

Institutional Development Plan 2021-2030

Submitted to
Dept. of Higher Education – Government of Gujarat,
Gandhinagar



April 17, 2023

CONTENTS

Sl. No.	Nomenclature	Page No.
1	Vision	1
2	Mission	1
	Objectives	
3	Values	1
4	Strategy statement	2
5	SWOC Matrix for Indus University	3
6	Strategic Objectives 2021-2026	4
7	Goals	4
8	Action Plan to Realize Strategic Goals	6
9	Goal 1	6
10	Goal 2	8
11	Goal 3	12
12	Goal 4	14
13	Goal 5	17
14	Goal 6	18
15	Goal 7	22
16	Balanced Scorecard for Indus University	23
17	Strategic Plan Dashboard for Management Monitoring	25
18	Appendix – Financial Strategy	27

Institutional Development Plan 2021-2030

1.1 Vision of the University

- To be an internationally acclaimed university, amongst our country's best universities for Academic Excellence, Professional Relevance, Research & Innovation.
- To seamlessly integrate Indian Values & Global Ethos.
- To foster a culture of educational wisdom, professional brilliance, and research & innovation.
- To nurture a spirit of entrepreneurship and social responsibility.
- To develop a competent, mindful and devoted to the common good.

1.2 Mission of the University

Enrich Learning, Enhance Competencies and Transform Lives

- To offer quality technical and management education to its community members in the best traditions of the creative and innovative teaching-learning process.
- We encompass the philosophy "Where Practice Meets Theory" by ensuring State-of-the-Art infrastructure and attracting talented and qualified human resources.
- Believing in extensive growth, noticeable steps are taken whenever required to prepare students for the commercial industry worldwide.
- To encapsulate, Indus looks forward to meeting the standard global criteria, making a significant impact in academia, research & development.

1.3 Objectives of the University

- To build an environment that fosters the development of brilliant young minds as innovators and entrepreneurs.
- To build an infrastructure that promotes the highest standards of research & innovation.
- To share learning through a simple teaching process IDEA-R – Illustration, Dissection, Exposition, Analysis & Reciprocation.

- To offer courses that further contribute to society and the country's requirements.
- To act as a catalyst between the industry, students, alumni and faculty members, maintaining balance.
- To continue upgrading course curriculum and regular academic auditing processes & procedures to meet skilled human resource requirements.

1.4 Ideology (Values)

Service, Mutual respect, Integrity, Learning, Excellence

- High-quality education and a passionate profession make a person a complete professional.
- Keeping this view in mind, Indus University has embarked on an evolved path to provide professional education in diverse disciplines of Engineering, Management, Computer Applications, Architecture, Aviation Technology & Information Technology.
- We ensure that the successful students of these programs translate themselves into professionals.
- Course curriculum related to practice is returned following the theory concerning all the programs offered in the University.

1.5 Strategy statement

1.5.1 Indus differentiates itself through:

- The Immersive learning process involving Executive Modelling, Civic society Engagement, that enriches learning and confers holistic development;
- An In-house Assessment and Development center (ADC) that measures the progression of competencies.
- Cultivating the requisite mindset in student and staff stakeholders to enable transformation of self and others through customized field Programs-Rural camp.

1.5.2 Indus proposes to further differentiate itself through:

1.5.2.1.1 Development of case studies resulting from civic engagements jointly by faculty and staff.

1.5.2.2 Employing 'Mind Stilling' to prepare students on the path of self-realization;

1.5.2.3 Academic freedom with concurrent accountability that will attract global faculty talent;

1.5.2.4 Mandatory blended learning that provides synergy to the teaching-learning process and enhances its effectiveness;

1.5.2.5 Augmented in-house technology infrastructure that provides strength to the teaching-learning process, research, consultancy and measurement of metrics

SWOC

SWOC Matrix for Indus University	
<u>Strengths</u>	<u>Weakness</u>
<ol style="list-style-type: none">1. Management Commitment.2. Legacy and Brand Value.3. Alumni Network.4. Infrastructure.5. Human Resources.6. Foreign Collaboration.7. Strong Outreach experience	<ol style="list-style-type: none">1. Low visibility outside Gujarat.2. Funding source depended on fees.3. Lack of diversity.4. Low research focus.5. Availability of land for future expansion.

