Institutional Development Plan of Central University of Punjab

A. Governance Enablers

S. No.	Types of Infrastructure	Details of its Usage	Proposed Plan
1.	**BoG/ Senate/ Syndicate**	• fully functional	In accordance with the Central Universities Act of 2009, the Central University of Punjab has fully functional statutory bodies, including the Executive Council (EC), Academic Council (AC), Finance Committee (FC), and Court. As per the university act, these bodies are designed to support transparent and effective governance, enabling structured decision-making across academic, financial, and administrative domains. Each body operates with clearly defined roles, duties, and accountabilities as per the act and is committed to driving the university's mission of educational excellence, fostering a robust framework for institutional growth and stakeholder engagement.
		• fully/ Majorly staffed	Aligned with the composition outlined in the University Act, the statutory bodies—the Executive Council (EC), Academic Council (AC), Finance Committee (FC), and Court—are fully staffed to ensure robust representation and efficient governance. This staffing structure supports the University's mission, enabling these bodies to fulfill their roles effectively in guiding academic, financial, and administrative functions.
		• defined roles and responsibilities and accountability	The roles, responsibilities, and accountability of each body and officer are clearly defined in the University Act, statutes, and ordinances, providing a solid framework for governance and operational clarity. To maintain and enhance effectiveness, these roles and responsibilities will be periodically reviewed, ensuring continuous improvement and alignment with evolving institutional goals.
		• involvement of alumni as major stakeholder	• The Alumni are the members of the BoS of all the departments. • Alumni are also members of IQAC. • Alumni are the crucial stakeholders to provide feedback on the curriculum. **Future plan**: The Alumni Connect will be strengthened further by • Encouraging alumni participation in decision-making processes by making them a part of the Planning Board • Generation of the endowment funds through the Alumni for institution building.

2.	**Quality Assurance**	• Well defined Processes	The deliverables for quality assurance, maintenance and sustainability are already well defined in terms of conducting curriculum, academic, research and administrative audits. In addition, stakeholders' feedback and satisfaction surveys are conducted to improve quality further. The university will further strengthen its quality parameters with reference to the international/global standards for national and global accreditation and rankings such as NIRF, THE, QS, QAA, etc.
		• Processes to capture various aspects of governance	1. e-governance systems will be upgraded for optimal functionality. 2. Regular training for staff on new governance modules. 3. Enhance measures to protect sensitive data. 4. Implement feedback mechanisms to assess and improve governance practices.
		• Clearly defined deliverables and outcomes	1. Complete SAMARTH-based e-governance 2. Compulsory training of all staff and faculty on SAMARTH-based e-governance modules for enhancing work efficiency 3. Conducting technology-based data protection workshops for all staff and faculty 4. Developing and implementing a computer-based 360^0 feedback mechanism to assess, monitor and improve e-governance practices.
3.	**Financial Autonomy**	• Striving for self-sustainability	The University is actively working towards financial sustainability by generating Internal Revenue Generation (IRG) through various activities like consultancy services, sample testing and analysis, self-finance courses and fruit Orchards. Additionally, the University is enhancing its infrastructure and upgrading equipment through grants obtained from various research projects funded by external agencies, reinforcing its commitment to self-sufficiency and resource optimization.
		• Generating external revenue sources	• Offering skill-training programs in various fields, leveraging its Deemed Awarding Body Status (Dual Category), National Council of Vocational Education and Training (NCVET). • Expanding the consultancy services • Leveraging unused land areas for horticulture, food processing, entrepreneurial activities, etc.

		• Creation of Chair for Research in specific areas	The university is actively working on establishing chairs dedicated to eminent personnel and their work. Currently, the Dr. Ambedkar Chair on Human Rights and Environmental Values is actively contributing to research and scholarship in these critical areas. The University is making dedicated efforts to establish additional chairs such as Shankar-Nanak Chair, Babu Jagjeevan Ram Ji Chair, Lal Bahadur Shastri Chair, Guru Gorakhnath Chair, Swami Vivekanand Chair and Maharishi Dayanand Saraswati Chair. The University will make sincere efforts to arrange funds from UGC, other ministries, the corporate world, banks, the RBI, etc.
4.	**Leadership**	• Effective leadership	• To create self-aware leaders • To develop empathetic mentoring and leadership • To foster ethical leadership • To promote accountable and responsible leaders • To build resilient and adaptable leadership
		• Strategic management	• To develop personal ability to anticipate, envision, maintain, be flexible, embrace critical thinking, problem solving and participatory working to bring favorable changes in the university.
		• Laying down objectives and targets	• Setting specific goals, outlining a detailed plan, tracking the progress, and effectively monitoring and controlling the sustainable growth of the university.
5.	**Vision, Mission and Roadmap for the HEI**	• Prepare Vision and mission document.	**Vision** The University envisions to continuously transform minds to serve humanity through skills, innovation and sustainability driven teaching and research; values and community outreach. **Our Mission is to:** • Provide a wide range of instructional and research ecosystem for inter-, multi- and trans-disciplinary approaches to impart holistic learning, • Promote skills and innovation in teaching-learning and research, and cross-pollinate new ideas, technologies and new world-views, • Create an ignited and inclusive workforce responsive to regional, national and global needs in tune with the requirements of academia, industry and society,

			• Envisage dynamically and creatively towards the shifting paradigms in education to meet the changing needs of the evolving society.
		• Evolve Shared Vision through detailed discussions with stakeholders.	The University strongly believes in stakeholders' participation in the mapping of its vision, mission and goals. The vision and mission are mapped with the vision and mission of the departments and are reflected in the curriculum.
		• Short, medium and long-term (2, 5, and 10 years) Plan document	The University will prepare the short, medium and long-term (2, 5, and 10 years) Plan document in view of its vision, mission and goals.
		• To reliable consultants of repute and or insource capability as needed.	In the preparation of the short, medium and long-term (2, 5, and 10 years) Plan document, the internal resources or consultancy will be used.
		• Templates designed and given to HODs/ Section In-charges for Roadmap preparation.	After preparing the short, medium and long-term (2, 5, and 10 years) Plan document, the template is to be circulated among all departments and sections for preparing the roadmap.
6.	**Close monitoring by IT/ Web-based based Management Information System**	• Parameters for performance to be finalized by appropriate Committee. Source of feedback, Also UGC, and AICTE guidelines to be kept in mind.	A committee comprising experts will be constituted to finalize the parameters for performance review using IT/web-based management information system.
		• Academic system should be implemented on priority.	Upgrading the IT-based monitoring of the Academic system including admission of students, timetable preparation, curriculum design, teaching-learning and evaluation.
7.	**Risk Management Analysis**	• At least yearly meeting with insurance company representatives to discuss scenarios for mitigating risks (legal, safety, financial, natural disaster preparedness, environmental, hazards, etc.)	The university will constitute a risk identification, assessment, and mitigation committee, which will meet yearly to involve insurance companies for actuarial analysis for mitigation of various risks related to legal, safety, financial, natural disaster preparedness, environment, hazards, etc. A report is to be prepared narrating the risk management strategies for instituting efficiency and effectiveness in the university.
8.	**External Advisory Boards**	• Establish an external advisory board consisting of prominent industrialists, academics, and governmental officers to advise on the running and make-up of the School	An external advisory board consisting of prominent industrialists, academicians, preferably Nobel Laureates, and governmental officers will be established for the smooth but sustainable progress of the University in the dimensions of national and global needs.

		• Board to meet at least once per semester in conjunction with a student presentation or other function	The meeting of the external advisory committee is to be conducted every semester to review the performance and set the goals for the next semester.
9.	**Student Feedback**	• Evolve Regular 360 Degree feedback for all faculty and consistently monitor and act upon the observations.	The University will upgrade the 360-degree feedback system to gather feedback from multiple sources, including students, alumni, parents, teachers, academicians, industrialists, researchers, policy makers, global leaders, and prospective employers, to get a comprehensive view of the performance of the university and its faculty on a multi-dimensional scale.
		• Methodology to be proposed by Faculty members through HODs.	The methodology should consist of the following: • Description of responsibilities and definition of competencies • Consult stakeholders to gain insights • Developing tools for feedback collection • Deciding rating scales • Deciding timelines • Deciding on the methods of collection and compilation of feedback • Analysis and communication of feedback
		• Feedback to be taken on a regular basis and faculty members to be motivated to improve their delivery	Taking feedback is a regular practice of the university. The feedback is collected, analyzed, and shared with faculty for improvement (if required)

B. Financial Enablers and Funding Models (Resource Generation)

S. No.	Types of Financial Infrastructure	Details of Financial Infrastructure	Proposed Plan
1.	**Financial Policies**	• The policies shall outline the roles and responsibilities of various university/ institution officers and organizations in managing the university's financial assets.	CU Punjab follows GFR 2017 and other financial rules of GoI/MoE/UGC. The University is working on adopting an Accounts Manual, and a detailed Procurement Procedure exists.
2.	**Action Plan and Budgets**	• Finalize Action Plan based on the proposed IDP	For Accounting Practices/Budgeting and Final Accounts, the University follows the formats of Financial Statements issued by the Ministry of Education (erstwhile MHRD). The Budgets are collected from end-user Departments for Recurring and Non-Recurring. The Budget Estimates for a financial year are approved by the Finance Committee and the Executive Council of the University. Accordingly, forecasting of the budget is made for future requirements. The Samarth ERP is being used for tracking the budget requirements, spending against milestones by various departments.
		• Define budget line items (Income: fees, grants if any, research projects, endowments, CSR funds, donations, etc., Expenses: salaries, utilities, maintenance, etc.)	
		• Budget granularity to be monthly for the first year, quarterly for the next 4 years	
		• Indicate clear responsibility, milestones, and timelines for each activity	
		• Finalize 1-year and 5-year budget forecast	
		• Detail out one year Capital Budget, Recurring Budget	
		• Allocate funds and put these in a separate account	
		• Utilize funds and track spending against milestones per budget.	

		• Revisions to the budget are to be approved only after a meeting and discussion with the budget committee. • Planning of recurring and non-recurring expenditures for each department. Consumables, etc. • Separate budget for Non-Recurring and Recurring expenditures. • HODs to prepare details for departments.	
3.	**Main sources of revenue to be developed**	• tuition and other fees from the students • government grants and subsidies • consultancy fees and overheads earned on the sponsored research and development projects from the Government and the private/ corporate sector • endowments, philanthropic contributions, and other income like CSR, royalties on intellectual property (IP)/ patents, etc.	The university is in the development phase. New programs are being implemented. This will enhance the Internal Resources Collection. The enhanced budget outlay shall lead to an increase in the government grants. Consultancy, project overheads and endowments, etc., are also increasing every year. Efforts will be taken to increase the revenue generation at a rapid pace by introducing new-age self-financed programs, reviewing the tuition fee, placing more emphasis on consultancy and overhead from projects, endowments, philanthropic contributions, etc.
4.	**Close liaison with GOI ministries/ agencies and others for funding and**	• More than 20 ministries of the Government of India offer Projects/ Research Projects for HEIs. • Proforma for financial assistance is to be procured from the concerned Ministries.	The University envisages generating more funding from various sources like Ministries / Departments and the corporate sector. The templates/proformas shall be prepared accordingly.

