparently.

6. Coming with appropriate integration of university policies, mechanisms and technology for customizing various aspects of university within the regulatory limits. This will help to better serve students and faculty w.r.t changing world. Emphasis to be given for customization of academic programs, learning spaces, technology, and extracurricular activities, while ensuring that these customizations are appropriate and beneficial to stakeholders at large.

7. Conducting core management meetings, round tables for framing strategies to focus on immediate challenges, operational efficiency, and quick improvements in overall HRM sphere like recruitment polices, adopting regulations, SoPs will be initiated.

8. In house survey for understanding quantum of vacant positions, skillset identification, as well as human resources needed for overall organizational transformation to be initiated. The faculty & staff recruitment

processes to be speed up. Uttermost priority to be given to streamline recruitment processes to fill critical vacancies quickly.

9. To come with automated tools for real-time alerts like not catered, reduced faculty, shortages and workload imbalance. System to be in place for quick decision making with a pool of deserving candidates who could quickly be recruited via rapid action plans, MoUs with recruitment portals, agencies having datasets of pre trained manpower available for recruitment, so as to help for faster hiring process with minimal delays.

10. Look for stop gap arrangements from own resources by hiring adjunct and visiting faculty to address immediate academic, research needs during the course of recruitment process. Enhance diversity in hiring to promote inclusivity and customization wherever appropriate by availing services of superannuated staff, appointing Professor of Practice / Emeritus Professor, Industry experts, etc.

11. Special brain storms to be conducted to address immediate HR challenges. A dedicated in-house HRDC to be in place to enhance faculty and staff efficiency, improve academic operations, enhance the quality of faculty development & training programs, conduct faculty orientation programs for new hire, and organize short term training workshops on pedagogy, AI tools, NEP-2020 guidelines, outcome based education, and digital teaching methods. This will help to align with recent trends.

12. To introduce automated, round the clock, structured feedback mechanism for students and peers for effective performance management and evaluation. IQAC to be made more vibrant and digitalized for such drives.

13. Organizing special alignment programs for faculty to meet institutional goals, to achieve improved teaching quality and classroom engagement.

14. To implement incentive programs for high performing faculty, use of role models for enhanced motivation and performance, special schemes for faculty and manpower retention.

15. A policy will be in place for allowing special on duty leaves, within a pre determined limit, sanctioned by Vice Chancellor for preparation of the projects to be submitted for external funding / field visits during research project completion/ submission of high quality papers in indexed journals or any such endeavour undertaken which will add credentials to the university.

16. Conducting regular academic audits, SWOC analysis for quality assurance by means of constitutional compliance mechanism like IQAC or dedicated compliance committee or AAA committee, or a nodal agency to be taken. Specific coordinator, mentor- mentee schemes to be implemented to see compliance is adhered or not leading to satisfaction of institutional goals.

17. To frame a better performance appraisal working system and mechanism, create SoPs, annual academic performance reviews systems(APRs)to seek and improve upon regular review and feedback. Mechanism like PBAS, stringent feedbacks, compliance mechanism, anomaly removal mechanism, etc. will be elaborated for routine assessment and continuous improvement.

18. A Committee consisting of senior academicians and administrators, including external experts, to be constituted for the motivation, promotion, elevation, recognition across the domains of all stakeholders including teachers, supporting staff, students, management person. Schemes like best students, best teacher, and best researcher would be framed to recognize, appreciate hardworking persons.

19. Efforts will be taken for launching stress management workshops for wellbeing and work life balance, practicing better job satisfaction and faculty retention, structured grievance mechanisms for biliteral dialogue, provisions for counseling and mentoring so as to decrease workplace conflicts and complaints.

20. Immediate attention to be given to digitalize core HR practices like online portal for leave management, payroll, attendance, and recruitment to increase administrative efficiency, reduce paperwork, to help for proper documentation, address bottlenecks and increased satisfaction between employer and employee through transparent mechanism. The policy will be floated through which each employee will have automatic issue of duplicate service book to him with periodical updates made in it.

21. Reforms will be taken in day to day working style, routine work culture and administrative hierarchies by coming with innovative and strong policies like autonomy, self-government, collaboration, deemed to be, cluster, etc. so as to remove drawbacks in conventional system. Affiliated colleges will be encouraged for these reforms by establishing a system and setting targets on time line.

22. Environmental awareness and sustainable developmentprocesses will be catalysed by coming with a dedicated center. This center will helpfor capacity building in pollution management and mitigation technologies in the region with the help of projects, research and public awareness campaigns.

23. Efforts to be taken to enhance employee relations, employee club, recreational centers will be formed and annual gatherings on university inception day, excursions, visits etc.

24. Sports activities for teaching and non-teaching staffs of university will be organized. Annual sports week to be celebrated every year. Special programs will be organized for mental health and well being, physical health, stress management, fun-recreation etc. to develop emotional and healthy attachment with the system, that is to increase a sense of belonging of faculty with institute.

25. Talent acquisition and succession planning will be done through boot camps, inspire camp, specially designed programs to increase the enrollment on campus, know your university campaign, etc.