Opportunities

1. Growing Industry.
 2. Demography advantage.
 3. Emerging market for skill development.
 4. Rise of entrepreneurship
 5. Scope for Industry Linkages Social entrepreneurship growth
-

<u>Opportunity-Strength Strategies</u>	<u>Opportunity-Weakness Strategies</u>
<ol style="list-style-type: none">1. Expand the reach of Indus2. Develop more skill development programs.3. Consolidate strength in Gujarat4. Leverage Incubation cell5. Leverage Corporate Network.	<ol style="list-style-type: none">1. Develop brand outside Gujarat.2. Generate more funding opportunity through networks.3. Develop consultancy as a funding resource.4. Increase brand reach outsideGujarat5. Find and strengthen core competence.

Challenges

1. Competition for students– National and International
 2. Competition for humanresources– National and International
 3. Over-regulation.
 4. Change in attitude towards learning.
 5. Technology Disruption like MOOC.
-

<u>Challenge-Strength Strategies</u>	<u>Challenge-Weakness Strategies</u>
<ol style="list-style-type: none"> 1. Develop brand inside Gujarat 2. Build a bridge with regulators. 3. Focus on outcome-based learning to attract prospective students. 4. Strengthen placements to deliver more value. 5. Create environment for attracting and retaining human resources 6. Build technology capability for enhanced teaching and learning. 	<ol style="list-style-type: none"> 1. Consolidate position in the Home state for sustainability. 2. Build brand as a differentiator. 3. Increase scale of courses and departments. 4. Create Research centers in all departments.

2.1 Strategic Objectives 2021-2030

1. Be acknowledged as one among the Most Highly Respected University focused on Teaching, Learning and Research by 2030
2. Sustain and Enhance Excellence in Scholarship, Research, and Social Impact.
3. Expand the diversity and global footprint by having students from around the globe enrolling in Indus University's programs.
4. To create a sustainable, world-class, infrastructure that creates an effective learning environment.

2.2 Goals

1. Indus University aims to be in the top 100 Universities as per the NIRF Ranking by 2025. The University aims to display its path towards excellence by garnering more than 3.5/4 score in the NAAC accreditation framework by the year 2023. The University aspires to be in the top 50 Universities in the country in various rankings done by government and other media and organizations by the year 2027.

2. Creating a strong academic culture with adequate student-faculty ratio, excellent learning resources (rank < 5 in rankings), skill and attribute-based curriculum and high-quality faculty resources (PhD >80%).
3. Develop and nurture student diversity by attracting students from various parts of the country with a diversity ratio > 25% of total intake. The university will be aiming for global mix of students and has set a target of international students >5% of intake per programs. Indus University endeavors to strengthen faculty diversity by attracting and retaining faculty members from across the world.
4. The institution wants to develop itself as a center of excellence in research, knowledge creation and dissemination.
 - a. The target is to have at least 80% doctoral candidates in each department.
 - b. High quality research output measured in terms of number of quality publications per faculty and from each department. The goal is to achieve a minimum 2 publications per faculty member in an academic year.
 - c. The University also aims to focus more on creation of patents and intellectual properties by encouraging and motivating students through the already established SSIP center and the Research cell in the areas of science, bio-technology, computer sciences, cyber security, DRONES, Aviation, Design, Architecture and the Indian Knowledge System.
 - d. Focus and contribute towards the requirement of skill manpower in the upcoming areas of unmanned vehicle, aviation, AI, ML, Cyber Security, Forensic, Data Science, Green Nano Technology etc.
5. Indus University aims to scale up its outreach programs to cover the entire India in the period of the strategic plan.
 - a. The University aims to be a center of excellence in the area of