	Access to external grants and funding	• Widening the responsibility for getting grants from all appropriate sources	
		• Standardized proforma/ template for new R&D / Modernization proposals for funding by the Government of India/ other external agencies.	
		• Templates to be designed and prescribed in consultations with respective heads and deployment of SOPs.	
5.	**IRG scheme in each department**	• Commercial Utilization of existing facilities: Collection of information indicating the strength of each department & the lab equipment/instruments available for use by external agencies	Systems will be designed to frame the department-level IRG scheme and planning to enhance the IRG from each department. Emphasis will be given on increasing Consultancy by each department and funding from external agencies. Fee collection from sample analysis by external users of equipment at the Central Instrumentation Laboratory will be enhanced by the addition of new equipment. Some equipment in academic departments funded by DST-FIST are available for use by external users, as they are posted on the I-STEM portal.
		• Consultancy by Each Department: The strength of each department may be circulated and advertised in Newspapers.	
		• Funding from external funding agencies	
6.	**Financial/ Investment Committee**	• A financial/investment 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	The Finance Committee is already established as per the Central Universities Act No. 25 of 2009. All financial matters are routed through the Finance Committee.

		investment policies for university investment agents.	
7.	**Staff providing financial services**	• The finance team needs some specific roles and incumbents like a chief financial officer, treasurer, assistant treasurer as dedicated resources; and /or access to capabilities like a chief investment officer, accountants, clerks, Data Entry Clerks, CA, etc.	Dedicated and qualified human resources shall be given adequate financial responsibilities as per the University/Govt./UGC policy.

C. Academic Enablers

S. No.	Types of Innovative Academic Infrastructure	Details of Innovative Academic Infrastructure & its Usage	Proposed Plan
1.	Courses catering to professional/future requirements	• The institutions need to provide for giving a varied choice of relevant programs. • Courses to allow for in-depth learning of students as per their interest allowing for future growth of the student. • Multidisciplinary and relevancy of programs	2-Year Plan: University proposes to establish Department of Biotechnology and Bioinformatics, Department of Artificial Intelligence and Machine Learning, Department of Community Health and Medicine, Department of Hospitality and Tourism Management, Department of Public Policy and Governance, Sri Guru Tegh Bahadur Center for Religious and Civilization Studies, Centre for Partition and Atrocities Studies; and Short-Term Diploma and Certificate Programs such as AI in Health care, AI in Business Decision Making, Data Analytics, Foreign Language Courses on German, Russian, Mandarin and Japanese. 5-Year Plan: University proposes to establish Department of Design Thinking and Entrepreneurship, Department of Actuarial Science. 10-Year Plan: University proposes to establish multidisciplinary departments focusing on society-technology interface, life-long learning, etc.
2.	Curriculum-updated as per industry requirements	• The curriculum should be updated regularly to cater to the dynamic requirements of the changing employment landscape. • Programs to suit the industry requirements, both in the short term and for future readiness. • Industry linked/ internship/ apprenticeship embedded programs. • Modularization of curriculum to enable Multiple Entry- Multiple Exit options	2-Year Plan: Inclusion of Industry experts in the process of curriculum design, development and updating through industry–academia collaborations. Also updating curriculum to make courses industry-linked, internship and apprenticeship embedded. In addition, modularizing the curriculum enables multiple entry and multiple exit options. 5-Year Plan: Recruiting industry experts as visiting faculty, Professor of Practice, and visiting fellows to make the programs future-ready. 10-Year Plan: Updating curriculum in light of emerging global needs in society and technology.

3.	Curriculum embedded with Employability Skill	• The curriculum needs to focus on inculcating basic skills important for increasing the employment avenues and readiness.	2-Year Plan: Updating curriculum embedded with skills such as Constitutional values/Citizenship, universal values, Communication Skills, English Skills, Career Development, professional 21st Century skills, Inclusivity and Diversity, Digital Skills, Financial & Legal Literacy 5-Year Plan: Innovation, Start-up management and Entrepreneurship; AI and Robotics 10-Year Plan: Curriculum updating to enable higher order critical thinking, problem solving, social intelligence, Cross-cultural competency, Virtual collaboration, emerging contemporary Conflict management and resolution tools
		• Adding Employability Skills (ESs) across all disciplines like 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	
		• Curriculum to focus on competencies and skills like 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	

4.	Curriculum embedded with Skill Enhancement Courses	• HEIs in education & skilling ecosystem need to bring the core skills that are used in the era of digitization and automation like AI, Block-Chain, IoT, drones, Industry 4.0 and beyond, etc., as also integrate 21st-century digital skills wherever required.	2-Year Plan: Making the curriculum embedded with skill enhancement courses such as computational competency and data analytics, Artificial Intelligence and Machine learning, digitization and automation 5-Year Plan: Making the curriculum embedded with skill enhancement courses such as Blockchain, IoT, drones, etc. 10-Year Plan: Making the curriculum embedded with skill enhancement courses, such as Robotics
5.	Curriculum embedded with emerging technologies to be integrated with future of work	• The future skills would need to be developed in the emerging technology areas, keeping in view the important foundational technologies fundamentally changing the nature of work. • Some of these technologies are Artificial Intelligence and machine learning; Robotic Process Automation/ hyper automation; Data Analytics; IoT/ IIoT; Blockchain; Cyber Security; Cloud Computing; Social & Mobile; 3D Printing; Augmented reality/ virtual reality/ extended reality (AR/VR/ XR); Digital content development: simulators, digital twins, Metaverses. etc	2-Year Plan: Making curriculum embedded with AI and machine learning, 3D Printing and emerging trends 5-Year Plan: Blockchain, IoT, drones,Social and Mobilecomputing embedded curriculum. 10-Year Plan: Curriculum embedded with Augmented reality/ virtual reality/ extended reality (AR/VR/ XR); simulators, digital twin, and Metaverses for efficient and real-time communication, collaboration, creativity, and problem solving.

		• Development of centers that will continuously upgrade the curriculum and at the same time incorporate 21st century skills in the credit system – which includes communication, collaboration, creativity, problem solving, initiative, emotional stability, physical fitness, confidence to be the best at the world stage, etc	
6.	Center for Curricular & Life Skills Development (CCLSD)	• Full strength as per sanctioned post	To establish the Center for Curricular & Life Skills Development (CCLSD) through its courses to impart the necessary skills required for being successful in work and life, to lead an improved Quality of Life.
7.	Faculty/ teaching Staff	• Qualified, Experienced, and committed faculty is an asset of the organization. • Regular upgradation of knowledge • Focused on research activities and motivated students to involve in research to create new knowledge or to do innovations. • SMEs from the industry may be engaged as teaching staff/trainers/ instructors. • Be role models for students by providing appropriate guidance	2-Year Plan: Filing all the sanctioned vacancies in teaching departments with Qualified, Experienced, and committed faculty. Facilitating regular upgradation of knowledge through skill development workshops, faculty development programs and capacity building programs. The mentor-mentee system will be intensified. 5-Year Plan: Achieving quality research outputs / new knowledge through seminars, conferences. Symposia, conclaves, policy round tables, etc. Focus on skilling, reskilling and upskilling activities through industry-academia interface activities. 10-Year Plan: Developing expertise in 21st-century skills, heavily drawing from the Indian Traditional Knowledge System related to Health, agriculture, energy, emerging technologies, and equity and inclusion.

		• Create new projects (aligned to COE), develop expertise and present it in peer conferences and create a platform for continuous improvement	
8.	Center for Faculty Development (CFD)	• Exchange/internship programs with industry to cross-pollinate skills	Establishing a Centre for Faculty Development to support the acclimatization of faculty members with the academic culture and environment while facilitating their growth in the system. The objective will also be the promotion of exchange/internship programs with industry to cross-pollinate skills.
		• Facilities to learn from the best in the world, with appropriate tools for research as well as tools for imparting new age education, such as videography, games, AI, robotics, metaverse, AR/VR as a means to deliver content	
		• Appropriate non-teaching staff to support the organization.	
9.	Non-teaching staff	• Must have requisite qualification, experience for the relevant post	2-Year Plan: Filing all the sanctioned vacancies in the university with qualified, experienced, and committed non-teaching staff. Also, achieving higher order efficiency of non-teaching staff in the teaching and learning process through systematic planning, skill training, capacity building programs and staff development programs.
10.	Session wise teaching plan	• Systematic planning in the teaching and learning process is required, which includes a session-wise teaching plan and following such a teaching plan.	2-Year Plan: Achieving an implementable, optimized AI-enabled teaching plan, including a plan for the attainment of learning outcomes based on the use of relevant and updated course materials.
11.	Learning material like Study books	• Relevant and updated course material and books	2-Year Plan: Attainment of sufficiency and inclusivity in providing essential books through library and e-library facilities such as National Digital Library, e-PG Pathshala, etc.
		• To provide an equal amount of essential information to all the students in a class	

		• essential to provide study books prepared as per the syllabus of the subject.	
12.	Question bank	• Question bank- to have a resource pool of all possible questions prepared as per the examination pattern. • Such a question bank eliminates the chance of asking questions out of the syllabus. • Question bank should be such that it enables evaluating the holistic learning of a student	5-Year Plan: Developing a pool of subjective and objective questions of simple, medium and difficult levels in each specialized and interdisciplinary/multi-disciplinary areas to evaluate the learning outcomes, thereby enabling the evaluation of holistic learning of the students.
13.	Assignments	• Relevant assignments of varying types and nature to be conducted • This could include term papers, practicums, or assigning students with task of preparing answers for question banks. • The students are encouraged to work more by answering all question bank questions in the form of assignments. • Periodic assignment submission with due date • Internal assessment for these assignments for doing work time bound manner.	2-Year Plan: Continuous evaluation of learners' progress towards their holistic learning in the form of assignments such as term papers, book reviews, policy reviews, practicums, preparing question banks, preparing research notes, etc.
14.	Assessments	• Timely and relevant assessments.	

