Strategic Plan 2027

मालवीय राष्ट्रीय प्रौद्योगिकी संस्थान जयपुर
जवाहर लाल नेहरू मार्ग, जयपुर – 302017 (राजस्थान, भारत)

[शिक्षा मंत्रालय, भारत सरकार के तत्वावधान में राष्ट्रीय महत्व का एक संस्थान]

MALAVIYA NATIONAL INSTITUTE OF TECHNOLOGY JAIPUR

Jawahar Lal Nehru Marg Jaipur – 302017 (Rajasthan, INDIA)

[An Institute of National Importance under the aegis of Ministry of Education, Govt. of India]

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EXECUTIVE SUMMARY

MNIT Jaipur has developed a strategic plan for 2022-27 with aspirations to transform into a world-class higher education institution. In order to fulfil its aspirations to become a leading seat of learning and research, MNIT Jaipur has put forth an ambitious strategic plan based on unambiguously defined performance indicators related to various aspects of its operations. The committee constituted for developing the Strategic Plan for a period 2022-27 has, through a consultative mechanism identified thrust areas and other priority areas for the Institute where a focused effort to improve things are likely to give an impetus to the Institute in terms of its reputation, ranking, financial sustainability and stakeholder satisfaction.

The committee has followed an eight-step approach for the development, involving students, faculty, alumni and industry. Face to face meetings, open houses, online surveys and telephonic consultations have been used to identify thoughts and ideas for the purpose. The Strategic Plan document for period 2017-22 was also referred for identifying areas where continuity of efforts is needed. Strength, Weakness, Opportunity and Challenge (SWOC) analysis was also carried out by the committee in this process.

The plan and identified priority action items are classified under three major areas, termed as Action Groups in this document. These are: Firstly, 'Governance, Budgeting & Infrastructure'; Secondly, 'Research Excellence', and last but not the least 'Teaching-Learning'.

After identifying priority action items under each of these three Action groups and defining their respective Key Performance Indicators (KPIs), the committee once again consulted departments and other units of the Institute for finalizing the Key Performance Indicators and setting up tangible targets in various priority areas so that progress of the Institute can be established in a quantifiable manner.

Post setting up the target KPIs, the committee has also prepared implementation plan for achieving the targets. Three Deans, namely, Dean-P&D, Dean R&C, and Dean-AA have been identified as key responsible persons for monitoring the progress of the Action Groups: 'Governance, Budgeting & Infrastructure'; Secondly, 'Research Excellence', and last but not the least 'Teaching-Learning', respectively.

Under each Action Group, focused Task Groups, comprising three Senior Institute functionaries have been identified who hold the key for implementation of individual action point and KPI improvement. The document also spells out an overall monitoring mechanism through a committee headed by the Director himself and recommends that progress be presented to the BoG on half yearly basis.

Though individual targets for various KPIs vary over a wide range, it is envisaged that if the plan is fully implemented in letter and spirit, the Institute is likely to grow by 2.5 times as compared to where it stands now in the year 2021-22, through a path of implementing many recommendations of NEP-2020, including better employability of its students, offering education to wider audience through digitization, enhanced industry connect, international visibility and ranking.

About US

MALAVIYA NATIONAL INSTITUTE OF TECHNOLOGY JAIPUR

The Malaviya National Institute of Technology Jaipur (MNIT Jaipur) is one of the 31 National Institutes of Technology in India. These Institutes have been created as centers of excellence for higher education, training, research and development in science, engineering and technology. The Institute was established as a Regional Engineering College in 1963 jointly by Government of India and Government of Rajasthan. The Institute was upgraded to Malaviya National Institute of Technology in 2002 by Government of India and accorded the status of deemed university with autonomy to decide its academic policies and to award its own degrees. In 2007 the Institute was declared as an "Institute of National Importance" by National Institutes of Technology Act, 2007. The Institute is now an autonomous body and is fully funded by the Ministry of Education, Government of India. Over 30,000 students have already been graduated since its establishment.