Sustainable Development Goals and Corporate Social Responsibility

- b. The existing outreach programs will expand to various geographies and sections of societies in the next five years doubling the current scale of operations.
 - c. The institution aims to double the externally funded outreach projects from the current number in the next five years.
- 6. Indus aims to increase the intake of students as envisaged in the NEP 2020 by 2030. NEP 2020 requires universities to intake around 10,000 students every academic year.
 - a. Indus aims to achieve the scale through establishment of various new programs and also expanding the reach of the Center of Indic Studies which is working towards Indian Knowledge System, highlighting the Indian heritage rich culture and values and invoking among students the contribution of the nations in all relevant and available field of studies.
 - b. The increased intake of the students' needs to be supported by increased infrastructure and learning resources. The university will be exploring various options to support this growth requirement through innovative financial plans.
- 7. Develop Indus as a reputed educational brand in India.
 - a. For an institution to attract students and faculty, it should build a powerful and authentic brand Indus will invest in building a strong brand rooted in excellence and value. Investment will be made in building brand awareness and salience for the Indus brand across key markets in the next five years.

ACTION PLAN TO REALIZE STRATEGIC GOALS

Goal 1: Indus University aims to be in the top 100 Universities as per the NIRF Ranking by 2025. The University aims to display its path towards excellence by garnering more than 3.5/4 score in the NAAC accreditation framework by the year 2023. The University aspires to be in the top 50 Universities in the country in various rankings done by government and other media and organizations.

According to NEP 2020, Universities are envisaged to be having a large scale of operations focused on research and learning. Also, NEP recommends two types of universities – Research and Teaching. Indus University initially has to focus on its teaching and learning competency and gradually transform itself into a research focused university building on the current competency around teaching and learning.

NIRF and NAAC concentrate on key parameters like teaching and learning, research, student outcomes, support and progression, outreach programs and its impact, governance leadership and values, and perception. The action plan focuses the institutions' effort in these critical domains.

The realization of Goal 1 is dependent on the achievement of other goals envisaged in this IDP. The action plan focuses on creating a governance and administrative structure that can facilitate the realization of IDP goals.

Action Plan

- Strengthen the administrative process and governance mechanisms benchmarking with world-class universities through
 - o Strong Deanery who will take charge of day to day administrative responsibilities.
 - o Proper succession planning and career advancement schemes that enable smooth transitions in the top management positions.
 - o Creation of administrative policies and ensuring the transparency and ownership of these policies at all levels of the University.
 - o Encourage diversity among the top administrative positions and ensure equitable representation of gender in key roles.
 - o Board will be responsible for the achievement of the strategic goals

- Strengthen the processes by benchmarking with ISO quality management international accreditations
 - Encourage each department to strive for accreditation and higher rankings in their respective domains
- Strengthening the HOD/Deans through delegation and proper authority and allocation
 - Ensure that key roles are handled by people with experience and competency through transparent and efficient CAS and recruitment wherever deemed necessary.
- Strengthen the financial performance of the University by tapping resources such as Consultancy services, UGC/AICTE/KCG/GoG funding, Alumni support and other funded projects.
- Indus University already has tie-ups with Universities outside the country. The institution would take steps to strengthen the tie-up through more intensive interactions. We will strengthen the Office of International Relations with more manpower and resources to foster new tie-ups with reputed Universities abroad.
- We will give emphasis to build relationship with universities of repute across the world.
- Develop proper metrics for evaluation of the relationship in terms of faculty exchanges and student exchanges.
- Indus University would encourage the various schools/departments to identify areas where global linkages can be utilized.

Goal 2: Creating a strong academic culture, excellent learning resources (rank < 5 in rankings), skill and attribute-based curriculum and high- quality faculty resources (PhD >80%).

Strategy 2.1: Enrich Student experience through pedagogical innovation, immersive learning, student-centric pedagogy, and living environment.