		• All kinds of assessment strategies to be used. • Mode of assessment could be online, offline or blended. • Opportunities like on demand assessments, make-up assessments, etc to be given	2-Year Plan: Both summative and formative assessments for continuous assessment of learning outcomes in online, offline or blended mode using AI wherever necessary.
15.	Value added skills enhancement Papers	• The syllabus must not be restricted to core and elective subjects. • Provision of providing modules on general skills for enhancing the employability of the students by improving their professional knowledge. • can be introduced as skill development-based value added papers should be offered as separate papers and taught by industry or professional people in the field.	2-Year Plan: Introducing and updating value-added skill enhancement papers, separate from core and elective subjects. These papers will focus on general skill development for enhancing the employability of the students. These papers include leadership skills, personality development, environmental ethics, emotional intelligence, ethics and values in ancient Indian tradition, constitutional law, simulation and modelling, web-development, etc.
16.	Pedagogy	• The teaching – learning pedagogy should contain substantial amount of experimental learning part related to their specialization trough either real environment or virtual environment • The pedagogy should be an appropriate mix of traditional and modern methods	2-Year Plan: Learner-centric experimental and experiential teaching-learning pedagogy relevant to real/virtual environment, combining traditional and modern methods, will be implemented in the form of field visits, internships, industrial visits, translational practicums, etc. In addition, the usage of teaching learning materials for PwDs, such as BRAILLE Ambassador, sensor-based equipment, eye-ball embedded equipment, audio-meter, advanced JAWS, digital equipment, etc., is to be enhanced.

		• Usage of technology must be encouraged	
		• enhanced usage of blended mode of learning	
		• Teaching learning material for PwDs to be made available	
		• Must be learner centric	
17.	Other activities as part of learning	• Activities to support the overall development of students, like sports, music, etc, must be integrated in the core curriculum.	5-Year Plan: Integration of yoga, sports, music, Indian culture and folklore, etc., in the core curriculum along with proper assessment and weightage of marks for holistic development of students. In addition, the NCC wing is to be established.
		• Integration of these activities as core	
		• Proper assessment and weightage of marks to be assigned	
		• Develop additional skills with them by involving in inculcating cultural and traditional skills, which enhances their design thinking ability	
		• Activities in teams or groups related to social work and social contribution also molds good character and team working skills of the students and incorporates collective responsibility in them.	
		• These activities support all-round development of students and	

		enhancetheir competency and confidence in facing any challenges.	
18.	Earn while learn facility & flexibility	• To support students who are from financially weaker background	2-Year Plan: Intensifying the already practiced Earn-While-You-Learn scheme in the university to extend support to all financially weaker students.
		• Earn while learn model has dual objectives: it gives working skills for a student with responsibility and it also supports financial needs of a student so that he need not depend on his parents for his pocket money.	
19.	Flexibility and multidisciplinarity	• The course design needs to be varied, multi-disciplinary in nature	2-Year Plan: Implementing more flexibility and multidisciplinarity in UG/PG programs for skill development, capacity building in employability relevant to the evolving requirements of industries. 5-Year Plan: Multidisciplinary certificate and diploma courses such as AI and Healthcare, AI and decision making, etc., will be introduced in collaboration with industries and reputed international organisations.
		• Universities can design and implement UG/PG programs to suit the requirement of students at various levels	
		• Additional certificate programs across the field may be offered.	
		• Universities can also offer certificate programs by having MoUs with industries, reputed international organisations, etc.	
20.	Opportunities to develop & utilize Research & innovative thinking skills.	• The UG & PG curriculum must allow students to explore and work independently on their projects/research under the guidance of their research guide	2-Year Plan: Introducing an open classroom system for courses relevant to creating opportunities for the development and utilization of inherent research and innovation skills among the learners. Also, introducing an open book system for promoting higher-order critical thinking, creativity and problem-solving skills among students. In addition,

		• students should be encouraged to work either individually or in a team.	strengthening the UG/PG curriculum to undertake fundamental and applied research by the students. 5-Year Plan: Signing MoUs with MNCs, SMEs, and Institutions of National Importance, etc., for undertaking independent research and internship by students.
		• Enhancing the innovative ability of students and increasing their competency and confidence.	
		• Academic support to raise knowledge, skills, attitude, and experience-based competency to improve confidence in doing innovation.	
		• Organising Hackathons and other similar competitions	
21	International Exposure	• Overseas Exchange programs	5-Year Plan: To institute Overseas Exchange programs for students and faculty for higher education and research through international collaborations and scholarships/fellowships. Engagement of visiting foreign faculty for the promotion of a modern teaching-learning and research environment. In addition, international conferences and symposia will be organized in collaboration with foreign organisations and institutions for sharing knowledge on a common platform.
		• International Collaboration	
		• Foreign Faculty (visiting)	
		• International Scholarships	
		• International Conferences	

D. Research and Intellectual Property Enablers

S. No.	Types of Intellectual Property Infrastructure	Details of Intellectual Property Infrastructure & its Generation	Proposed Plan
1.	**Quality Research**	• increased intake of students in research-based curriculum	University has been a research-centric university since its inception. In the University, the masters' degree curriculum is research embedded, and the Ph.D. program is research-based. It is the mandate of the University to increase the intake of students every year. In the next 2 years, the University plans to implement a one-year research-based master's degree curriculum to cater to the demand for higher education by students completing a 4-year undergraduate program with Honors/Research.
		• undertaking quality research projects	Students are encouraged to take up research projects with multidimensional approaches in the emerging areas of research. The focus will also be on translational research with proper applicability as per the societal needs and current unmet needs of industries.
		• establish a portfolio approach to research projects and quality research facilities and research labs	The university has good research facilities and has bagged several extramural research grants, including DST PURSE, DST FIST, etc., amounting to Rs 101 crores for promoting basic, applied, and policy research. The university has well-defined areas of research and has recently created 5 research groups that encourage intra- and inter-institutional collaborations to address specific research questions and accordingly develop research facilities and research labs by earning more extramural funding from national and international agencies. In all these, the University has targeted to achieve excellence in research while disseminating the outcomes in appropriate forums, promoting networking & collaboration through the active involvement of the research community for sharing expertise and mentoring & guiding future researchers.
2.	**Research oriented experienced faculty members**	• self-sustaining model	The university faculty is already research-oriented. However, to encourage a self-sustaining model, the faculty will be oriented and motivated to take up consultancy, and Industry-collaborated and funded projects. The faculty will be inspired to be equipped with skills by getting trained in skill development, resulting in incubation and entrepreneurship.
		• undertake basic and applied research	The faculty will be encouraged to carry out basic and applied research through: • Institutional support (research facilities, seed grant, foster collaboration, etc.)

			• Professional development that includes training, conducting workshops, travel grants for networking, etc. • Recognition rewards • External partnerships/collaborations • Exchange programs
		• enable development of disruptive and affordable technologies	Faculty is encouraged to think out of the box and develop innovative ideas that will change the way the market is structured, creating new business models and sectors. In addition, the emphasis will be on frugal innovation, which focuses on affordability, accessibility, and simplicity.
		• Faculty members who are research oriented are usually research inclined.	The University is already on the path to establishing a research ecosystem to promote research-oriented faculty to do quality research. In this ecosystem, the faculty members are promoted to undergo training in Research Development Programs, Capacity Building Programs, workshops, conferences, symposia, hands-on training programs, etc., so that they get more inclined towards research.
3.	**API based faculty compensation**	• They encourage participation in research and innovation among academics, staff, and students, strengthening the university's framework for intellectual property.	University has an innovative practice of encouraging participation in research by awarding faculty, staff, and students on every foundation day. This practice will be further strengthened by allocating more funds /incentives in the future.
		• The creation and implementation of a faculty compensation scheme based on Academic Performance Indicator (API) scores encourages faculty participation in research and publication activities.	The University has already adopted faculty compensation in the form of promotion based on API scores. Also, the University has a system of research awards based on research performance indicators. Further, the University will develop faculty awards and financial grants for attending research-oriented training & skill upgradation programs, based on API scores.
		• API based compensation creates healthy competition among the faculty members for accelerated IP contribution.	API based incentive modules/schemes will be developed for encouraging healthy competition among research-inclined faculty members to make enlarged IP contributions.

4.	**Targeted research and collaborative research**	• The institution finds some new fields in several disciplines and helps the competent faculty members in such fields do research, publish papers, and file patents.	University has created various research groups with a focus on different research fields. The emerging areas of research have been identified. The collaborations have been set across disciplines at inter- and intra-university levels. In addition, the university has created two consortia, one involving higher education institutions/research institutions from Bathinda and the second involving various institutions from North India. This will enhance the quality of research and research output in terms of high-impact publications, patents, technology transfers, etc.
		• In the portfolio approach this is called targeted research and the university can create IPR as well as an international brand through such efforts based on a strategic approach.	The University has already identified 6 targeted thrust areas of research under the portfolio approach, where the objectives are to create IPR and achieve international recognition. For this, the University will adopt a strategic approach starting from infrastructure development to patent registration and technology transfer.
5.	**More Ph.D. & post-doctoral research scholars**	• The university must admit more research scholars within its capacity of support.	The University admits Ph.D. scholars in all the departments under the direct supervision of faculty members within the capacity of support twice a year. Recently, the University has framed a policy document for promoting post-doctoral research in translational research w.e.f. the academic session 2025-26.
		• The institution should exercise its autonomy to appoint more research professors, who may eventually retire from active employment, only for the purpose of supervising research scholars.	The University has recently appointed Professors of Practice. The University will adopt the policy to appoint research professors only for the purpose of supervising research scholars.
		• Universities should create post-doctoral research programmes as well to maintain the Ph.D. graduates' contributions to ongoing research.	The University has devised a mechanism to fund some postdoctoral fellowships to maintain the PhD graduates. In the future, the University is planning to develop some postdoctoral research programs, especially in the field of translational research with applications to society.