The Institute currently offers eight (08) undergraduate, twenty-nine (29) postgraduate and doctoral research programs in multiple disciplines of science, technology, humanities and management. The Institute currently constitutes of 13 Departments and 3 Centres of Excellence with an annual intake of about 800 students in its undergraduate program and about 750 students in the postgraduate and doctoral research program.

our**VISION**

To create a centre for imparting technical education of international standards and conduct research at the cutting edge of technology to meet the current and future challenges of technological development.

our**MISSION**

To create technical manpower for meeting the current and future demands of industry: To recognize education and research in close interaction with industry with emphasis on the development of leadership qualities in the young men and women entering the portals of the Institute with sensitivity to social development and eye for opportunities for growth in the international perspective.

our**QUALITY POLICY**

MNIT shall strive to impart knowledge in such a manner as to achieve total satisfaction of students, parents, employers, and the society.

our**MOTTO**

योग: कर्मसुकौशलम्

CORE INSTITUTE GOALS & VALUES

Currently the **institutional goals** of MNIT Jaipur are defined as:

1. Enhanced value to students

2. Enhanced value to industry

3. Enhanced value to society

4. Efficient and transparent organizational management

5. Enhanced self-dependence

6. Enhanced global recognition

MNIT Jaipur has identified the following as its **core institutional values**:

- Excellence
- Inclusiveness
- Innovation
- Integrity
- Reliability
- Social responsibility
- Accountability
- Transparency

SETTING STRATEGIC PLAN 2027

THE CONTEXT

Higher education is currently undergoing a paradigm shift globally. Increasing use of digital technologies, shrinking distances and an explosion of information is changing the fundamental nature of how we are living our lives. These transformations necessitate that the seats of learning too adapt and adopt to these transformations.

India now aspires to take a leadership position globally. To achieve these aspirations, the Institute need to transform huge young population into a **multidisciplinary skilled workforce**. This would mean transforming delivery of education to industry-oriented and practice-based content that shapes teaching-learning experiences. With the adoption of the National Education Policy (NEP) 2020, a new era has dawned in the Indian education landscape. The reforms proposed in the NEP 2020 will lead to fundamental changes the manner the seats of learning in Indian Education System operates. MNIT Jaipur aspires to take a leadership position in building capacities and frameworks that can benefit not just itself but also by other institutes in higher technical education.

MNIT Jaipur aspires to take a leadership position in adopting and adapting to these **digital transformations** to create world-class teaching-learning experience. An effort is being made in the form of developing this strategic plan to transform MNIT Jaipur from a traditional seat of learning into a modern and **global leader in education** while showcasing this digital transformation.

The specific objectives for developing the Strategic Plan 2027 are to:

- Develop a set of **strategic aspirations** for MNIT Jaipur for next 5 years that sets it on a course to become a leader in Higher Education in India.

- Define the set of **initiatives** that will help MNIT Jaipur in realizing these aspirations by 2027.

- Successfully implement the **National Education Policy 2020** while assuming a **leadership role** in building capabilities and implementation frameworks.

- Develop pathways to **digitally transform** and create **world-class teaching-learning experiences** which can benefit MNIT Jaipur as well as the society in general.

CHARTING THE PATH TO DEVELOP THE STRATEGIC PLAN 2027

In order to develop it strategic plan for the next five years MNIT Jaipur adopted a formal broad-based consultative approach which included:

Stage 1:   Stakeholder Consultation
- Leadership of the institute including Director, Deans, Associate Deans, Head of Departments and Senior Professors
- Faculty and staff belonging to the constituent Academic departments, Centre of Excellences and Administrative sections
- Existing students registered in and Alumni of various programs offered by the Institute
- Industry experts, and current and potential employers

Stage 2:   Identification of priority areas based on stakeholder consultation

Stage 3:   Conducting a SWOC (Strength Weakness Opportunity Challenges) Analysis

Stage 4:   Further refinement of the identified priority areas and development of key performance indicators (KPIs) and metrics

Stage 5:   Identification of benchmarks for the KPIs and major action points

Stage 6:   Setting targets for the identified KPIs and metrics vis-à-vis benchmarks

Stage 7:   Developing an enabling framework and action plan to achieve identified KPIs and metrics

Stage 8:   Developing a mechanism to track and monitor the identified KPIs and metrics

STAKEHOLDER CONSULTATION

The stakeholder consultations included focused group/ open-house interactions with various stakeholders followed by a structured feedback questionnaire circulated among various stakeholders to record their responses on various aspects and activities related to MNIT Jaipur.