26. Career guidance and competitive exam training/counsellingactivities for MPSC/UPSC/GATE/IFS/IRS/PO/ NET/SET etc. will be enhanced to double the progression and placement. Enrolled students and learners will be given top most priority as they are prime stakeholders.

27. Students to be skilled with national and international platform simultaneous to conventional learning. More emphasis will be given to enhance MOOCs, SWAYAM, NPTEL and IIRS outreach program through online platforms.

28. New Programs like integrated, dual degree, industry ready university shall be started to meet the 21st century HR goals. A special emphasize will be given for curriculum design, resource allocation, and policymaking, ensuring alignment with global demands and industry requirements.

29. Student's facility and support centershall come at each school to support basis facilities like printing, reprographic, online facilities, etc. Hotels will be equipped with such centers to aid students for their academic and research routines. This will help university to converge into a dedicated campus with all facilities.

30. Students Information System portal will be developed and used for progression, placement, extension, etc. by actively using social media platforms like LinkedIn, Twitter (X) and Facebook.

31. All schools, departments will create supplementary e-content to enrich student learning. This includes out-of-curriculum / additional information.Digital content repository will be developed, encompassing coursework, multimedia content, learning games, AR, and VR modules and for pace based, self-audit courses by exploiting physical servers and renting clouds for such repositories.

32. Educational Multimedia Centre will be established. This will help for creating digital information repositories related to academic and research literatures. For Staff - an online teaching platform with two-way communication and advanced tools for monitoring student progress will also be developed through the same center. This center will be used by stakeholders for content creation to enhance teaching quality, intensive scheme

33. Hybrid campus network will be established for ensuring students and researchers have access to university resources from the point of hostel residence to classrooms, labs, etc. for academic and research network connectivity.

34. In-house LMS will be developed and used in more possible ways to connect everything on and off campus. This will help for centralized course delivery, enabling seamless access to lectures, assignments, and assessments.

MEDIUM TERM GOALS

1. In the medium term, the university will focus on strengthening employee development, enhancing employee engagement, optimizing talent acquisition, and ensuring compliance with evolving regulations while fostering a positive and inclusive work environment.

2. A committee to be set up to understand opportunities for self-elevation, flexibilities and innovative administration in terms of gaps between the bylaws, regulatory policies such as Maharashtra Public Universities Act 2016 and MHRD / UGC revised guidelines, SWOC of earlier phase.

3. Actively using stakeholder's engagement plan for better collaboration in the area of joint projects, innovative courses, community development, placements, industry ready skills etc.

4. Implementing customised academic programsdesigned in last phase into current curriculum in order to produce modern curriculum, using modern learning spaces for better content delivery, using technology enhancements for better catering of stakeholders as well as forbetter student support and progression.

5. Understanding further escorts to autonomous schools and departments. Policies to be framed for having the flexibility to make strategic and operational choices which includes academic restructuring, student selection, and financial management.

6. Strategies that aim at sustainable improvements and institutional growth would be framed mainly for talent retention & career growth. Automated and transparent promotional policies, tenure tracking mechanisms will be introduced.

7. To increase quantum of incentives for research, patents, and academic excellence so as to improve research output and global recognition. Mentorship programs for students, young faculty members to be re-organised.

8. Skilled human resources in the university to be used as game changer in terms of curriculum and pedagogical innovations. Promotion of interdisciplinary teaching and experiential learning to be given priority. Suchmodernized curriculum would lead to improved student employability.

9. Employee development and skill enhancement will have priority by coming with programs to equip employees with new skills relevant to the university's evolving needs and industry trends.

10. Create clear career paths and opportunities for advancement to improve employee retention and engagement.

11. Professional development drives will be undertaken to provide opportunities for employees to pursue further education and certifications. Performance management program to be made more robust performance so as to provide regular feedback, recognizes achievements, and supports employee growth.

12. Attention will be given to enhance employee engagement and satisfaction. Nominating employees in the core management team. Programs will be designed that foster a sense of belonging, purpose, and engagement among employees.

13. University will focus on optimizing talent acquisition and retention. Strategic recruitment drives will be developed to attract and hire top talent.

14. Implement strategies to reduce employee turnover, such as competitive compensation and benefits, opportunities for growth, and a positive work environment.

15. Attention shall be given on ensuring compliance and ethical practices. Administration shall stay up-to-date on relevant labour laws and regulations and ensure that HR practices are compliant.

16. Efforts will be doubled to promote ethicalbehaviour and conduct within the university through clear policies and procedures.

17. Efforts to be made for smooth leadership transitions and institutional stability. To do this, the workforce planning and succession management practices to be used as routine exercises. These will help to identify future department heads and administrative leaders, groom them for administrative roles as well as to develop a leadership pipeline through executive training. Strengthen pipeline hiring for retiring faculty members.

18. Research and industry collaboration to be intentionally exploited in order to establish research grants and project funding. Partnering with industries for internships, consulting, and joint projects would be doubled. Increased research funding and industry academic linkages would be seen as anoutput of existing research culture. This will help for enhanced employability of graduates.