Actions

- NEP has put lot of focus on skill development among the student community. Indus University would like to have the students develop key competencies like Leadership, Teamwork, Communication Skill, Social Sensitivity etc. Indus university believes that these skills are developed in students by encouraging them to participate in various extra-curricular events and inter-collegiate competitions. The existing Immersive Learning framework would be strengthened by including innovative activities under the four dimensions. Every schools under the university will develop Graduate Attributes which will become the focal point of outcome-based learning adopted here.
- Indus University believes that students would gain a holistic perspective through interacting with a diverse set of cohorts. Hence would be investing in building a diverse community of students, staff and faculty members so that a vibrant cosmopolitan experience can be given to the students.
- We will Increase faculty engagement with students aimed at augmenting the students' life-transforming experience and favoring the development of their abilities, skills, and competencies through the effective mentoring program. We will invest in training our faculty members to become excellent mentors for our students thereby enriching the student's life at Indus University
- Indus University commit to continue and strengthen efforts to innovate the teaching model, enhancing the use of interactive methodologies, tools, and technologies aimed at improving the learning process of students. A teaching philosophy based on Immersive Learning Pedagogy will be formulated that will act as the differentiator for Indus University in the Teaching and Learning domain. At least 50% of the pedagogy will be through student-centric learning methodologies.

- Indus University will strengthen the existing incubation center and Student Startup and Incubation Policy by expanding the resources and extending it to the entire institution. The university expects to incubate 50 start-ups in the next five years.
- Assessment and feedback is vital in any teaching and learning endeavor Indus University would develop competency in analytics and use data to measure the student's learning, competency and satisfaction. Assessment and Development Centre would act as the facilitator for this. The university envisage being a leader in the domain of Assessment of Competencies for students and corporates.

Strategy 2.2: Retain and Develop excellent faculty

The faculty is the key to success of any institution of repute. Indus University recognize this and will ensure that there is a resource pool of faculty members who have a high caliber of research and teaching. We will encourage the recruitment and retention of quality faculty resource by committing greater rewards for excellence in teaching and research. We will ensure that Indus University have a best faculty-student ratio.

Actions

- Faculty size: Fine-tuning the number of faculty in terms of the number, quality, and competency. We will ensure that all the institutes under Indus University would have an adequate number of faculty resources to pursue teaching and research. Three tracks of faculty viz. Academic track, Research track and Practice Track would be created with separate Key Performance Indicator (KPI) for each track. The NEP 2020 focus more on scale hence, lot of investment increasing a large pool of multi-disciplinary faculty strength is vital in Indus University's march towards excellence.
- Faculty composition: We intend to strengthen the research output of our various schools by recruiting faculty with research aptitude and competency. The institution would strive to broaden the diversity of the faculty resources in terms of gender and geography.
- Faculty internationalization: We plan to recruit professors and associate professors from the international job market. The plan is to start with visiting professor position for international faculty resources and then building regular positions from there. The target for 2025 would be to increase the percentage of foreign faculty members by 10 percentage points from the current level.

- Recruit Faculty with Ph.D over the next five years and encourage existing faculty members who do not have Ph.D. to complete their doctoral degree. The goal is to have more than 80% faculty members having their doctoral degree by 2025. Indus University needs to strengthen its PhD center to develop a resource pool and also its research capabilities.
- We wish to open up new avenues for the funding of additional resources in the faculty domain. Indus University has identified consultancy and training division as a prospective source generating division. Efforts are on to develop the division by recruiting of experts in various domains for consulting and training.

Strategy 2.3: Harness technology to develop teaching and learning

We will use the digital technology environment to open new ways to discover, test, create, and advance knowledge that will enhance the teaching and learning of our students. We will increase its capacity to provide faculty, students, and staff with access to high-quality, physical and virtual educational environments; transform education to reflect new realities and to lead in translating those to life skills and workforce development; and push the capacity of digital tools and technologies to empower our research on the world's most pressing challenges.