Responses on the respective structured questionnaires were obtained from:

- Students

- Faculty

- Alumni & Industry

Subjective and objective evaluation was carried out for the feedback received, and the same was also utilized for carrying out Strength Weakness Opportunity and Challenge (SWOC) analysis.

SUMMARY OF SWOC ANALYSIS

Utilizing the stakeholder discussions and surveys, SWOC analysis has been conducted. Summary emerging out from the stakeholder opinion, is presented below:

Major strengths:
- Classroom infrastructure, excellent location and green campus
- Adequate built-up space and land availability for expansion
- Strong alumni base willing to contribute towards improvement
- Qualified faculty having international experience/exposure/linkages

Major weaknesses:
- Lack of active industry linkage in many departments/programs
- Pending maintenance and upgradation of lab equipment
- Inadequate hostel facilities
- Lack of motivation among faculty and students

Major opportunities:

- Rapidly expanding industrial base in Rajasthan
- Opportunities to support government initiatives/missions
- Starting interdisciplinary centers of excellence
- Establishing tie-ups with strategic organizations and defense sector

Major challenges:

- Budgetary appropriation and constraints
- Legacy of old procedures
- Lead time for infrastructure expansion limiting academic expansion
- Other institutes in nearby areas capitalizing opportunities and improving ranking

IDENTIFIED KEY PRIORITY AREAS

Based upon the wide stakeholder consultation, following priority areas were identified. These identified priority areas have been grouped under three heads as per their nature and involvement of institute authorities, as well as location of action point:

Action Item Group-1:   **Governance, Budgeting & Infrastructure**

Action Item Group-2:   **Research Excellence**

Action Item Group-3:   **Teaching-Learning**

The tables given on the following pages present a detailed coverage of these action groups, along with their KPIs and identified three major action items for each objective.

These action items have a significant reflection of the stakeholder consultation alongside directions identified from the study of strategic plans of other premium institutes.

ACTION ITEM GROUP-1: Governance, Budgeting & Infrastructure

Sr.	Objective	KPI	Action 1	Action 2	Action 3
Areas requiring urgent action					
1	Sufficient and transparent fund allocation to the departments to meet their recurring and development requirements	• Funds to dept. for new equipment and maintenance	Budgeting with dept.	Advance planning at depts.	Enhancement in internal revenue generation by depts.
2	Sufficient lab space and supplies	• Lab area/ faculty • Sqm/ Research scholar • Amount spent on supplies	Budget allocation for raw material, spares, maintenance	New space creation for labs	Effective space mgmt. with space utilisation norms and periodic review
3	Regular recruitment and timely opportunities for career progression/promotion	• No. of times process is conducted	Rolling advertisement	At least once in six-month process	Hand-holding and mentoring
4	Student hostel infrastructure and amenities	• Hostel seats to students ratio	More hostel seats	Maintenance of old hostels	Portal for hostel management
Other priority areas					
5	Institute financial support and seed-money to faculty for research/startups	• Amount spent for seed support • No. of faculty benefitted	Creation of seed grant scheme for research	Creation of seed grant scheme for faculty startups	Creation of provision in IRG utilization, corpus through CSR funds from industry/endowment
6	Clearly defined and Transparent processes	• No. of SoPs	Development of SoPs	External audit of processes	Portal driven processes
7	Effective grievance redressal system for employees	• No. of grievances recd. • Average time to process	Frequent meetings of committees	Time bound disposal	Grievance handling portal
8	Effective grievance redressal system for students	• No. of grievances recd. • Average time to process	Frequent meetings of committees	Time bound disposal	Grievance handling portal
9	Secretarial support to departments/faculty	• Faculty/staff ratio in departments • Staff/program ratio	Periodic recruitment of staff	Upskilling of staff on Secretarial/ administrative/ technical work	Skill mapping for posting
10	Spaces and events for social/recreational activities	• No. of social gathering spaces/events	Capacity expansion of recreational facilities	New canteens/eateries creation	Operational time enhancement
11	Congenial and appreciative work environment	• Score in satisfaction surveys	Satisfaction surveys to be conducted periodically	Initiating awards/ recognitions	Faculty/student open house