19. DEI Campaign to be launched (Diversity, Equity & Inclusion) to implement inclusive hiring practices, provides special recruitment drives for underrepresented groups and for a diverse and inclusive faculty body. Implementing policies for gender balance and inclusive hiring will have priority. Missions to promote scholarships and recruitment for underrepresented communities will be undertaken. This DEI campaign shall definitely help for greater social impact and improved university rankings.

20. A better workforce alignment with university goals to be witnessed in this stage as results of initiatives in short terms. A HR analytics and AI-driven workforce planning to be implemented in this phase for better insights and effective decision making. These will help for predictive workforce planning, for implementing data driven decision making in hiring and promotions and improved efficiency in HR processes.

21. Special chairs or professorial chairs to be established. *Emeritus Professor, Nobel Laureate, Scholar in the campus* like prestigious positions to be created to recognize and honour faculty members who have made significant contributions to their field, fostering research, teaching, and knowledge advancement.

22. Research and knowledge advancement to be promoted through innovative schemes intended to support and encourage research, start-ups, contributing to the advancement of knowledge in the specific area, thrust area, joint county projects, international research agencies, etc. Such drives will help to create globally recognised faculty.

23. Polices to be framed and actively used for strengthening institutional capacity. Special departments, research centres, collaborations, chairs will help to strengthen the university's research capacity, expand its engagement with society, and enhance its reputation.

24. Inter-University collaboration to be actively used and to be made more vibrant in order to facilitate inter-university and inter-collegiate dialogues, discussions, seminars, and other collaborative activities.

25. Existing HRDC to be transformed for promotion of capacity building programs forstaff, teachers, focusing on the designated discipline, recent paradigm shifts, emerging technology, industry ready, multidisciplinary applications, societal needs, etc.

26. Attempts will be made tostrengthen the role of universities and academics in public policy making by means of a trained manpower, global foot print, improved ranking and innovative curriculum.

27. Analytics to be introduced for deep insights, corrective actions, fine tuning, effective decision making, innovations, improved work culture in every sphere of university administration. IQAC being a nodal agency or a compliance committeeshall use such analytics for smart assessment and continuous improvement. Open houses to be conducted on periodical intervals.

28. An improved faculty felicitation and award system will be developed using local, institutional and global indicators. This will help for recognition of talents, promoting excellence in work and increased professional performance towards institutional building.

29. Fostering a supportive and flexible work environment in terms of a "Better You" program to be launched to support the physical, financial, social, and emotional needs of teachers, staff, and stakeholders. This will have policies for employee assistance programs (EAPs), promoting flexible work arrangements, fostering a supportive work environment, and offering wellness programs and stress management workshops.

30. Alignment of goals with national missions will be done by means of a dedicated skill development centre of our university. This will voluntarily aim for periodical training on skills, re-skills, up skills as a part of continuous improvement. Parameters like benchmark, threshold, underutilized, etc. would be framed. Launching campaign to identify special skillsets in staff, to provide incentives for up gradation of skills, re-skills, research publications and better student engagement.

31. A dedicated multidisciplinary research centre will be established to strengthen research capabilities on the campus. This will be actively used for promotion of start-ups, seed money grants, etc. Alumina and industry experts shall be consulted for the thrust area and funding through such centre. A Centre of excellence like *Geospatial Techniques* will be developed in the same premise.

32. Online networks for alumni will be strengthened so as to support e-placement initiatives, webinars, reunions, and mentorship programs. These networks will be exploited for financial support, intellectual support, in kind donations like special research equipment, online academic resources like subscriptions to e-journals, etc.

33. Digital content repository banks will be used for training external audience, distance education would be made more disciplined, dual degree programs shall be developed by using such banks, expertise shearing policy will be developed.

34. Team building and leadership workshops for faculty will be conducted on regular basis.

35. Interdisciplinary research projects will be encouraged and essential help will be provided for staff. Faculties will be encouraged to identify and work on local research problems in *Marathwada region / Maharashtra* and develop technologies and scientific methods to address them.

36. Surveys to be initiated to understand scope for amending, revising existing policies, provisions, service rules, etc. for teaching and non-teaching staff. Making a comprehensive action plan for approval.

LONG TERM GOALS:

1. Using strategies to focus on university transformation, global positioning, and institutional sustainability. Emphasis shall be given on institutional branding & globalization.Stakeholders collaboration shall be actively used for such branding.

2. Missions will be undertaken to establish global academic partnerships and exchange programs. University's point of presence shall be developed in nearby countries to attract international faculty and students to enhance reputation.

3. The university shall evolve as future-ready workforce & skills development primer centre in the country. Policies and mechanisms will be in place for continuous reskilling of faculty in emerging technologies and research fields. Intellectual, human resource, financial investment will be made in leadership development programs.

4. Sustainable HR policies will be the core of the university's agenda. Efforts will be made to implement policies supporting work-life balance and employee well-being.Human resource management to be made more vibrant and having technological support at backend. Automate tasks like registration, fee processing, and scheduling to improve efficiency and reduce administrative workload.

5. Expertise, on field knowledge, discipline specific knowledge of the staff would be used for establishing long-term retirement policy. Special emoluments and pension plans for staff will be made through endowment funds for such retention with the university.