Actions

- Encourage faculty, students, and staff to use the strength of technology to enhance the teaching and learning process. Indus University already is using ERP and LMS for delivering the course resources and educational processes. We will try to enhance the effectiveness and robustness of the existing technology.
- **A Massive Open Online Courses (MOOC)** is a game-changer in the delivery of education. Indus University plans to introduce its own MOOC program for internal and public consumption. The goal is to encourage every programs/school to offer one MOOC program to students within and outside the University.
- Create an effective Information Technology (IT) platform and infrastructure that support the academic and research need of the institute in a financially viable manner. We will use the cutting-edge technology to create an environment of collaborative work among the faculty and students thus creating a culture of collaborative work and sharing.

Strategy 2.4: Develop highly relevant course curricula, focus on learning outcomes.

Teaching is the core responsibility of any institution of education. As an institution, Indus University has to ensure that the students get the best of the resources, environment, and support for learning. For this, the involvement of all stakeholders is necessary. Indus University commits to invest a major amount of focus and resource to enhance the learning outcomes of the students.

Actions

- We want all departments/institutes to have a robust list of competencies/Graduate Attributes for their students. These attributes should be used to derive the learning outcomes of various courses and each department/school should map these Learning Outcomes to courses so that at the end of the program, all learning outcomes are effectively embedded in the various courses.
- Indus University want all Institute/departments to develop a robust assessment of the learning outcomes and ensure that these assessments are standard and transparent. The **Assessment and Development Centre** (ADC) would be expanded by investing in resources and encouraging the center to take projects from the industry.
- We will ensure that the students would be given feedback on their performance on the learning outcomes.
- Indus University want all Institute/departments to develop a system where the assessment reports are discussed and necessary actions are taken on weaker outcomes.

Goal 3: Develop and nurture student diversity by attracting students from various parts of the country with a diversity ratio > 25% of total intake. The university will be aiming for global mix of students and has set a target of international students >5% of intake per programs. Indus University endeavors to strengthen faculty diversity by attracting and retaining faculty members from across the world.

The dream of the Indus Management is to make Indus University an international hub for higher learning. We realize that it takes a lot of effort and investment to realize that dream. Over the last decade, the institution has made a lot of progress in building a collaborative relationship with universities abroad. We want to sustain the momentum and build on the solid foundation that is created.

Strategy 3.1: Enhance student and faculty diversity

Since NEP 2020 calls for large-scale multi-disciplinary institutions, Indus University needs to expand the student-pool to create such large number of enrolments. So, diversity has to be an important priority for Indus University. Having a diverse community of faculty and student would enhance the teaching and learning process and increase the exposure of both student and faculty to a wide range of experience. In the next five to ten years, Indus University would strive to increase the diversity in terms of gender and geography.

Actions

- Indus University will create specific goals for each department/ school in terms of gender/ geographic diversity of students and faculty members and each school/department would provide actionable inputs in achieving the goals. The expectation is to achieve 25% diversity among the students in all programs.
- Indus University will create a necessary infrastructure that will facilitate easy socialization of the new members who come from different parts of the country. The infrastructure includes canteen facility which supports the diverse culinary needs of the members, facilitation of accommodation of faculty members who relocate to Indus University from other parts of the country.
- We will ensure that all institutions/departments will give appropriate attention and focus on

increasing the diversity through effective monitoring. The department/institutions will include diversity as an important pillar in their strategic plan.

Strategy 3.2: Develop and support more enrolment from across the

globe Actions

- The long-term objective of Indus University is to have at least 5% of its student enrolment from across the globe. This requires a lot of regulatory approvals and Indus University would be investing resources in achieving those goals.
- In order to attract enrolment from outside India, Indus University need to develop strong brand equity outside the host country. Hence Indus University has identified Accreditations as a brand building opportunity. We want all departments/schools to identify world-class accreditations and start working towards getting accredited globally.
- Necessary infrastructure would be developed to support the internationalization of the various programs.