ACTION ITEM GROUP-2: Research Excellence

Sr.	Objective	KPI	Action 1	Action 2	Action 3
Areas requiring urgent action					
1	Institute support to secure and utilize research grants	▪ No. of new projects ▪ Total grant recd.	Staff for coordinating calls and paper work	Financial autonomy to PIs	Research Professor scheme
2	Linkages with industry/research labs for research collaboration	▪ No. of MoUs ▪ No. of Joint publications ▪ No. of joint projects ▪ No. of jointly supervised PG/Ph.D. thesis	Recruit adjunct faculty from industry/ research labs/ international	Develop joint research projects	Professor of Practice scheme to be introduced
3	Linkages with industry/research labs for delivery of academic programs	▪ No. of courses offered by industry and research labs ▪ Hrs. of engagement of industry	Adjunct faculty from industry/ research labs	Develop new courses with industry	Lecture series to be conducted
4	Recognition/ Reward for quality research work	No. of faculty and students awarded	Starting awards for quality research	Incentivizing high performing faculty and students	Top up research grant from Institute
Other priority items					
5	Infrastructure/ Lab-support for research	Amount spent on research equipment	Budgeting with dept.	Advance planning at depts.	Creation of provision in IRG utilization, corpus through CSR funds from industry
6	Support to students/faculty to convert research work into publishable form	No. of research papers	Technical writing support	Training to research scholars for paper writing	Awards for high quality papers
7	Research component in existing academic programs	▪ Papers to PG students ratio ▪ Papers to UG Project ratio	Introduction of courses related to paper and report writing	Capstone project concept	Inter-departmental project concept
8	Engagement with local industry and community to identify and solve their problems	▪ No. of tech. solutions developed for local industry/ community ▪ No. of events	Training programs for local industry/ community	Linking PG/ PhD programs with local industry/ community	Open house /R&D showcase sessions

ACTION ITEM GROUP-3: Teaching-Learning

Sr.	Objective	KPI	Action 1	Action 2	Action 3
Areas requiring urgent action					
1	Extent of Industry-based content in current program structures	▪ No. of industry adjunct faculty ▪ No. of industry collaborative programs/ courses	Starting industry collaborative programs and Industry minor program	Active participation in curriculum dev.	Industry experts as adjunct faculty
2	Opportunities to pursue interdisciplinary/ multi-disciplinary courses	▪ No. of elective courses for other branches ▪ No. of interdisciplinary CoEs	Program structure to be opened up for electives	Inter-departmental projects	Joint faculty from other dept and CoEs, setting up more interdisciplinary CoEs
3	Opportunities to enhance employability related soft skills	▪ Percentage placement ▪ Median salary	Skill mapping of students and training in deficient areas	Soft skill content in curriculum as per industry requirement	Professional career counsellors and trainers to be engaged
4	Self-financed STPs/ PDPs, Certificate programs, FDPs	▪ Number of industry persons and faculty trained ▪ Number of events ▪ IRG	Infra and secretarial support through dedicated Centre for continuing Education	Flexible norms for fund utilization	Online course development
Other priority items					
5	Flexibility in choosing courses	▪ Faculty-student ratio ▪ No. of electives offered ▪ No. of new electives added	Faculty recruitment	Faculty trg. on contemporary topics	Frequent curriculum revision
6	Student industry internships/ interactions	▪ No. of students on internship ▪ No. of guest lectures by industry	Enhanced focus of PTP section on arranging internships	Alumni engagement in internships	Full time HR professionals for PTP section
7	Orientation of course to develop socially-responsive professionals	No. of courses directly related to social responsiveness	Social internships to be recognized/ promoted	Tie-ups with NGOs/ Charitable organizations/ Govt. programs	Creation of more student clubs/ societies
8	New UG/PG programs	No. of new UG programs	More faculty	More academic and hostel space	Industry need mapping with current offering
9	International exposure	▪ No. of international students ▪ No. of students as interns abroad ▪ No. of intl. visitors hosted	Starting Dual/Twin degree programs with partner univ./institutes	Marketing at the time of admission	More faculty participation in international events
10	Recognition/ Reward for quality teaching	▪ No. of faculty members awarded	Starting awards for quality teaching	Incentivizing high performing faculty	Grant for development of teaching material

| 11 | Visibility/ recognition of institute | ▪ NIRF/ ARIA/QS Rank
▪ No. of accredited programs
▪ Awards/ recognitions to institute
▪ Starting and closing rank of programs | Portal based data collection and compilation | Professional outreach/ PR agency | Regular perception surveys (internal/ external/ peers) |