6.	**More Faculty members with Ph.D.**	• The university ought to adopt a strategy to boost the proportion of Ph.D. holders among its faculty.	University has been appointing faculty with a PhD degree since its inception. However, for non-Ph.D. holders, the University is facilitating in-service Ph.D. programs. Further, a part-time PhD program has also been offered from the last academic session. In the future, this will be strengthened further.
		• The Ph.D. degree holders are ready to mentor the research scholars for Ph.D. programmes in addition to acting as teaching faculty.	In the university, all the PhD degree-holding faculty members are guiding / mentoring research scholars as per the UGC guidelines.
7.	**Faculty encouragement for Book Publications, Research Publications and Patents**	• The university should have a policy to promote IPR contributors, who are none other than UG & PG Students, Research scholars, and Faculty members, in order to increase the intellectual property rights (IPR) of the institution.	University is already encouraging UG, PG and PhD students to file patents through the University IPR cell. Further, UG, PG and PhD students are encouraged to review the literature and find out the knowledge gaps, especially where novel interventions based on innovation are required.
		• The institution can improve its IPR infrastructure by setting up supportive policies that stimulate research and publications at all of the aforementioned levels. Such a task will be assisted by numerous incentives and funding plans.	The University maintains an Intellectual Property Management & Commercialization Cell dedicated to managing and commercialising intellectual property. The IPR Cell makes it easier to file for patents, and the faculty is encouraged to conduct creative research. Additionally, the Cell hosts workshops to train faculty on how to do translational research that results in patents. This will be strengthened further. The university has a supportive incubation policy under which an incubation centre funded by DST (GOI) has been established. This centre conducts ideathons to identify the potential ideas to be tested and upscaled at the commercial level. It also provides seed money to these budding entrepreneurs to test their ideas. The centre is also making efforts to attract investors from industry and other funding agencies to generate more seed money and encourage innovations and entrepreneurship.
8.	**More conferences (At least two**	• Research scientists, faculty members, and students are kept active through the periodic	The University has a well-established practice of organizing national and international conferences focusing on emerging trends and skill development regularly.

	conferences per year per College)	organisation of conferences for the presentation of research papers.	
		• These conferences offer an opportunity for goal-setting and networking with other academics.	The conferences organized in the university provide a platform for researchers working in similar areas of interest to collaborate, submit joint projects, publish research outcomes, connect with the international community and benefit society.
9.	**Student involvement in Research**	• The most valuable resource in the university system is its students, who, when properly supervised, can create innovations by creating patented inventions. Similarly, through systematic research, they can also come up with scholarly, publishable results.	The University has adopted a research-embedded curriculum at the UG and PG levels to involve students in research. The students are also encouraged to participate in seminars, conferences, and workshops to get research orientation and inclination.
		• By involving students at the graduate and postgraduate levels, the university can boost its IPR infrastructure.	The University has UG programs in professional disciplines. These students will be sensitized to undertake skill and innovation-based courses across the disciplines as well. This integrative approach will help them to think about innovation and entrepreneurship with a multidimensional vision.
10.	**Industry and institutional collaboration & Consultation**	• Supports collaboration-based research so that the university can create IPR along with industry personnel. This also gives the opportunity to use industry research facilities by university personnel.	The faculty members are collaborating with industry for research projects, and as per curriculum requirements, students from many departments carry out fieldwork in the related industry using their facilities and getting trained as per the requirements of the industry for job opportunities. This has the potential to create more IPR.
		• Further collaborative research leads to more patents & publications.	This will be strengthened further by submitting projects like DBT-BUILDER for collaboration with industry and inviting industry for public-private collaboration for advanced research and education. This will increase the number of publications as well as patents.
		• Industries' contribution to the research activities, so as to do the	Institution-industry collaboration will open dimensions for working on live projects to identify the real problems and offer market-fit solutions.

		research on live projects and quantify the output.	
11.	**University Incubation centres**	• University business incubators assist students who want to establish their own companies after graduation.	The University has recently established an incubation Centre under DST- NIDHI iTBI scheme. The ideathions are conducted to select the students who can think out of box and get inclined towards innovation and entrepreneurship. Students are given seed money to test their business ideas at the incubation centre.
		• Any ideas generated while working on a project or an internship might be fostered and encouraged as a business plan to initiate self-employment.	The students who come up with significant business ideas during their project or internship will be given an opportunity to showcase their prototypes and provided seed money to test their ideas and take them to the level of establishing their own business centres. In addition, the viable ideas are mentored by the faculty members.
12.	**University Publication through its own press**	• To hasten scholarly publications, many colleges launch their own publishing houses. Additionally, this streamlines or lowers the cost of publishing and encourages academic members to use their press for the dissemination of newly developed knowledge.	The University will develop a framework for establishing its own publishing house to hasten the scholarly output of students and faculty.
		• Online and digital publications are prevailing and recognized as one of the most significant initiatives of top colleges.	In the University's own publishing model, both online/digital and physical publications will be promoted.
13.	**University publications & Citation service**	• Universities have been offering citation services to their academic members, stakeholders, and the general public as a convenience to researchers that will aid researchers	The Central Library of the University provides citation services to its academic members, stakeholders, and the general public for improving research quality and impacts.

		in improving the caliber of their articles.	
14.	**Target patent claim for UG & PG projects in Professional subject areas**	• Setting goals for undergraduate and graduate students in terms of internships and regular mentoring and supervising them as they prepare and submit patent applications for their inventions enhances the outcome.	The University has adopted an internship-embedded curriculum with active mentorship, which prepares the research outputs of UG and PG students for generating patents.
15.	**Faculty Ranking (Annual) system**	• Faculty members generate a winning spirit and constantly strive for excellence when their annual API rankings are announced and they are graded according to different levels. • Faculty oversight at every stage can be reduced in such scenarios.	The University will develop the faculty ranking framework, which will prepare the annual report of different grades/levels of teachers.
16.	**Chief Technology Officer (CTO) Research Monetisation**	• A centralised office to operationalise and monitor research activities as planned	A Research and Development Cell has been created by the University as per the guidelines of UGC. The Cell facilitates the submission of projects to the funding agencies and also maintains the record of all the extramural grants earned from various agencies. The competent authority shares information about funding opportunities by various funding agencies. The department level as well as the University level projects are also submitted to strengthen the research infrastructure and other facilities for better research outcomes. In addition, the University provides Research Seed Money (Internal funding) to all newly joined faculty members. This helps them to start their research work and generate some data that becomes instrumental

• Technology transfer office (TTO) with experienced professionals to manage IP protection, licensing, and technology transfer activities	Intellectual Property Management & Commercialization Cell (IPMCC) (formerly known As Intellectual Property Rights, IPR cell) has been established experienced and trained five faculty members out of which one is Professor in Law department and one member had been DST-TIFAC WOS C trainee (2009-10) and registered Patent agent 2010-22.The cell receives support from the Research and Start-up Facilitation Division In-charge, Patent Information Centre and Technology & Innovation Support Centre, Punjab State Council for Science & Technology, Chandigarh, with which an MoU is expected to be signed soon. The current support includes an annual financial grant of Rs 50,000. Inventors of Universities are also getting support to file the patent through TIFAC-DST, New Delhi, which is routed through PSCST. The university has earlier signed an MoU with the Innovation-Technology Transfer Office (i-TTO) Foundation for Innovation & Technology Transfer, Indian Institute of Technology Delhi, which shall be renewed soon. The University has recently signed an MoU with DSR-Centre for Policy Research, Panjab University for the purpose.
• Training programs to educate researchers and staff about research monetization and IP protection	Online/offline sessions on IPRs and Technology transfer shall be organized in collaboration with PSCST, DSR-CPR, and iTTO as per the availability of experts. Patent literature search workshops and interactive sessions with successful start-ups or inventors who have successfully transferred their technology will be conducted.
• Clear processes and guidelines for licensing and technology transfer, including royalty structures and licensing fees	The University has its IPR policy in place, which will be reviewed regularly.
• Internal & External funding mechanisms in place	The University promotes submission of proposals to various funding agencies at the individual, department and University level. The competent Authority keeps on sharing information about various calls by various funding agencies from time to time.

			The newly joined faculty is given research seed money (internal funding) to help them initiate the execution of their research ideas and generate preliminary data for submitting proposals for extramural funding.
		• Mode of assessment could be online, offline or blended.	The mode of assessment for the research seed money (RSM) grant is offline. However, efforts are being made to make the system paperless and encourage an online assessment system. For the projects to be submitted to external funding agencies, there is an option to submit these to the R&D Cell through the Samarth Portal.
		• Opportunities like on demand assessments, make-up assessments, etc, to be given	The office of CTO will develop the demand assessment and make-up assessment tools and techniques, which will make the innovative ideas/products/designs market-fit.
		• The syllabus must not be restricted to core and elective subjects.	The syllabus of the University has a multi-disciplinary approach and is wider in scope, embracing the cutting-edge learning requirements such as experiential learning, start-up-based learning to help students develop entrepreneurial skills and prepare for the job market.
		• Universities can also offer certificate programs by having MoUs with industries, reputed international organisations, etc.	
		• Organising Hackathons and other similar competitions	The University regularly organizes hackathons, ideathons and encourages the students to participate in national-level start-up India activities.
		• Overseas Exchange programs	The University will develop a framework for Overseas Exchange programs for students and faculty.

E. Human Resources and Supportive- Facilitative Enablers

Human Resources Enablers

S. No.	Types of Enablers	Details	Proposed Plan
1.	**Student and Learner Enablers:**	•***Holistic Admissions Framework*:** Streamline the student selection process with a holistic approach, assessing academic prowess alongside extracurricular talents, ensuring diversity and inclusion.	The University adopts a Holistic Admissions Framework that focuses on fostering diversity and inclusion with students from almost every state of India, along with international students. The University ensures a culturally diverse learning environment through varied perspectives. The University is committed to inclusivity, offering education to students from economically and socially disadvantaged groups, including EWS, OBC, SC, ST, apart from PwD categories. To further promote social justice and equality, the University has established the Dr. Ambedkar Chair for Excellence on Human Rights and Environmental Values, serving as a center for research on Dr. Ambedkar's ideologies regarding environmental values, the Constitution, human rights, and the socio-economic and cultural issues of Scheduled Castes and Tribes. The University also nurtures talents beyond academics by providing a range of music and sports-related programs. This holistic approach ensures that students' academic abilities, extracurricular talents, and diverse backgrounds are considered, creating an inclusive and dynamic educational community. The future endeavor is to focus on enhancing academic excellence and inclusivity. The University plans to collaborate with premier institutes for knowledge transfer, fostering greater academic and research opportunities for its students. The University is also set to expand its undergraduate offerings by launching more programs in various domains, providing students with diverse academic options.
		•***Merit and Equity-Based Financial Aid:*** Deploy merit-based scholarships and financial aid for underrepresented groups to democratize access to education and attract a rich tapestry of student talent.	The University provides fellowships and actively facilitates sponsorships for PhD and postgraduate programs through various central and state government schemes, ensuring that talented students from diverse backgrounds have access to higher education. Additionally, the university hosts the Dr. Ambedkar Centre of Excellence (DACE), which provides coaching for the Civil Services Examination conducted by the UPSC/PSC, further empowering students from underrepresented groups to achieve academic and professional success.