6. Actively using technology in university management to significantly improve efficiency, streamline processes, and enhance decision-making. Technology enabled AI and data-driven HR decision-making policies will be in place. Emphasis to be given to develop predictive analytics for workforce planning, using AI for personalized professional development plans.

7. Technology enabled communication and collaboration will be in place. This is done by leveraging tools like data analytics, online platforms, and automation for tasks like student record management, communication, and resource allocation.

8. In house LMS to be made more smart and synchronous to learning mainly w.r.t for course delivery, assignments, and communication between instructors and students. Using email, instant messaging, and other communication tools to facilitate efficient communication among faculty, staff, and students. Attempts to be made for online forums and social media for discussions, announcements, and community building.

9. Digital Libraries and resources to be made available at single click so as to provide access to digital libraries, research databases, and online learning materials. Facility management to be more advanced by using technology to manage campus facilities, including scheduling, maintenance, and resource allocation.

10. Significantly improved version of student support services would be operational including online counselling and support, ensure that technology is accessible to students with disabilities, providing tools and resources for inclusive learning, using technology to create engaging learning experiences, such as interactive simulations, virtual field trips, and online games.

11. Improved efficiency, enhanced communicationand increased accessibility would be assured as technology makes resources and services more accessible to a wider audience, stakeholders. This will result into cost savings as streamlined processes and automation can lead to cost savings.

12. Research & innovation hubs will be more strengthened. University will continue with interdisciplinary research hubs focusing on AI, sustainability, and social impact. Encouragement would be given for university-led start-ups and innovation incubators.

13. University governance & policy reforms would be undertaken. Efforts will be made to implement shared governance for faculty involvement in decision-making. Similarly a direction would be set to strengthen academic freedom while ensuring institutional accountability.

14. University's vision and mission will be redrafted to strengthen institutional sustainability, global partnerships, and leadership in research & education.

15. Global talent attraction & institutional branding will be uttermost priority. University will establish international faculty exchange programs resulting into increased international collaborations and rankings.

16. Attraction of top-tier faculty and students would be done as a good HR practice by offering competitive salaries and research funding for global talent.

17. Continuous reskilling & future-ready workforce would be promoted by implementing lifelong learning programs for faculty, encouraging certification in emerging fields like AI, sustainability, and computational sciences. Such attempts will help faculty updated with latest advancements. Enhanced global competitiveness of university programs would also be a by-product of such exercise.

18. Use of AI tailored training and career paths based on faculty interests and performance metrics. Data-backed career progression for faculty.Special drives will be undertaken for increased patents and research publications.

19. Stronger university-industry partnerships will be in place which is actively used for training, reshaping learning outcomes, placement and strong nation building.

20. A 21st century democratic decision-making structure to be in university governance that ensure faculty and student participation in policy discussions. Good degree of greater transparency and faculty engagement shall lead to stronger institutional governance.

F) ENABLERS FOR NETWORKING AND COLLABORATIONS:

Owing to the key role to be played by any Higher Education Institution to serve as center for knowledge and innovations that have a profound impact directly or indirectly on the broader society, essentially should aim for robust connections with various stakeholders, other esteemed institutions and notable alumni. Hence, SRTMUN has undertaken the following objectives as short, mid and long term aspects.

SHORT TERM GOALS:

1. Connecting academic programs to Industrial partner requirements so that various industries and organizations from all disciplines will be attracted to our students.
2. Placing various policies like startup policy, institutional research grants and IPR policy by not limiting to the monitoring inputs but also incentivizing the outcomes and societal impacts.
3. Signing MoUs at least 5 in each discipline with diverse range of stakeholders including academic, research institutions and industries.
4. Establish a mechanized system to track various research funding opportunities and provide a liaison service connecting faculty with relevant funding agencies and opportunities
5. Indentify and start collaborating NGOs from diverse fields to provide students with hands-on experience through fieldwork, integrated into their academic curriculum.
6. Tap into alumni connections in esteemed academic, research, and industry organizations to foster mutually beneficial collaborations and drive societal impact.
7. Place an efficient feedback system from Alumni, Industrialists and stakeholders to enhance the networks and outcome based academic and research activities

MID TERM GOALS:

1. Place a monitoring system for engaging strategic collaborations associated with Alumni and Industry integrations
2. Increase the signed MoUs by double with renowned academic, research and industrial organizations by Alumni participation.
3. Initiate necessary steps to enable dual degree programs and joint use of facilities to have Cross-Institutional synergy
4. Establish consultancy cell to explore the multi-disciplinary research outcomes by students and faculty
5. Create consortia to drive international collaborations and to promote student-faculty exchange
6. Arrange at least 5 Industry collaborated skill enhancement programs in each discipline to gain professional experience by students and faculty
7. Foster local civic body and NGOs participation for rural outreach during promoting government programs like Unnat Bharat Abhiyan for Societal Development.

LONG TERM GOALS:

1. Establish permanent placement networks with various industry sectors for internships and job placements

2. Upon assessment of consultancy outcomes by faculty-led research projects, ensure the faculty are remained with current industry practices

3. Not only placing discipline wise targets for student-faculty exchange activities but also strengthening networks to facilitate such activities.