Strategy 3.3: Develop globally relevant courses in all

schools Actions

- Every institution/department should develop a short-term and long-term course specifically for the international students. These courses should be communicated to our partner universities to explore the possibility of getting student enrolment.
- Necessary training will be given to the faculty to develop competencies to teach to an internationally diverse group of students.

Strategy 3.4: Attract and retain faculty from across the globe and also encourage existing faculty to become globally competent.

Actions

- Indus University would devote its focus to attract international faculty members to teach at Indus either on a visiting or permanent basis.
- Sufficient infrastructure will be created to ensure that the international members would feel at home at Indus University.

- Indus University would encourage its faculty members to develop competencies required to teach in a globally recognized institution.

Goal 4: The institution wants to develop itself as a center of excellence in research, knowledge creation and dissemination.

- a. The target is to have at least 5 doctoral candidates in each department.
- b. High quality research output measured in terms of number of quality publications per faculty and from each department. The goal is to achieve a minimum 2 publications per faculty member in an academic year.
- c. The University also aims to focus more on creation of patents and intellectual properties in the science, bio-technology, and computer sciences departments

Indus University aspires to be a center of excellence in research which has an impact both on academics and industry. The institution wants all the faculty members to contribute to the body of knowledge of their respective departments through research and publication. Hence each school/department would be treated as centers of excellence in their respective domains.

[Strategy 4.1: Develop Centers of Excellence in Research in various schools](#)
[Actions](#)

- Identify departments/schools which have the potential to deliver world-class research output in the next five years. These departments/schools would be given enough resources and mentorship to deliver results. Develop better criteria for each department to monitor and track research progress.
- Create Research Budget for each department/institution for the resources needed for encouraging and conducting research. A research committee constituted at the highest level would oversee research fund allocations.
- Create positions of Head (Research) whose KRA would be to encourage research and publication in the respective departments. Investment in resources like Research Assistants would be encouraged in line with the research budget.
- Each department/institution would strive to recruit and retain faculty with research aptitude and create a system of mentorship for faculty members who are in their initial stages of research.

Strategy 4.2: Develop a culture of research in various departments and create strong management system.

Actions

- Indus University want to make research and publication to be one of the priorities of the faculty members. Hence every institution/department would include research and publication as one of the key result areas of the performance management system. NEP also focus on inter-disciplinary research among the faculty members. Indus University should be creating a platform for nurturing inter-disciplinary research work.
- Adequate training and mentorship will be provided to the faculty members to develop themselves as excellent researchers.
- The departments would be encouraged to introduce research-based pedagogy like a dissertation, research projects to the students so that they can be converted into research and publication.
- The goal is to have each faculty to create at least 2 peer reviewed publications every year from every department.

Strategy 4.3: Enhance financial support for research and development

Actions

- NEP 2020 envisages the creation of a research funding agency that will be responsible for giving funding to the institutions. We will encourage the faculty members to get funding for their research from AICTE, UGC, Government of India, K.C.G, GoG and other funding agencies. Necessary administrative support will be given by Indus University.
- Indus University would allocate a specific budget to ensure proper research output is produced by various departments. A research committee would be constituted which will monitor the effective use of the budget.
- Indus University recognizes that library is the primary resource center for any research-based activity. The institute proposes to increase the focus on developing Indus University library as the best in the region by creating enough resources to develop both hard and soft resources.

- Indus University will encourage inter-departmental collaboration in research and publication.
- Indus University would encourage each school /department to have their own journal and ensure that it matches international standards.
- Indus University will invest in building the Indus Journals to world-class journals by developing a strong editorial team and also through proper marketing.

Strategy 4.4: Develop doctoral research centres for each school

Actions

- Doctoral research centres are vital in the development of research output in organizations of higher learning. Indus University will encourage every school to become an approved research center for universities.
- Indus University would encourage the faculty members who are doctorate to enroll themselves as research guides at affiliated universities.
- All the research centres would be directed to conduct training programs to encourage the scholars to pursue excellent research.
- The current research programs would be strengthened with the addition of resources like experienced faculty members and other administrative resources.
- The Management school will be encouraged to create a centre for case research and teaching.