			The future endeavour is to enhance transparency, inclusivity, and support for underrepresented students. The University plans to implement a technology-linked platform to ensure greater transparency and ease in governance. It is planned to provide tuition waivers/ scholarships for the top three rank holders in every class, recognizing and rewarding academic excellence. In its commitment to inclusivity, the university wishes to introduce additional sports programs with financial aid for Persons with Disabilities (PwD) and provide financial rewards to PwD students, ensuring equal opportunities for academic and extracurricular encouragement.
		•***Academic Success Programs***: Institute robust academic advising, mentorship, and tutoring programs that provide tailored support from entry through graduation, ensuring learners can navigate their educational paths successfully.	To promote research excellence, the University is committed to align mentorship programs with the United Nations' Sustainable Development Goals (SDGs), encouraging students to engage in impactful research. The University focuses on conducting high-quality research in emerging areas focusing on sustainability and digital innovation. Through one-on-one learning support and mentorship, students receive personalized guidance to navigate their academic journeys successfully. Additionally, career readiness is strengthened through regular placement drives, ensuring that students are well-prepared for professional success. The future endeavor is to further enhance academic and professional opportunities for the students. The University plans to strengthen industry collaborations through summer internships and allied projects, providing practical exposure and hands-on experience. The focus will be on advancing research in emerging areas. Additionally, the institution will emphasize AI and business analytics, equipping students with vital data-driven skills. There will be more focus on corporate tie-ups for internships and campus placement opportunities.
2.	**Staff Empowerment Enablers:**	•***Competency-Based Recruitment***: Adopt a competency-based recruitment approach that aligns with institutional goals, promoting a culture of performance and shared values.	The University's recruitment process focuses on identifying candidates with skills aligned with emerging academic and industry trends, ensuring that faculty remain current, innovative, and adaptable to the evolving demands of higher education and research. The University implemented the Professor of Practice scheme, engaging industry professionals to integrate practical expertise with academic rigor, enriching the learning environment. The University is focused on creating an environment that attracts and

			retains high-quality faculty, prioritizing both academic achievements and industry experience to meet its institutional performance goals. The University plans to leverage the Samarth portal, CU Chayan, and IRINS for streamlined recruitment processes, utilizing technology to enhance transparency, efficiency, and alignment of faculty skills with institutional goals.The University wishes to establish more industry partnerships to strengthen faculty talent, ensuring continuous exposure to industry practices and fostering collaboration between academia and industry for enhanced faculty development to ensure collaborative research.
		•***Professional Development and Growth***: Establish clear career pathways and continuous professional development opportunities that encourage staff growth, satisfaction, and retention.	The University prioritizes professional development by offering comprehensive staff orientation and refresher courses, fostering an environment that encourages continuous learning and internal promotion. The University envisages promoting a conducive environment for career progression through incentivized participation in conferences, seminars, instrument-based training, high-end training, etc. The University will strive to retain faculty bytimely promotion through career advancement scheme.The University intends to enhance faculty professional development by implementing the National Skill Qualification Framework (NSQF) and Indian Knowledge System (IKS), enabling faculty to integrate skill-based education with traditional knowledge, thereby enriching their teaching and research capabilities.
		•***Inclusive Induction Protocols***: Ensure a seamless integration of new staff with comprehensive induction protocols, fostering a sense of belonging and commitment to the HEI's mission.	The University adopts a holistic mechanism for new entrants, establishing a peer mentoring system, and conducting a comprehensive university-level orientation that emphasizes diversity, introduces campus facilities, and provides guidance on academic resources. The University's mission and vision prioritize inclusivity and holistic development, aligning institutional objectives with the diverse aspirations of faculty to create a supportive environment for individual and organizational growth. The University ensures a seamless integration of new faculty through comprehensive induction protocols, offering research seed money, encouraging participation in national research projects (DST, ICSSR), and promoting quality research with a focus on intellectual property development to align faculty growth with the institution's mission. The University

			plans to enhance its induction process by introducing a buddy system for a specified period, aimed at facilitating smoother adjustment for new faculty. The University wishes to integrate personalized development plans into the induction programme, such as individualized goal-setting sessions and tailored mentorship opportunities, to align new faculty aspirations with the institution's mission and vision, thereby enhancing their academic and personal experiences.
3.	**Faculty and Researcher Enablers:**	•***Transparent Recruitment and Appointment***: Implement transparent procedures for faculty recruitment and appointments that prioritize excellence and diversity in educational backgrounds, research expertise, and pedagogical skills.	The University ensures transparent and portal-based communication regarding recruitment opportunities. The University will prioritize faculty members with excellence in teaching and research. The University plans to give preference to faculty members who adopt innovative pedagogical approaches, promoting academic excellence.
		•***Continuous Professional and Pedagogical Development***: Offer fellowships and development programs for faculty to advance their pedagogical skills, research methodologies, and leadership capabilities.	The University provides financial assistance and on-duty support for faculty to attend research methodologies and leadership development workshops. The University plans to encourage faculty members to engage in software-based learning to enhance their technical expertise. The University will establish collaborative workshops with renowned academic institutions to strengthen faculty expertise. The university will develop mechanisms for upgrading the knowledge domain and skills of faculty members in pedagogy, research methodology and effective leadership.
		•***Tenure and Promotion Mechanisms***: Create equitable tenure and promotion mechanisms that recognize diverse achievements in research, teaching, service, and community engagement, motivating faculty to pursue long-term careers within the institution.	The University facilitates an effective framework for research and teaching, in addition to community service activities being conducted on a regular basis. The University offers research awards to recognize faculty members for their contribution to impactful research. The University presents the Best Teacher award to honor faculty for their excellence in teaching and for encouraging an effective learning environment for students The University wishes to motivate all faculty members to actively become social contributors. The University plans to encourage faculty to collaborate with government, industry, academia, and society to promote impactful partnerships. These requirements will be desirable in addition to the regulatory (UGC, AICTE, etc.) norms as applicable to the promotion of faculty members and staff of the university.

4.	**Cross-Functional Enablers:**	•***Recognition and Reward Systems***: Introduce comprehensive recognition systems that celebrate a wide array of achievements, such as research innovation, exceptional mentorship, community service, and transformative leadership.	The University gives Research Awards in order to acknowledge outstanding research contributions, fostering a culture of research excellence and promoting sustained innovation and scholarly contribution. The University offers a platform through the Teaching Award to honor exceptional educators who exemplify innovative teaching methods, promoting a culture of academic excellence and inspiring others to strive for high standards in education. This award not only elevates teaching standards but also encourages faculty to pursue innovative and effective pedagogical practices. The University facilitates frequent meetings between senior administration and faculty to encourage open communication, share valuable insights, and collaboratively address challenges, thereby fostering a cohesive academic environment and enhancing institutional effectiveness. The University actively engages in social outreach programs in nearby villages on a regular basis, fostering strong community relationships and addressing local needs through educational initiatives, health awareness campaigns, and various support services. The University plans to actively encourage faculty members to pursue research innovation in emerging fields, fostering a culture of exploration and creativity that contribute to academic excellence and societal progress. The University intends to promote multidisciplinary research in alignment with the National Education Policy (NEP-2020), encouraging collaborative efforts across various disciplines to address complex challenges and drive innovative solutions that benefit society and enhance academic excellence. The university will consider the best or innovative practices, designs, etc., developed by the faculty members for honours and awards.
		•***Resilience and Well-Being Programs:*** Incorporate resilience-building initiatives and mental health support services to foster an environment of well-being for all members of the HEI community.	The University offers a number of yoga awareness programs on a regular basis to promote the physical and mental well-being of students and faculty, contributing to a healthier society. These activities help participants to build resilience, reduce stress, and encourage balanced work-life through mindful practices and holistic health approaches. These programs aspire towards a community that values well-being and collective health. The University organizes health camps to provide students and faculty with essential health services, resources, and screenings that support resilience, reduce stress, and encourage a healthy lifestyle, thereby positively impacting society by promoting overall community health and well-being. The University conducts blood donation camps to encourage community service, promote health awareness, and

			foster a spirit of generosity among students and faculty, contributing to the well-being of the broader community. The University will strengthen its welfare policies to support the well-being of faculty and staff, ultimately fostering a healthier and more productive work environment. The Day Care facility for the children of teachers, officers, nonteaching staff and regular full-time students of Central University of Punjab offers a carefree environment for the parents for keeping their children during working hours inside the university campus.
		• ***Leadership and Collaborative Opportunities***: Develop leadership programs and collaborative platforms that allow staff and faculty to lead initiatives, drive change, and engage in cross-disciplinary projects.	The University is implementing collaborative research programs to promote multidisciplinary partnerships, encouraging faculty and students to work together on innovative projects that address complex challenges and advance knowledge across various fields. The University is actively executing leadership programs to develop essential skills, foster collaboration, and empower faculty and students to take initiative in addressing challenges and driving positive changes within the academic community. The University plans to focus on developing a range of leadership programs and cross-disciplinary projects to enhance skills, promote collaboration, and empower faculty and students to tackle complex organizational challenges through innovative and collaborative approaches. The University will encourage collaborative research projects and strengthen placement activities through strategic partnerships with its alumni network, leveraging their expertise and professional connections to create impactful opportunities for students and faculty.
5.	**Strategic Funding and Emotional Support Enablers:**	•***Innovative Funding Strategies***: Cultivate funding strategies and incubation grants that empower early career researchers and attract pioneering projects, enhancing the institution's research profile.	The University currently focuses on fostering entrepreneurship through its Startup and Incubation Centre, supporting innovation-driven initiatives such as MSME Idea Hackathon. The University intends to explore new startup ventures, potentially testing and piloting innovative business models and technologies to promote the idea of Viksit Bharat.
		•***Emotional Intelligence and Support Networks***: Embed emotional intelligence training and establish support networks to aid students, staff,	The University currently emphasizes a variety of programs aimed at enhancing emotional intelligence among stakeholders of the University, fostering personal and professional growth.

		and faculty in managing the demands of academia with resilience.	The University intends to expand its efforts by offering numerous workshops specifically designed to strengthen the emotional intelligence of students, faculty and staff focusing on practical applications such as decision-making, empathy, active listening, and conflict resolution.
6.	**Enablers for Pedagogical Innovation:**	•***Pedagogical Excellence Initiatives***: Promote teaching excellence through specialized fellowships and programs that encourage innovative curriculum design, leveraging the latest educational technologies.	The University currently emphasizes pedagogical excellence and innovation through the involvement of various academic bodies and councils, such as the Curriculum Development and Design Committee (CDDC), Board of Studies (BoS), School Board (SB), Academic Council (AC), and Executive Council (EC) to collaboratively work to enhance teaching practices, curriculum development, and educational strategies. Curriculum audit is an annual practice where all the pedagogical reforms are discussed and incorporated. The University plans to develop courses tailored to address the evolving needs of society, ensuring that these courses incorporate innovative pedagogical approaches such as experiential learning, internship embedded learning, flipped classroom learning, etc. by integrating interdisciplinary programs to provide holistic and diverse learning experiences, project-based learning, and technology-enhanced education with the help of educational platforms such as open online course, Massive Open Online Course (MOOC), SWAYAM.