4. Timely participation to secure recognition from national and international accreditation bodies to enhance the brand value of SRTMUN.

5. If required, adopt quality assurance frameworks from internationally reputed institutions to improve internal standards and learning outcomes

6. Establish a sustainable startup ecosystem to strengthen incubation and promote funding avenues to fresh ideas by students, faculty and stakeholders

7. Establish a robust digital backbone to support startup ecosystems, maximize network efficiency, and foster entrepreneurial success.

G) PHYSICAL ENABLERS:

Physical enablers within a university are essential for fostering an environment conducive to academic success, research progression, innovation, and the overall welfare of students. The physical footstep of the University has grown up significantly. The University takes pride in its efforts to safeguard the heritage infrastructure while creating a fine equilibrium through the process of ongoing modernisation.

Preparing students to be successful for the future requires a robust and flexible learning infrastructure capable of supporting new types of engagement and providing ubiquitous access to the technology tools that allow students to create, design, and explore.

SRTMUN will be equipped with the basic infrastructure and facilities, including clean drinking water, clean working toilets, blackboards, offices, teaching supplies, libraries, labs, and pleasant classroom spaces and campuses. Every classroom shall have access to the latest educational technology that enables better learning experiences.

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SHORT TERM GOALS

1. Build and upgrade an advanced, integrated LMS to improve digital learning, collaboration, and assessment. Facilitate personalized learning and data-driven insights to elevate educational outcomes for students and educators.
2. When a campus is "smart," it detects and fixes small problems before they grow into big ones or cause distractions for students, staff, and visitors.
3. Enhance wi-fi accessibility, Smart Classrooms and expand IT infrastructure, Local Area Network Infrastructure and Virtual Private Network for remote access.
4. Examination Branch will digitize old records and adopt a fully automated system for grading, scheduling, transparency and timely result declaration.
5. Practices the use of digital files instated of print.
6. Financial provisions for Capital and recurring budgets for physical and IT infrastructure.
7. Expand digital resources along with digitalization of tangible knowledge resources.
8. Signs on the streets and separate spaces for commute for differently-abled students and staff.
9. Creation of 24 x 7 study spaces for students.
10. Establishment of Smart E-Library for students, staff and interested readers of the society.
11. Renovation and expansion of sport complex for various student activities.
12. Maintenance and renovation of the Child/day care center at campus and sub campus.
13. To Establish the Carrier Counseling and Guidance along with professional bodies or NGOs.

14. Reconstruction and creation of Conference rooms with different sizes for different purpose of research discussions, administrative meetings etc.
15. Renovation of existing Building/including Sport complex
16. Initiated the water conservation project and university shall be expand it for self sufficient water storage.
17. University shall be aware the programs through environmental studies and design curriculum for environmental studies in under graduate programs as NEP 2020 guidelines.
18. AI based systems, Smart classrooms, automated systems, and IoT devices for better efficiency and utilization of campus activates by students, researchers and staff.
19. Electronic vehicle within campus the public transport.
20. Students and staff should have access to high-quality motorways and bicycle paths so they can commute by bicycle or battery-powered vehicles.
21. Making policies for Recycling, Water and Energy Conservation, Expanding Green Belt, Water Harvesting, Technology Integration. Need to form the committee under the Chairmanship of Hon'ble Vice Chancellor, One Deputy/Assistant Registrar as Member and Member Secretary to be Registrar of the university.
22. Multipurpose exhibition hall with sufficient parking for all stakeholders and students.
23. Regular maintenance of Garden, buildings, hostels, staff quarters, CCTV, Scientific equipments and digital infrastructure.

MEDIUM TERM GOALS

1. Continue and strengthen its best practices for Eco-friendly Buildings
2. Enhance the use of classrooms, laboratories, libraries, and lecture halls that incorporate cutting age technology.
3. University is aiming Zero Carbon footprint Emission Target within campus
4. Star hotel type Guest house with accommodation, food and other recreation activities.
5. Establishment of the Human Capital Development Centres and Multimedia Center as per the guidelines of Govt. of Maharashtra for students and researchers.
6. battery-powered vehicles for accessibility for Persons with Disability (PwD),
7. Need to have Cultural Integration Center in campus which can utilize by students on campus, sub-campuses and affiliated colleges.
8. Rebuilding of accommodation facility for students and staff and visitors which provide well rounded university experience.
9. Construction of Community center faculties, students and visitors which cater the daily needs.
10. Well equipped Cafeteria for students, staff and stake holders.
11. Centralized air conditioning/ cooling and solar energy systems need to be created and installed in all the buildings as per modern clean –green environmental concept.
12. collection of living plants that may be used for the purpose of scientific research, conservation, display, and education
13. Installation, Check and Repair of Emergency Alert System, Safety, cyber mitigation facilities and Security Audit shall be on priority list of the University.