IMPLEMENTATION PLAN

Following basic elements have been identified for implementing the Strategic Plan

STAGE 1

SETTING TARGETS FOR KEY PERFORMANCE INDICATORS

- Through the next round of stakeholder consultation, identified priority areas and identified KPIs were again shared with faculty members and officials of the Institute.
- Inputs were taken from them about their own requirements and targets with reference to current level of operation and keeping in mind institute aspirations.
- Compiling and moderating the inputs received from the departments, centers and other units, Institute level targets were worked out. Summary of the same is presented in the following section.

ACTION ITEM GROUP-1: Governance, Budgeting & Infrastructure

Sr.	Key Performance Indicator (KPI)	Unit	Current (2021-22)	2022-23	2024-25	2026-27
1	Fund allocated to each dept. for new equipment and central facilities	Rs (lakh)	2500	4000	7000	10000
2	Amount spent on supplies, maintenance	Rs (lakh)	3242	3500	5750	8000
3	No. of times faculty and staff recruitment process conducted every year	Nos	0.5	1	2	2
4	Hostel seats to students ratio	Ratio	0.76	0.8	0.9	1
5	Amount spent for seed support	Rs (lakh)	0	150	240	350
6	No. of faculty benefitted	No.	0	30	40	50
7	Staff to faculty ratio	Ratio	1.1	1.1	1.1	1.1
8	No. of socialising points	Nos	3	4	5	6
9	No. of recreation centres	Nos	3	4	5	6
10	Score in satisfaction surveys		NA	7.5/10	8.0/10	9.0/10

ACTION ITEM GROUP-2: Research Excellence

Sr.	Key Performance Indicator (KPI)	Unit	Current (2021-22)	2022-23	2024-25	2026-27
1	No. of new projects	Nos	27	30	60	90
2	Total grant recd.	Rs (lakh)	1346	1450	3000	5400
3	No. of MoUs with industry/ Institutes/ Research org./ Govt. org. within India	Nos	29	34	40	46
4	No. of MoUs with international institutes	Nos	26	34	40	46
5	No. of Joint publications	Nos	94	100	187	274
6	No. of joint international projects	Nos	8	12	16	32
7	No. of jointly supervised PG/Ph.D. thesis	Nos	28	35	70	105
8	No. of courses offered by industry and research labs	Nos	NIL	2	8	16
9	No. of journal papers/faculty	Nos	2.3	2.5	3	4
10	No. of papers to PG/Ph.D. students ratio	Ratio	0.9	1	1.5	2
11	Revenue generated from RnC IRG	Rs (lakh)	222	233	394	555

ACTION ITEM GROUP-3: Teaching-Learning

Sr.	Key Performance Indicator (KPI)	Unit	Current (2021-22)	2022-23	2024-25	2026-27
1	Number of industry adjunct faculty	Nos	3	24	50	90
2.	Number of Chair Professors	Nos	NIL	2	8	14
2	Number of industry collaborative programs/ courses	Nos	NIL	2	4	8
3	Number of elective courses available for other branches	Nos	55	60	80	110
4	Number of students	Nos	5100	5400	5700	6000
5	Number of interdisciplinary CoEs	Nos	3	5	8	10
6	Percentage placement	Percent	86%	95%	100%	100%
7	Median salary	Rs (lakh)	9	11	15	18
8	Number of industry persons and faculty trained	Nos	800	1000	1500	2000
9	Number of FDP/STTP events	Nos	40	44	60	80
10	Faculty-student ratio	Ratio	19	18	16	15
11	Number of students on internship	Percent	32%	37%	47%	57%
12	Number of courses directly related to social responsiveness	Nos	1	4	12	18
13	Number of UG programs	Nos	8	9	10	11
14	Number of PG programs		28	28	30	32
15	Number of international full-time students	Nos	15	30	60	100
16	Number of students as interns out of India	Nos	NIL	15	50	100
17	Number of international adjunct faculty	Nos	1	8	16	36
18	Number of faculty awarded by Institute	Nos	6	6	8	12
19	NIRF Rank/QS Rank	Rank	37/NA	37/Apply	25Ranked	10/Top 1000
20	Number of accredited UG programs	Perc	85%	100%	100%	100%
21	Number of accredited PG programs	Perc	37.50%	50%	80%	100%
22	Starting rank of programs	Rank	547	400	300	100
23	Closing rank of programs	Rank	41639	30000	15000	10000
24	No. of internal faculty members upskilled through formal trainings	Nos	25	50	75	100
25	No. of staff members upskilled through formal trainings	Nos	NIL	25	50	100