Strategy 4.5: Create globally relevant research through collaborative research

projects. Actions

- Indus University already have a tie-up with universities outside the country. We will encourage faculty members to have collaborative research projects with our partner universities.
- Each institute/department should develop at least one research project every year with a partner university in the next five years.

Goal 5: Indus University aims to scale up its outreach programs to cover the entire India in the period of the strategic plan.

- a. The University aims to be a center of excellence in the area of Sustainable Development Goals and Corporate Social Responsibility
- b. The existing outreach programs will expand to various geographies and sections of societies in the next five years doubling the current scale of operations.
- c. The institution aims to double the externally funded outreach projects from the current number in the next five years

Strategy 5.5: Create strong outreach activities that touch a large spectrum of stakeholders.

Indus University believes that the academic research should benefit all stakeholders especially the students, industry, and society.

Actions

- Indus University envisages that the research output of the various departments would benefit the large sections of the society. Hence, we encourage research which is action-oriented and also those areas where there is a maximum impact. Indus University would thus encourage close working between the researchers and the live labs for identifying projects that have maximum impact on the society.
- For management programs, Indus University encourages the departments to work closely with industry for identifying the research projects. Indus University wants to help the industry by disseminating the research output through conferences and workshops where the research output of the faculty members is shared.
- Indus University Outreach would be developed into a highly professional national NGO through expansion of scale and scope of activities. Indus Transcend would be further strengthened and proper infrastructure for the same would be developed. Both these would be encouraged to be self-sustaining through raising funds from agencies and government programs.

Goal 6: Indus university aims to increase the intake of students as envisaged in the NEP 2020 by 2025.

- a. Indus aims to achieve the scale through amalgamation of various institutions under its management.
- b. The increased intake of the student's needs to be supported by increased infrastructure and learning resources. The university will be exploring various options to support this growth requirement through innovative financial plans.

Strategy 6. 1: Create Scale in terms of Institutes and

Courses Actions

- The NEP 2020 has far reaching implications on the strategic plan envisaged by Indus University. The draft NEP is focused on creating large, multi-disciplinary institutions that has scale and scope. Degree Granting status will be given to institute with sufficient scale in terms of courses and departments. The immediate priority of Indus University is to create enough scale in terms of the programs by launching new programs and departments.
- The institution should develop a new culture of multi-disciplinary flexible academic design that is in line with NEP 2020. The departments and faculty domain should be geared to deal with the easy entry/exit, credit transfer options envisaged in NEP 2020.
- The University aims to achieve the scale of a large university through two routes- Organic and Inorganic outlined in the following action plan
 - o Organic Route – strategy 1

The university will increase the intake of students in the current programs and aim to double the student and faculty count within three years' time (2025)
 - o Organic Route – Strategy 2

The university will start different departments in line with developing itself as a multi-disciplinary university with a vast array of programs catering to a diverse stream of students.

The university in association with hospital is planning to launch a state of the art Nursing college with an intake of 100 admissions in the first year of inception.

Strategy 6.2: Financial Stability and Funding for Institutional Development

Actions

- There are a lot of infrastructural requirements for applying for degree granting status. That requires a lot of resources and funding is a priority for Indus University. Create a sustainable financial sourcing model with a diversified funding source reducing over dependence on fee income.
- An endowment will be created which will be a source of funding for Indus University. The endowment will solicit donations from Alumni, Industry, Government and other stakeholders. The endowment will be handled by an internal group who has expertise in treasury management.