14. The creation, maintenance or renovation of Community Areas such as lounges, seminar rooms, and cafeterias fosters collaboration and informal engagement among students, faculty, and researchers, thereby cultivating a strong sense of fraternity.
15. On-demand content access, Real-time data streaming.
16. Virtual tours of libraries, AR for immersive learning experiences.
17. Innovative lab for creativity using emerging Technology like Virtual Reality, Artificial Intelligence, Block chain etc.
18. Starting of University Press, Journal, Magazine and Strengthening of Digital Repository are equally important.
19. Artificial Intelligence and Technology Integration, Sustainable Development and Smart Transportation on campus.
20. Overall IT infrastructure(data center, cloud space, AI, ML, AR/VR) for overall implementation of E-Governance all services provided by university for students, staff, affiliated colleges and stakeholders.
21. University is planning for cash less transaction and online in forthcoming years for students and stakeholders.
22. Establishment of Skill and Vocational Education Center for multidisciplinary education.

LONG TERM GOALS

1. Automated processes for inventory management and sorting
2. Sewage treatment plant to develop mechanisms for wastewater reuse, with engineers reassessing the water waste to be used for Oxygen and Medicinal Garden this will be helpful for everyone who visits campus.
3. Awareness and Implementation of zero tolerance approach towards ragging and gender discrimination.
4. Auditorium with more one thousand seating capacity to conduct the cultural and professional programs on campus.
5. State of art video recording facility for all departments.
6. Creation of Fitness and wellbeing to reduce stress, maintain mental health and positive thinking of students and staff.
7. Self Sufficient Energy Production, Green Energy through better coordination among various Departments.
8. University shall be use the physical and IT infrastructure, auditorium, sports and other facilities as a commercial use to improve the financial status
9. University and affiliated colleges should have joint drive focus the various awareness campaigns in society and directive for its implementation though various joint activities for the benefit of Society at large.
10. Campus uses green energy, harvested water, renewable and recycled resources to produce and provide non polluted air, water, food, lights, and electricity in a sustainable way.
11. It focuses on the uptime of facilities, performance of campus buildings on demand, greenhouse, gas reduction targets, protection and mitigation against variable energy prices, and adopting new technologies.

12. Strengthen International Student Center with separate International office building and Hostels.
13. Customizable digital platforms, Support for multiple languages, Integration with mobile and wearable devices.
14. An AI-powered learning system or AI-based LMS to enhance the management and delivery of educational content, offering personalized learning paths, adaptive assessments, and data-driven insights for improved learning outcomes.
15. Automated systems for book retrieval, Self-service kiosks and chatbot assistance, Automated processes for inventory management and sorting.
16. Establishment of International Recreation Center building or area open to the public that offers a variety of recreational activities and facilities, catering to a diverse range of interests and ages, often with a focus on international cultures and events for students and stakeholders.
17. State-of-the Art Super Computing Centre which holds all old data to be transferred and host the all university computing facilities for campus, sub-campus and to extend for affiliated institutes or other universities.
18. State-of-the-Art Research Innovation and Assessment Centre for Sustainable Development that should be used to create innovative and novel ideas of researchers and faculties.
19. It will be mandatory only battery powered vehicles or zero emission vehicles allowed in campus.

h) DIGITAL ENABLER:

All students and educators will have access to a robust and comprehensive infrastructure when and where they need it for learning. Users experiences include the following:

• Ubiquitous connectivity. Persistent access to high-speed Internet in and out of school

• Powerful learning devices. Access to mobile devices that connect learners and educators to the vast resources of the Internet and facilitate communication and collaboration

• High-quality digital learning content. Digital learning content and tools will be used to design and deliver engaging and relevant learning experiences.

SHORT TERM GOALS

1. The university will establish a formal **Department of Information Technology (DoIT)** that will assist constitutional *Board of Information Technology (BoIT)* in procurement of digital infrastructure, executing action plans and monitor progress. These two will ensure a strong ICT infrastructure across all campuses for high-speed internet, communication and digital information access.

2. *DoIT and BoIT* will be made more empowered to look for seamless integration of digital technology in every aspect of conventional university system for smooth connection to external world by stakeholders via electronic devices.

3. R&D in existing digital infrastructure backbone will be done to establish a high-speed, hybrid, multimodal internet connectivity across all units of the university. This backbone will be extended to establish a stand by network to be operational during catastrophic conditions and as well as to establish surveillance network.

4. Establishment of in house **Data Centre (DC)** for academic and administrative data to ensure easy access and data security. This will be done by augmenting existing digital infrastructure and procurement of own servers, leasing cloud spaces (for hosting operational data and backup data)

5. The university shall establish **Educational Multimedia Centre (EMC)** that will formally help for creating digital information repositories related to academic and research literature. This way the university shall promote digital content culture. The *EMC*will be a primarily a studio for video online classes and will serve as a point of reference for creation of online study materials, digital library and digital publications.

6. Formal in house **Learning Management System (LMS)** shall be in place making it convenient to create of pace based, self-audit courses, for centralized course delivery, enabling seamless access to lectures, assignments, assessments, AR, and VR modules. This LMS will have feedback mechanisms as well as advanced tools for monitoring student progress.