STAGE 2

DEVELOPING ENABLING FRAMEWORK

For implementation of the above identified action points and for achieving the targets for individual KPIs, key stakeholder in the administrative set-up have been identified. For the three major action item groups, three Deans would be mainly responsible as given below:

Action Item group-1: Governance, budgeting and infrastructure: Dean (P&D)

Action item group-2: Research excellence: Dean (R&C)

Action item group-3: Teaching-learning: Dean (AA)

Each Action item group has been sub-divided in various task groups, TG1.1 to TG1.11 for the Action Item Group-1, TG2.1 to TG2.9 for the Action Item Group-2, and TG3.1 to TG3.10 for the Action Item Group-3.

For each Task Group, three senior functionaries have been identified with their major roles identified for implementation and attainment of respective KPI.

ACTION ITEM GROUP-1: Governance, Budgeting & Infrastructure

Overall monitoring of Group 1 KPIs:

Item	Functionary	Role	Remarks
TG1.1: Budgeting and advance planning with dept.	Dean (P&D)	Coordination and balancing	To plan future expansion at Institute level, general infrastructure etc.
	HoDs, Deans, Hostel administration	Inputs for budget requirements	To plan future expansion at department level
	Registrar	Facilitation and provisioning	
TG1.2: Internal revenue generation by depts.	Dean (R&C)	Promote and facilitate more IRG	Infrastructure utilisation, Incentivisation with quality checks
	HoDs	Plan departmental activities for IRG	Facilitating faculty, application of quality checks
	Dean (P&D)	Provide funds and infrastructure for requirements having high IRG potential	Infrastructure enhancement
TG1.3: Space planning and management	Dean (P&D)	Space creation, upkeep and allocation, norms for space allocation and utilisation	To ensure sufficient space for each department, expansion of space, efficient utilisation of space
	HoDs, Deans, Hostel administration	Upkeep, removal of obsolescence, effective allocation and utilization	To ensure equitable allocation of space for various labs and other activities
	Executive Engineer	Facilitation and implementation	
TG1.4: Regular recruitment and timely opportunities for career progression/promotion	Dean (FA)	Recruitment planning as ongoing process	Implementation of rolling advertisement and regular career progression
	HoDs	Timely scrutiny/screening of applications	Balancing expertise of faculty as per academic and research plans of department
	Dy. Registrar (Establishment)	Facilitation and implementation	
TG1.5: Student hostel infrastructure and amenities	Dean (SW)	Coordination among hostel and estate	In liaison with Dean (P&D)
	Dean (AA)	Advance planning of hostel seats	Projecting increase in hostel requirement as per academic expansion plans
	Executive Engineer	Mechanism for regular maintenance	Service through portal