Strategy 6. 3: Faculty and Staff Development for transformation into a

University Actions

- For Degree Granting Institution status, each Institute /department should have a requisite number of Professors, Associate and Assistant Professors. Hence recruitment will be made for these positions to meet the requirements. Various departments will be intimated to give a resource plan indicating the gap in terms of requirements and expected cost and budget for meeting those requirements. (Detailed regulations are awaited as per NEP 2020)
- The existing Faculty Policy will be redrafted to incorporate the changes mandated by regulatory authorities like UGC.
- A multi-disciplinary institution requires a robust administrative infrastructure which is much different in terms of depth and scale compared to an institution focused on limited domains. Hence Indus University will be investing in scaling up administrative resources to meet the needs of a University.

- A comprehensive HR policy that meets the regulatory requirements and also caters to the needs of the faculty will be drafted.

Strategy 6.4: Develop opportunities for placement and entrepreneurship for students Actions

- Since institutions under NEP 2020 would cater to a larger number of students from diverse streams, the office of corporate relations would be strengthened to meet the needs of a larger group.
- Indus University envisages that the future institutions would generate entrepreneurs who will, in turn, create jobs for the society. NEP focuses more on skill development and holistic learning. Indus University should develop its academic design in tune with the new focus on skilling rather than just academic delivery. A state-of-the-art Incubation Centre would be set up to promote entrepreneurship thereby providing impetus to societal growth.

Strategy 6.5: Infrastructure for University Actions.

- NEP 2020 envisages less number of large institutions which cater to a large number of student pool. Universities and institutions of the future require extensive infrastructure to cater to a large number of students, different institutions/departments, faculty members, hostels etc. The immediate priority of Indus University will be to cater to the regulatory requirements that will enable us to apply for Degree Granting Institution status. A task group will be created for identifying the infrastructure gap and suggest a plan to bridge the gap.
- NEP has changed the current structure of a three-year degree program to a 4-year program with option for students to exit at various points. This creates infrastructural challenge for Indus University especially at the under-graduate level. Infrastructural changes to accommodate this flexibility should be planned immediately to cater to a smooth transition.
- Indus University wants to develop world-class infrastructure both in terms of physical and knowledge infrastructure. Indus University would be investing in developing infrastructures like classrooms, library, lab etc specific to the needs of various departments and schools.
- Since institutions envisaged under NEP 2020 will be accommodating a large number of students, infrastructure like hostels, recreational facilities etc will be

created as per the regulations of the UGC or relevant authority as per NEP.

- An infrastructure team will be created who will recommend the necessary details and budget.

Goal 7: Develop Indus as a reputed educational brand in India.

For an institution to attract students and faculty, it should build a powerful and authentic brand. Indus will invest in building a strong brand rooted in excellence and value. Investment will be made in building brand awareness and salience for the Indus brand across key markets in the next five years.

Actions

- Strengthen the brand by investing in brand building through various media and also through public relations and outreach programs.
- A separate marketing team will be created to effectively drive the brand promotion activities especially relating to admissions.
- Focus will be given in designing events, seminars, webinars, workshops and training programs to enhance the perception of Indus University as a Centre of excellence.
- Alumni connection will be nurtured and engagement will be enhanced through various activities and networking by establishing alumni chapters across the country.
- Office of Alumni Relations will be strengthened with student volunteers and administrative support.
- Networking with industry for placements, consultancy and projects will be coordinated by the Office of Corporate Relations which will be expanded to suit the needs of university.

Financial Strategy

Indus university is strongly committed to fulfilling its mission-related strategic objectives. The management supports funding for new initiatives and investments to achieve the mission. The University generates revenue from the course fees collected from the students and another student programme, expect financial support from Government.

Based on the strategic plan, if the University is planning for organic growth, they scale up by increasing the intake of students in the current programs and setting up new departments in Biotechnology, Law, Science and Literature etc.

Strategies for sustaining resources: The University aspires to achieve greater visibility at the national and global level and become a top-ranked university. To sustain planned growth and achieve its strategic objectives, the University will invest in people and infrastructure and work hard to generate alternative funding sources. Its efforts will be to increase income from research, consultancies, projects government grants, which will be the second primary source of revenue after tuition fees.

*****END OF DOCUMENT*****