7. Digital awareness campaign for students shall be launched on monthly basis for awareness, usage and actual learning.

8. **Digital faculty development mission** shall be launched that aim to up skill the teacher for integration of ICT in teaching as well as for creation of digital contents.Adopting present technologies

in automating the services by using ICCT underlying technologies like AI,BA,CC,DS,MB and OC. These will helpteachers to up skill in emerging technologies and pedagogical methods.

9. *Incentive scheme* shall be implemented for teachers to adopt digital teaching practices and contribute to digital content creation by using in house EMC. Efforts will be taken to materialize EMC facilities for video documentation of each course and each college.

10. University shall facilitate digital collaboration projects like **Dashboard**, *UIMS* initiated by the central government, state government, UGC or apex bodies for day to day work, resource monitoring, etc. Nodal officers will be appointed for these initiatives. These will help to understand real time monitoring of resources, project factors, and infrastructure utilization in better way.

11. Existing policies and equipments like **Firewall shall be augmented**. Special attention and priority shall be given for having state of the art cyber mitigating infrastructure to adhere to cyber security protocols, ensuring protection from external threats and natural disasters.

12. Establishment of a **Rapid Action Cyber Prevention Cell (RAPC)** shall be carried out. This will take cyber breech cases on priority basis and help for strategic thinking, practical action plan, etc.A committee of experts shall be nominated for framing policies for prevention of cyber-attacks, data safety and data backup. This committee will periodically review the risk landscape and internal, external cyber threats.

13. Provision for **cyber audit** as a constitutional policy of the university shall be made. This will be mandatory practice. A nodal agency for the same will be nominated.

14. **Ethical data access protocol and data breach response plan** shall be framed. The university shall come with an institutional policy for data privacy, lawful use of personal information, individual rights, consent management, transparency as a part of such protocol. A separate department shall be established with Law officer as member secretary. Legal frameworks would be understood. Awareness campaign shall be launched for understanding lawful and unlawful university data access. Plagiarism checking facility shall be made open to stakeholders.

15. A special cell shall be created and a separate nodal officer shall be appointed for work related to **credential repositories, connecting student and faculty information** through unique identifiers like *ABC ids*, *Aadhaar* based or institution assigned IDs. Awareness campaigns will be launched and SoPs will be prepared.

16. *MoU* **with agencies** like **UGC, MHRD, NID**, etc, will be done through the constitutional departments like Director (IIL), Board of Deans or Registrar of this university and credential repositories shall be integrated with existing systems like *Digi-Locker* or similar platforms recognized by the government .*NAD marks cards* facility will be in place.

17. Enactment of special cell, *appointment of Liaison officer* shall be done for ensuring a consistent and trustworthy framework so asadhere to guidelines set by UGC and other relevant bodies.

18. Efforts will be doubled to ensure compatibility and contribution to national missions like **Skill India, NEP-2020 sensitization**, preparing for future growth and challenges like **Startup India missions**, etc.

19. Understanding stakeholder's convenience for **paperless digital transformation** shall be noted down and a 21ˢᵗ century road map for the same shall be prepared for every aspect of the learning sphere from admission, examinations to results. Transformation to paperless office, paperless exams, online evaluation, on-line admission test will be understood and efforts will be taken to come with a structured mechanism to incorporate these transformations in conventional system.

20. Coverage of online processing, online access and online presence shall be broadened by coming with **dedicated portals, dynamic websites**. Efforts will be taken to develop a unified digital platform in terms of a comprehensive web portal for managing admissions, online admission tests, fees payments, coupling with government portals like UGC,scholarship portals, etc.

21. **Alumnae network** shall be made more vibrant, periodical meetings shall be arranged through dedicated portals, social network, online messaging stakeholder's groups, blogs. Interactions, webinars, reunions, and mentorship programs shall be arranged and used for support, feedbacks, and placements.

22. **Centralized video conference and virtual interaction centre** shall be established for national and global interaction. This centre will be used for global collaborations, joint projects, international student admission process, etc.

23. *SOPs* relating to use of *AI and Cyber security laws* will be framed.

24. Free access to **plagiarism software, SCOPUS publication database and indexing, research software, etc.**

MEDIUM TERM GOALS

1. Fulfillment of short term goals will help to converge in to an **Internet of Things (IoT)** enabled connected campus, wi-fi campusthat has campus wide high speed internet access ensuring consistent and reliable internet connectivity across all university premises.

2. **Central Multidisciplinary Computer Facility** (CMCF) for academics and research shall be in place that will develop collaborative research platforms to promote industry supported, inter departmental, inter institutional projects and interdisciplinary studies.

3. Assuring optimum utilization of servers and cloud based resources for stakeholders needs. Enhanced digital infrastructure in place for enabling seamless learning and administrative processes

4. Opportunities for academic analytics and insights / AI driven analytics on data in the **Data Center** will be find out. These opportunities shall help to track student performance, predict academic trends, and identify areas for improvement.Implement adaptive learning systems using integration of AI by tailoring educational content to individual student's needs, time, exposure and learning styles.

5. **Comprehensive web portal** in place for day to day work, easy access of information, access to resources to all stakeholders, there by promising a 24*7*365 style support to online learning and research activities.