Supportive- Facilitative Enablers

S. No.	Types of emotional strength enablers	Details	Proposed Plan
1.	**Accessibility/ Proximity**	• Leaders being readily available and approachable as a collective leadership style where leaders to make themselves available for support, creating a pull-based (by choice) interaction rather than a push-based (forced) one.	Schedule weekly open office hours where students, faculty, and staff can freely share ideas, concerns, and suggestions. Regular interaction of the Vice-Chancellor and Deans with the faculty and research scholars is the key for accessible leadership.
2.	**Rich Communication**	• Real-time, interactive communication. Messages are not only conveyed clearly but also understood as intended. Importance of immediate and interactive communication, promoting collaboration among engaged individuals.	Conduct regular communication training for faculty and leaders; introduce real-time feedback mechanisms to ensure clarity and understanding. Satisfaction Survey from the teaching and non-teaching staff every semester provides clarity about issues and their possible solutions.
3.	**Role Model**	• Developing leaders who share a vision for the university's planned growth who motivate and set targets for others, serving as examples for the entire community.	Identify and invite reputed professionals and alumni to mentor students and faculty, emphasizing leadership by example.
4.	**Institutional values (Core Values)**	• The belief system foundation of the institution to guide the behaviour and decisions of all stakeholders.	Organize workshops, seminars, and guest lectures on ethics, sustainability, and community well-being, promoting adherence to core values, i.e., IKS and Human Values-based training.

5.	**Vision**	• A well-articulated and ambitious vision.to encourage forward-thinking & planning for future opportunities rather than reacting to constraints.	A strategic institutional roadmap, communicate it to stakeholders, and align activities to achieve future goals. This must adhere to the overall vision of the university.
6.	**Trust among stakeholders and outsiders**	• Building trust among all stakeholders, based on their commitment and contributions to the institution. Fosters a sense of unity and responsibility toward Institutional development.	Implement collaborative projects and regular stakeholder engagement sessions to build mutual respect and confidence. Stakeholders are a part of many committees of the university, hence contributing significantly to the institution's development.
7.	**Institutional Tradition Rituals**	• Upholding the traditions, established by the institution as emotional bonds among stakeholders and enhance commitment to the institution.	Celebrate institutional milestones with alumni, staff, and students, integrating traditional and modern elements to strengthen community bonds.
8.	**Alternative strategy & Support network**	• Prepared with backup plans to ensure the delivery of commitments including facilities, faculty, exams, and timely result announcements, ensuring uninterrupted academic services.	Develop comprehensive contingency plans, ensuring uninterrupted services during emergencies, with a focus on timely exams and results.
9.	**Goal setting in every student**	• Encouraging students to set and work towards their goals by creating awareness about opportunities.	Launch personalized career planning workshops and mentorship programs to help students set and achieve short- and long-term goals. Mentor-mentee system is one of the best practices where academic and regional mentors are allocated to the students. The placement coordinators of the department interact with students regarding creating awareness about opportunities.

10.	**Safety & Security**	• Safe and secure campus environment. Such that it contributes to the well-being of all stakeholders.	The campus is under CCTV surveillance and regularly reviews and updates campus safety policies; conduct training sessions and establish emergency response teams.
11.	**Search for proximity (Local friends, Local food, local culture)**	• Students often seek a sense of belonging during their initial year. The institution needs to facilitate connections by encouraging friendships, providing local cuisine, and celebrating local culture.	Organize cultural exchange programs, local food festivals, and visits to heritage sites to help students feel more connected. Considering that the university has students and faculty from all over India and abroad, Cultural diversity is celebrated through events like Food Carnival, “Ek Bharat Shreshtha Bharat” and Yuva Sangam etc.
12.	**Legacy of the system**	• Maintaining and continuing the institution's traditions, cultures, and legacy through programs and festivals. It also involves maintaining organizational hierarchy respectfully.	To create a digital archive of institutional achievements and traditions and organize periodic events to celebrate the legacy.
13.	**Respect & perception**	• Ensuring that every individual stakeholder has a positive perception of the institution and holds it in high regard as their alma mater.	To host annual stakeholder forums to discuss concerns and implement actionable insights; publicize institutional success stories widely.
14.	**Openness in terms of information**	• The institution should maintain transparency in its operations, including admission, teaching, examinations, research, and financial matters.	To publish comprehensive, easily accessible reports on institutional activities, including admissions, academics, and finances.

15.	**The Ability of the institution to deliver on promises**	• Ability to deliver promises: Addressing and rectifying any failures promptly building a good reputation. Using the autonomy of the university to resolve issues effectively.	To establish a dedicated grievance cell to address and resolve stakeholder concerns effectively and promptly.
16.	**Accountability measures**	• Systems to determine, evaluate the accountability of all stakeholders and their consequences.	Develop performance metrics for faculty and staff, linked to institutional goals, and conduct regular assessments.
17.	**Mental Health**	• Ensuring students mental health, providing appropriate infrastructure and support.	Set up counselling centers, peer support groups, and regular mental health awareness campaigns to foster a supportive environment.

F. Networking and Collaborations Enablers

1.	**Strategic Collaborations**	• Integrated Partnerships: Forge partnerships across industry, academia, and communities through MoUs to encourage diverse collaboration for research, curriculum design, and community engagement initiatives.	The University has adopted the policy of networking and collaboration across the national level industry, academia and communities to foster academics and research. The University plans to undergo networking and collaborations across the global industry, institutions and communities.
		• Alumni Networks: Develop strong alumni networks that contribute to mentorship, funding, and domain expertise, supporting research and infrastructure development.	The University has registered and active alumni networks for mentoring academics, research and employment. The University plans to strengthen the alumni connect to accrue support in infrastructure development.
		• Industry Integration: Collaborate with industry for curriculum development, internships, apprenticeships, and joint projects that align with dynamic industry needs.	The University has a functional Industry-Academia Interface cell to tap curricular, internship, apprenticeship, research and consultancy opportunities.
2.	**Academic and Research Excellence**	• Cross-Institutional Synergy: Pursue academic collaborations for co-research, shared curricula, and intermobility of students, enabling dual degree programs and joint use of facilities.	In order to enhance cross-institutional synergy, the University has already constituted two Consortia of Higher Education Institutions of North India and of Bathinda Region. The University plans to catalyze these consortia for shared curricular activities, collaborative research, student and faculty exchange programs, etc.
		• Research Collaboration: Create consortia for shared databases, library access, and co-authored research to drive innovative	The University plans to catalyze its consortia for the best use of shared databases, library access, and co-authored research to drive innovative outcomes and participate in international research projects.

		outcomes and participate in international research projects.	
3.	**Practical Exposure and Experience**	• Hands-On Learning: Integrate practical skilling with theoretical learning through industry consultations, usage of shared workshops, and live project opportunities.	The University plans to integrate skill-based courses and training modules with theoretical learning to enhance employability via industry and community collaborations.
		• Earn While Learn Initiatives: Establish programs that allow students to engage in live projects and hybrid learning models to gain professional experience while studying.	The University has already established earn-while-learn scheme to provide financial assistance to economically underprivileged students while giving them exposure to gain professional work experience through hands-on activities and live projects.
4.	**Community Engagement and Service**	• Social Integration: Collaborate with NGOs and social service organizations for rural outreach and fieldwork, participating in government programs like Unnat Bharat Abhiyan for societal development.	The University has adopted eight villages in its vicinity for carrying out rural community outreach activities, academic fieldwork, and participating in flagship programs of the Government of India.
		• Civic Partnerships: Engage with local bodies and communities to foster sustainable development and implement field-based educational programs.	The University has already collaborated with local schools, colleges, NGOs, etc., for carrying out field-based educational programs and internship programs to foster sustainable development.

5.	**Professional Development and Employment**	• Placement Networks: Build networks with various industry sectors for internships and job placements, leveraging placement cells for networking and employment opportunities.	University has a functional Training and Placement Cell and Career Guidance Cell to enhance the personal and professional profile of the students and get them skill-ready for the market/employment through industry-academia collaborations.
		• Faculty Consultancy: Promote faculty-led consultancy to enhance industry-institute relationships and ensure faculty remain current with industry practices.	The consultancy policy is in place in the University for faculty and staff to enhance the industry-academia interface.
6.	**Quality and Credibility**	• Accreditation and Certification: Secure recognition from national and international accreditation bodies, enhancing the institution's brand value and ensuring a commitment to educational excellence.	University is accredited A+ by NAAC and is ranked in the top 100 in NIRF for the last six years under the university category. It is ISO:9001:2015 certified for quality management systems. It strives to get international accreditations and rankings such as QS, QAA and THE.
		• Quality Assurance: Adopt quality assurance frameworks from recognized agencies to improve internal standards and learning outcomes.	The university has obtained an ISO:9001:2015 certificate for its quality management system in educational services. It will also acquire quality assurance frameworks from recognized agencies to improve internal standards and learning outcomes.
7.	**Innovation and Entrepreneurship**	• Startup Ecosystem: Establish incubation centers, funding avenues, and ideation networks to support startup initiatives and foster a vibrant entrepreneurial ecosystem.	The university is determined to imbibe the culture of Innovation and Entrepreneurship among the young minds to promote and sustain innovations right from the generation of an idea to the development of a start-up to shape next-generation entrepreneurs. The University established a DST-NIDHI supported Business Incubation Centre to create a vibrant environment and platform for young minds, converting their innovative ideas into viable business propositions. In addition, the university is also establishing a BIRAC-funded EYUVA centre to foster a vibrant entrepreneurial ecosystem. The Institution’s Innovation

			Council (IIC) promotes innovation through multitudinous modes, leading to an innovation promotion eco-system.
		• Digital Infrastructure: Provide a strong digital backbone to support startup activities, including access to digital resources and networks.	University is in the process of strengthening the existing digital infrastructure to support current and future requirements. The action plan includes setting up state-of-the-art digital infrastructure to support the ever-changing landscape for computational needs, with the application of Artificial Intelligence in all spheres of teaching and research.

G. Physical Enablers

S. No.	Types of Physical Digital	Details of physical infrastructure & its usage ESSENTIAL/ DESIRABLE/ ASPIRATIONAL	Proposed Plan
1.	**Smart Campus**	• A Smart Campus creates the best balance of cost, comfort, risk and resilience.	• The University is planning to enable an integrated Building Management System for all the buildings on the campus.
		• 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.	• Presently, a QR code-enabled complaint management system ensures easy reporting and fast resolution of complaints. • In the future, University projects that integrate a Building Management System will be adopted for automatic resolution of possible problems. Further, an automatic complaint disbursing and closure system is also projected in the future, with its interface in many Indian languages.
		• It creates a performance infrastructure where building systems "talk to each other" in order to coordinate common outcomes, such as lighting, security, and environmental controls.	• Auto ON/OFF streetlights and automatic water supply systems make optimum use of available resources. • In the future, the Building Management System will enable the building infrastructure to share information with various departments involved in the routine operation of the buildings, which will eventually assist the building services to operate efficiently and economically.
		• 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.	• Use of LED lights across the campus and sensor-based street lighting helps in reducing energy consumption. • In the future, the University projects to use emerging new technologies for optimum utilization of energy by installation of presence sensors, replacement of normal glass panes with DGUs, smart water faucets and fittings that use less water, etc. Further, the addition of solar lights and solar panels and thermal insulation techniques to increase the overall thermal efficiency of new projects is being taken.

2.	**Green/ Sustainable building**	• Constructing green buildings on university campuses involves using resources as efficiently as possible during the structural process and for future use of the building. • (Basic requirements)	The University has a vision to develop its campus in such a way as to use maximum available local material and make the buildings energy efficient. Also, the addition of solar lights, solar panels and thermal insulation techniques to increase the overall thermal efficiency of new projects is being implemented. Further, the University proposes to adopt an integrated waste management system for biodegradable, non-biodegradable and e-waste.
		• It is based on the principle of open environment by using optimum models of water & energy consumption.	• All the buildings have a dual plumbing system. • The University plans to install smart water faucets and fittings that use less water and also plans to adopt new technologies during the planning of the new buildings, which reduce the requirement of water and electricity and other consumable resources.
		• Internally, the campus uses green energy, harvested water, renewable and recycled resources to produce and provide air, water, food, light, and electricity in a sustainable way. • Central Air Conditioned High Tech Buildings with modern clean-green environmental concept. • (Aspirational requirements)	• The University plans to construct its buildings based on a plan for a rainwater harvesting system, and all the sewage systems will be designed in such a way that no residual waste will be left to be disposed of. All new buildings will be designed with rooftop solar panels for the generation of green energy. • At present, the University academic block is centrally air conditioned, which is planned to be enabled with presence sensors for conservation of electricity. • With the development of advanced systems, the University should also deploy/recruit technical expert staff to handle the latest sophisticated equipment.
3.	**Infrastructure to commute**	• Better infrastructure along with signs on the streets and separate spaces for commute for differently-abled	• The University plans to make all buildings, public walkways, parks, gardens, etc., differently-abled friendly.
		• Students and staff should have access to high-quality motorways and bicycle paths so they can commute by bicycle or battery-powered vehicles.	• University has high-quality motorways and plans to construct bicycle paths for commuting stakeholders. • The university uses electric auto rickshaws for commuting inside the campus.

			• In the future, the University foresees increasing the utilization of e-vehicles, smart charging vehicles, and discouraging the usage of petrol/diesel-operated vehicles.
		• Accessibility for PwD	• The University plans to make all buildings, public walkways, parks, gardens, etc., differently-abled friendly.
4.	**Administrative Block (Admission & Counselling Area)**	• Having adequate space for administrative activities (such as admission and counseling activities) is essential.	• The University proposes to utilize its administrative block with dedicated areas of admissions, counseling, and other administrative blocks separately.
		• Faculty Cubicles in adequate numbers as per the demands (Desirable Requirements)	• The university has a good number of faculty sitting spaces/cubicles. However, the plan is to make available additional faculty sitting space/cubicles as per the future expansion plan. • New buildings are being planned for meeting these requirements.
		• Different departments may have their own buildings	• The University plans to have dedicated buildings for different departments/schools in the future.
5.	**Library/ Digital resource centre**	• Adequate in size with reading rooms, stock areas for books & Journals with online information access facility.	• The University plans for a dedicated building for the library with all the state-of-the-art facilities, including reading rooms, stock areas for books, journals, magazines, e-library space, etc.
6.	**Lecture Complex, Classrooms**	• Students should have access to Lecture complexes, classrooms, tutorial rooms, discussion rooms of different sizes with comfortable seating arrangements and teaching-learning facilities.	• The University plans to develop its academic building in such a way that each school should have its own building with all the facilities and dedicated space for the concerned departments, comprising modern, equipped labs, classrooms, seminar halls, discussion rooms, departmental libraries, and a separate faculty sitting arena.
7.	**Tutorial rooms**	• Video Recording Facilities	• The university has two studios for audio-visual recordings of lessons, courses, etc. However, it has a plan for the expansion of such facilities in the future.

8.	**Examination branch**	• There should be a separate examination branch with strong room large enough to accommodate confidential documents and examination papers.	• The University plans to have a separate examination branch with a strong room large enough to accommodate confidential documents and examination papers in future buildings.
9.	**Facilities to Faculty and Staff**	• There should be an adequate number of well-equipped faculty chambers to accommodate all permanent faculty members, visiting faculty members, part-time faculty members, research scholars, etc. (Basic Requirements) • The Campus shall have 2-3 bedroom facilities/ quarters for the resident faculties/ staff. (Desirable Requirements)	• The University has well-equipped faculty chambers to accommodate all permanent faculty members, visiting faculty members, part-time faculty members, research scholars and plans to expand these accordingly in future buildings. • Future planning for construction of new residential quarters is under progress.
10.	**Meeting rooms**	• Meeting rooms with enough space (as per standard norms), furniture, and electronic communication/presentation equipment.	• The University has plans accordingly for future buildings with adequate meeting rooms.
11.	**Office Rooms**	• Suitable for meeting the needs of all staff members	• The University plans accordingly for future buildings.
12.	**Laboratories and Research Centres**	• Modern laboratories and advanced super specialty research centers in a wide variety of scientific and technological fields. (Basic Requirements) • Departmental Libraries with reference books & online digital	• The University plans to develop its buildings accordingly so that the latest lab equipment can be accommodated and the establishment of advanced super specialty research centers can be ensured, to develop the University as a premier research institute.

		information resources. (Desirable Requirements)	
13.	**Computer Centre/ Multimedia Studios**	• Computer Centre having appropriate Computer: Student • Ratio as per standard norms. (Basic Requirements) • Multimedia Studios for creation of digital contents with optimum sound control & recording facilities. • (Aspirational requirements)	• The university has a computer centre available to meet students' needs. The university has multimedia studios for the creation of digital content. The university has a plan to expand these facilities in the future as per the demand for the users/stakeholders.
14.	**Cafeteria/Dining Room/ Mess Facility**	• Cafeteria/ Dining room/ Mess facility equipped with modern cooking apparatus/equipment to ensure quality, cleanliness, and hygiene. (Basic Requirements)	• The University plans to have state-of-the-art kitchen equipment and facilities for the dining/ mess area.
15.	**Games & Sports facility**	• Playground and indoor Stadium of sufficient size to accommodate variety of games. (Basic Requirements) • Gymnasium and workout center, Swimming Pool, Stadium and High Tech Playgrounds, Modern type indoor stadium with multi-purpose arena (Aspirational requirements)	• The University plans accordingly for future buildings so that an adequate playground area, indoor and outdoor gym facilities are available for the use of students and staff.
16.	**Auditorium and conference rooms**	• One auditorium of sufficient size and or conference rooms of various capacities depending upon the size of the institution (Basic Requirements)	• University is planning to develop various smart classrooms/ seminar halls on the campus. • Further, the University also plans to develop an auditorium of 1500 to 2000 capacity with the latest technologies, which can be utilized for hosting multiple events simultaneously.

17.	**Hostels**	• Student Hostels: for at least 60 % of students, especially for out stationed students. (Basic Requirements) • Research Scholars Hostels with contemporary facilities (Desirable requirements)	• As the University campus is located in a remote area, the university is planning for a hostel facility for 90-95% of the student strength. The buildings designed for the hostels will be planned to meet the basic requirements of day-to-day needs, such as recreational activities, dining area, medical facilities, gym, etc.
18.	**Parking**	• Suitable for meeting the needs of all stakeholders • International Student Hostels (Aspirational requirements	The University plans to make smart parking lots, which will have charging points for e-vehicles, solar-covered roof sheds, sensor-based parking availability status, etc.
19.	**Exhibition Hall**	• In order to fulfill the requirements of all curricular activities (Academic/Vocational/Skilling), there should be an adequate number of exhibition halls/ space.	• The University plans to develop an auditorium of 1500 to 2000 capacity with the latest technologies, which can be utilized for hosting multiple events simultaneously.
20.	**Guest Accommodation**	• Suitable guest house for meeting university requirement (Basic Requirements) • Star hotel type guest hostels with accommodation, food, and recreation facility (Desirable requirements)	• The University aims to develop its guest house as a state-of-the-art facility with all modern amenities like centralized HVACs, EPABX, centralized high-speed internet connectivity, access to digital library, and an efficient online guest room booking system for the comfort of the visitors.
21.	**Commercial Shops/ centers**	• Convenience Shops for students and staff to purchase essential items (Basic Requirements). • Shopping Complex/ Centers suitable for all kinds of shopping (Aspirational requirements)	• The University plans to build a modern commercial area/shopping complex having all the essential and leisure facilities for the campus residents and visitors. Especially, considering the students intake from almost all states of the country and for international students, the complex is being planned in such a way that a variety of food can be made available for all the stakeholders.

22.	**Health and well being**	• Modern Dispensary / hospital that offers inpatient and outpatient services 24 hours a day, 7 days a week. (Desirable requirements)	• The University aims to develop a modern health center with all required amenities and the latest equipment, testing facilities, pharmacy, etc.
23.	**Student recreation facilities**	• Student recreation facilities with appropriate blend of modernity and functionality (Desirable requirements)	• The University aims to develop state-of-the-art recreational facilities for the students so that the energy of students can be channeled in a productive direction.
24.	**International student centres**	• With contemporary student amenities whenever international students are large in number (Aspirational requirements)	• The University aims to develop a separate modern hostel for international students to meet the basic requirements of day-to-day needs, such as recreational activities, dining area, medical facilities, gym, etc.
25.	**Incubation centre and Research park**	• With in-house industry R & D units & collaboration (Aspirational requirements)	• The university has an in-house industry R&D unit and collaboration in the name of CUPRDF for the incubation of viable start-up projects.
26.	**Botanical Park/ Garden**	• Natural type, with a documented collection of living plants that may be used for the purpose of scientific research, conservation, display, and education. (Aspirational requirements)	• University has developed a botanical garden on 20 acres of land, and the University aims to develop the same with diversified plants, their conservation and a research-oriented garden with other facilities to make it the best botanical garden in Punjab state.
27.	**Vocational Education, Training and Skilling infrastructure**	• Adequate well equipped building space with appropriate equipment, machinery and tools, including computer labs and technology labs for learning skill/ vocational education as part of course curriculum	• Recently, University has been sanctioned with Deemed awarding body status (Dual) by the National Council for Vocational Education Training (NCVET). • The University aims to develop a modern training center building which will have all the modern technologies, the latest appropriate equipment, a computer center, and laboratories required for skill/ vocational education.