6. Evolving student centric learning and pedagogical models, online study material, by introducing lifelong *learning platforms*, up skill and re-skill, personalized learning paths, provisions for self audit courses and pace based learning courses. These are achieved by exploiting data center, academic analytics, digital repositories and adaptive learning strategies.

7. *Industry Academia Bridge* (IAB) will be established which is a tie up leading to industry ready university in next five years by integrating industry projects and internships into the curriculum, facilitated through digital collaboration tools.

8. Focused *training and development* to meet a particular skill goal, to meet national agenda, to cope up with thrust area. This is achieved by digital literacy workshops, continuous professional development, employable skills, alumnae based add on skills.

9. Facilitate *online portals* for day to day operations and having provisions for comprehensive portals in place, along with dash board and real time monitoring.

10. Periodically taking short *surveys* to redefine and improvement. This is done by escalation of needed data from institutional repositories, defining key metrics for real-time tracking.

11. Emphasis on implementing *cyber security* as an inherent part of the system. Finding gaps, mitigation analysis, framing innovative policies through R&D for better combat, training and awareness campaign. Provision for cyber security related courses as audit courses for all stakeholders will be framed.

12. Provision for *institutional disaster recovery plan* will be carried out. A proper system in place for continuous monitoring and keeping up to date, day to day automatic reporting, collaboration with *NDRF, Indian Cybercrime Coordination Centre* for better response and recovery.

13. An institutional *data governance policy* in place. Periodically conduct data protection impact assessments, awareness, training workshops for ethical data access.

14. Facilitate online, *digital based lifelong learning* for certifications, skill development, and vocational training, ensuring seamless access for individuals throughout their academic and professional lives.

15. A formal set up in place to ensure compliance, interoperability standards, fulfillment of government norms, at par applicability with government regulations like *NEP-2020* to meet future growth and further expansion.

16. To conduct surveys, pilot programs for innovations, collaborations, cross border admissions, international education, etc

17. Ensure *multilingual support* for diverse audiences, live classes, digitize core processes.

18. Using *central repositories* and centralized infrastructure for conventional and innovative, multidisciplinary research.

19. Strengthening *comprehensive web portals* for online *exams*, online results, job postings, online applications, company profiles, online career, enable direct communication between recruiters and students through chat or video conferencing, discussion forums.

LONG TERM GOALS

1. *Smart Campus* in place that consists of virtual campus, remote access to knowledge center, smart classrooms equipped with augmented reality (AR) and virtual reality (VR) tools , digitization in every sphere, single point of access , green IT practices.

2. Integrated academic ecosystem in place by establishing a *unified digital platform* to connect the university with its affiliated colleges, enabling seamless communication and resource sharing, bi lateral academic exchange through dedicated campus network, comprehensive web portals, and online groups.

3. Advanced academic analytics and insights for better decisions by using *Big Data* on *Data Center* shall be exercised. These insights will help to optimize curriculum design, resource allocation, policymaking, ensuring alignment with industry requirements. These are also used to generate insights into academic performance, skill gaps, and faculty effectiveness.

4. Own *Academic ERP system* operational to integrate various university operations in one interface under one roof.

5. *Virtualization of university* primarily for collaborations, flexibility and enhanced communication between stakeholders like students. This will also help for moving towards green friendly.

6. Development of *AI driven learning platform* to adapt individual student needs, preferences and career goals.

7. Building an *inclusive and engaging learning ecosystem* to foster collaboration and community spirit, mobile applications, virtual communities, gamified learning modules.

8. Academic excellence in terms of innovative curriculum, research leadership, global rankings.

9. Global collaborations and outreach by building a global digital platform to facilitate transnational education, enabling students worldwide to access the university's resources, partner with international research institutions and industry leaders

10. Effective *leadership in cyber security* and being a role model for such practices by coming with research, curricula, consultancy in this area.

11. Coming with an *incident response plan to address data breaches*, notification and post incident reviews to prevent recurrences.Awareness campaigns to be made more rigorous to educate stakeholders on best practices for maintaining digital security.

12. Integrate university with *employment ecosystems* by connecting the with job portals, allow employers to verify credentials in real-time, reducing fraud and improving hiring efficiency.

13. Foster national and international collaboration by working towards recognition and *interoperability with global credentialing systems*, enable participation in international academic and professional exchanges,

14. Shift to *digital lifestyle* by encouraging to e-books, digital libraries, digital magazines, students publications and multimedia resources with add on mobile accessibility (for seamless access to information)

15. Regular *platform upgrades* with advancements in technology. Evaluate and refine policies by taking periodical review, refine policies based on feedback, analytics, and changing needs.

16. Automated evaluation in place along with *block chain based verifiable certificates*. Provisions for website based, message based result announcements shall be in place.

17. Leverage *LinkedIn and Facebook* groups to stay connected with alumni. Effectively using social media groups, digital campaigns, placement groups, alumina groups for better connections with stakeholders.

18. Expansion, optimization, in depth *review of the transformation process* to bridge the gaps. Periodically taking short surveys to redefine and improvement.

SUMMARY