H. Digital Enablers

S. No.	Types of infrastructure Digital	Details of digital infrastructure & its usage ESSENTIAL	Proposed Plan
1.	**Internet usage**	● Connecting external world through an electronic device to the stakeholders	The University plans to establish robust internet connectivity across all campuses to support educational, research and administrative needs through: ● Implementing a high-speed campus-wide network with redundant connections to ensure seamless connectivity for stakeholders. ● Providing secure access to the internet through centralized control systems, ensuring appropriate monitoring for data security and access management. ● Expanding bandwidth capacity to support increasing demands from digital resources and virtual learning platforms.
2.	**Website**	● For providing institutional information to the public	The objective of the University is to offer authentic, up-to-date, transparent, GIGW-compliant, accessible information securely about the institution to the public and stakeholders. In this regard, the plan is to: ● Update the website regularly to include comprehensive institutional details, events, and resources. ● Integrate user-friendly sections for various stakeholders (students, faculty, staff) to access information such as course offerings, admissions, and research publications. ● Ensure compliance with accessibility standards to provide an inclusive digital experience. ● Follow structure and content similar to other established gov.in, and ac.in websites

3.	**Online Messaging stakeholders' groups**	● For vertical and horizontal communication between Stakeholders	For the streamlined communication among departments, students, and other stakeholders the university plans to : ● Establish dedicated online groups for administrative, academic, and student communication on a secure platform. ● Enable messaging systems through the university's LMS (Learning Management System) and centralized portals like Samarth to facilitate quick updates and notifications. ● Internal browser/mobile-based instant video conferencing solution, both vertically and horizontally, i.e. group-based or e.g., WhatsApp groups for quick updates and meetings
4.	**Online Blogs & sites for every course**	● To provide course information and day to day progress of the students who enrolled in the course to stakeholders and public.	To create digital spaces for courses, supporting student engagement and progress tracking, the university plans to: ● Develop individual blogs or micro-sites for each course, allowing instructors to share course materials, announcements, and student progress updates. ● Encourage faculty to utilize these platforms for providing feedback and fostering discussions, thus supporting continuous student engagement.
5.	**Wi-Fi Campus**	● To access online ubiquitous information in the campus and classes.	The objective of the University is to enable students and staff to access information ubiquitously across campus. The plan is to: ● Implement comprehensive Wi-Fi coverage across all campus areas, including academic buildings, libraries, and hostels. ● Set up Wi-Fi access controls and monitoring systems to manage bandwidth and ensure secure, efficient internet usage.

6.	**Online Study material**	● Development of study materials both in audio, video, and text form as per the curriculum and providing them to concerned students online as additional support to classroom teaching – learning process.	The supplementary digital resources in text, audio, and video formats aligned with curricula will be developed and provided through: ● An online repository with downloadable study materials, e-content, and multimedia content. ● Encourage faculty to upload lecture recordings and PPT/Word/PDFs materials, making content accessible for students on various devices in the university website.
7.	**Digital Library**	● Development of study materials both in audio, video, and text form as per the curriculum and providing them to concerned students online as additional support to classroom teaching – learning process. The study material in the form of a PDF book to be stored in a smartphone, tablet, or laptop computer will help provide a ubiquitous reference for the covered portion of the course subjects.	The objective of the University is to provide continuous, 24/7 access to digital resources. The plan is to: ● Develop a digital library to preserve and provide access to the university's research and other academic resources. ● Collaborate with national and global digital libraries to offer students and staff comprehensive access to digital collections. ● Ensure 24/7 access to digital resources, allowing stakeholders to retrieve information anytime, from anywhere. ● Regularly update the repository with new academic resources, including theses, dissertations, working papers, published articles, supplementary files, datasets, conference papers, presentations, and videos, to maintain a comprehensive and up-to-date digital library for all users.
8.	**Digital Publication**	● The university should have its own publication for books, newsletters, magazines, journal proceedings, and printing question papers for examinations. Online digital publication as open access	The objective of the University is to create a digital publication wing for academic content, newsletters, and examination materials. The plan is to: ● Establish an open-access digital publication platform for publishing institutional research, journals, and newsletters. ● Ensure compliance with open-access protocols, thus enhancing the institution’s research visibility and accessibility.

		publication globally is the best practice.	
9.	**Paperless office**	● By developing academic administrative software the university should provide an online office environment to cater the services of stakeholders.	The objective of the University is to digitize administrative processes, reducing paper usage and improving efficiency. The plan is to: ● Implement a comprehensive academic and administrative software system like Samarth/eOffice for managing records, approvals, and communication. ● Train staff on digital tools for administrative tasks, ensuring efficient and secure management of documents.
10.	**Paperless exams**	● Adopting a digital examination system eliminates the wastage of papers in the examination process.	The objective of the University is to facilitate online examinations, reducing paper waste and administrative burdens. The plan is to: ● Develop/invest in a digital examination platform with secure login, proctoring capabilities, and automated assessment tools. ● Develop protocols for transitioning to online exams, including support for technical issues and guidelines for students and staff.
11.	**Online Evaluation**	● Automated & digitized online evaluation system eliminates the wastage of time of evaluators & speeds up the evaluation process.	The objective of the University is to implement an automated and digitized online evaluation system to expedite the grading process. The plan is to: ● Set up a secure, automated online evaluation platform accessible to evaluators from any location. ● Provide training for evaluators on using the digital system to ensure smooth, consistent grading and reduce errors.
12.	**Website based result announcement**	● Ubiquitous reachability.	The objective of the University is to ensure the timely, ubiquitous availability of student results. The plan is to: ● Implement a dedicated, secure results section on the university website for students to access results instantly.

			● Develop a user-friendly interface with notification options for result announcements, ensuring seamless access.
13.	**NAD marks cards Facility**	● A convenient and completely secure digital academic depository solution.	The objective of the University is to secure digital storage and access to academic credentials for students and institutions. The plan is to: ● Integrate with the National Academic Depository (NAD) to provide verified digital mark sheets and certificates. ● Ensure data privacy and secure access through unique student IDs, facilitating ease of verification by other institutions and employers.
14.	**Online admission test**	● A ubiquitous facility for global admission	The objective of the University is to provide an accessible, digital platform for global admissions testing. The plan is to: ● Implement an online, proctored admission test platform capable of remote access, ensuring secure, fair assessment of applicants. ● Incorporate anti-cheating measures and secure login protocols to maintain test integrity
15.	**Education ERP**	● To integrate various departments of the university for timely exchange & access of information.	The objective of the University is to integrate all university departments for efficient information exchange. The plan is to: ● Implement the Samarth eGov system interlinking academic, administrative, and financial modules. ● Enable real-time information access for faculty, students, and staff, improving communication and reducing operational delays.

16.	**Plagiarism software facility**	● A software facility available to every stakeholder to check plagiarism content in the documents.	The objective of the University is to provide plagiarism detection tools accessible to all stakeholders. The plan is to: ● Ensure access to plagiarism detection software for students, faculty, and staff to maintain academic integrity. ● Provide training sessions to promote responsible usage and uphold research standards.
17.	**Online digital magazine & Student publication**	● In online publication. Digital format through University	The objective of the University is to offer a digital platform for student and university publications. The plan is to: ● Create a section on the university's website for digital magazines and student publications, with features for student submissions. ● Regularly update content and promote digital publishing, encouraging students to engage in academic and creative writing. ● Provide access to the One Nation One Subscription of the Ministry of Education.
18.	**Online placement (Project, internship, & final)**	● Online ubiquitous support.	The objective of the University is to support virtual placement and internship opportunities. The plan is to: ● Implement the Training and Placement module of Samarth, where students can access job postings, internships, and project opportunities. ● Provide video interviews and e-consulting services, facilitating seamless recruitment and placement processes.
19.	**Video documentation of each course & each College**	● For open information access from globally	The objective of the University is to create a video repository for courses and college information accessible globally. The plan is to: ● Record and catalog introductory videos for each course and college, accessible on a dedicated online platform.

			● Maintain a high-quality library of resources, including video tours and faculty introductions, to attract potential students.
20.	**Video documentation on online public platforms**	● For open information access from globally	The objective of the University is to promote open access to information through online platforms. The plan is to: ● Publish institutional videos on platforms like YouTube/Facebook/Vimeo, etc. to reach a global audience. ● Ensure that the content is high-quality and showcases the university's strengths, promoting transparency and inclusivity.
21.	**Social Media based promotions**	● Information access & Brand building promotions	The objective of the University is to use social media for information dissemination and brand building. The plan is to: ● Establish official accounts on social media platforms for university events, updates, and announcements. ● Engage with the university community through regular posts, video content, and live sessions to enhance brand visibility.
22.	**Use of ICCT underlying technologies like AI, BA, CC, DS, MB, OC, VR & AR**	● Adopting present technologies in automating the services	The objective of the University is to integrate advanced technologies for improved digital services. The plan is to: ● Adopt technologies like AI for administrative automation, VR/AR for immersive learning, and data science for predictive analytics. ● Continuously explore emerging digital tools to improve university processes and the learning environment.
23.	**Studio for video online classes**	● Studio for digitization of sound and scene	The objective of the University is to create a professional studio for recording and digitizing video lectures. The plan is to: ● Enhance the state-of-the-art recording studio with advanced audio-visual equipment and high-speed network for high-quality content production.

			● Enable faculty to record lectures and conduct live online classes, making digital learning resources accessible to students.
24.	**Video conference facility**	● For global information exchange in digital format	The objective of the University is to facilitate global information exchange through digital meetings. The plan is to: ● Implement robust video conferencing systems in key areas across the campus, equipped for virtual meetings and webinars. ● Provide training to faculty and staff on using video conferencing tools, enhancing global connectivity and collaboration.
25.	**Online open Publication system**	● For exchange of new knowledge generated to everybody through open access system	The objective of the University is to establish an open-access platform for the dissemination of research and new knowledge. The plan is to: ● Develop an open-access publication platform on the university website, providing access to research publications and journals. ● Ensure compliance with global open-access standards to support academic sharing and increase the university's research impact.