TG1.6: Institute financial support and seed-grant to faculty	Dean (FA)	Coordination and fund provisioning	Special provision for new faculty
	Dean (R&C)	Evaluation of proposals and execution	Utilising external experts
	HoDs	Implementation support in department	Providing space and other basic services
TG1.7: Clearly defined and Transparent processes	Registrar	Defining and implementing SoPs	Approval of SoPs
	All Deans	Development of SoPs	Transparency
	Dean (Digital Infra & Serv.)	Implementation of SoPs through ERP/portal	Digitization of processes
G1.8: Effective grievance redressal system for employees	Dean (FW)	Activation of Grievance redressal committee for faculty	Outcome/decisions to be made public
	Registrar	Activation of Grievance redressal committee for staff	Outcome/decisions to be made public
	Dean (Digital Infra & Serv.)	Implementation of SoPs through ERP/portal	Digitization of processes
TG1.9: Secretarial support to departments/faculty	Registrar	Appointing sufficient staff to departments,	Periodic recruitment of supporting staff
	HoDs	Raising requirements on rational basis, training of staff	Optimal utilisation of technical and non-technical manpower
	Deans	Raising requirements on rational basis, training of staff	Multiple skill development in staff
TG1.10: Canteen, eateries, dispensary, campus transport and other basic facilities	Dean (P&D)	Space creation and equipment as per need	Round the clock availability with security and surveillance
	Executive Engineer	Upkeep, outsourcing, contracting, maintenance	Facilitation of students for mobility, sanitation and hygiene on campus
	Dean (SW)	Coordination with hostel administration and mess	Student participation in management
TG1.11: Congenial and appreciative work environment	Dean (FA)	Conducting satisfaction survey from faculty, creating awards/incentives	Feedback and 360 degree appraisal
	Registrar	Conducting satisfaction survey from staff, creating awards/incentives	Feedback and 360 degree appraisal
	HoDs	Creating awards/recognitions at department level	

ACTION ITEM GROUP-2: Research Excellence

Overall monitoring of Group 2 KPIs:

Item	Functionary	Role	Remarks
TG2.1: Institute support to secure and utilize research grants	Dean (R&C)	Provide support and training for proposal development, enhance financial autonomy to PIs	Training on financial procedures, report writing, experience sharing from seniors
	Registrar	Provide support of purchase and accounts sections for timely purchases and settlement of accounts	
	Dean (IA)	Bring industry and international collaborators for projects, bi-lateral projects	Identifying potential partners, R&D showcase events
TG2.2: Institute Research/Chair professor scheme	Dean (FA)	Creation of norms for defining/ hiring Research Professor from among faculty	Such Professors have more focus on research with tangible output targets
	Dean (R&C)	Creation of Industry sponsored Chair Professors	To bring industry relevant research problems and frame research projects around the same
	HoDs	Identification of individuals	
TG2.3 Hiring Professor of Practice and Adjunct Professors from Industry	Dean (FA)	Making norms for hiring Professor of Practice and Adjunct Professor from Industry, facilitating inducted Professors, review of performance	Transparent mechanism to be developed
	HoDs	Identification of industries to be connected, identification/ evaluation of potential candidates through transparent process, facilitating inducted Professors	Utilization of such Professors in fetching research funding, and teaching industry based topics/courses is expected
	Dean (IA)	Identification of potential candidates from industry, creating opportunities for multiple interaction before engaging	Linking with endowment chairs from industry
TG2.4: Linkages with industry/research labs for delivery of academic programs	Dean (IA)	Signing of MoUs with industry/ research labs having collaborative potential/intent/synergy	These MoUs may be evaluated to identify potential candidates/areas for G2.3 above
	HoDs	Identification of industry/ research labs and key persons for collaboration,	Piloting collaboration through joint projects, supervision of thesis etc.

		defining potential outcome, SPOCs, monitoring plan	
	Dean (AA)	Implementation of joint academic programs	
TG2.5: Recognition/ Reward for quality research work	Dean (FA)	Implementing award/ reward/ incentives scheme for faculty for quality research work	Through design of a transparent scheme
	Dean (R&C)	Defining mechanism and criteria for awards/ rewards/ incentives to high performers including top up grant provision	IRG may be used for meeting the expenses
	HoDs	Channel of applications, initial verification of claims	No role in evaluation due to possible conflict of interest
TG2.6: Support for publications, patents, technology transfer	Dean (R&C)	Providing services of technical writer, patent attorney, faculty start ups	Regular awareness sessions may be needed
	HoDs	Motivating faculty	
	Dean (IA)	Facilitating technology transfer through industry linkages	
TG2.7: Research component in existing academic programs	Dean (AA)	Provisioning recognition of research component against course work/ credit	Modification in curriculum structure
	HoDs	Identifying research components that can be inserted in curriculum	
TG2.8: Engagement with local industry and community to identify and solve their problems	Dean (R&C)	Through liaison with local industry and NGOs engaged with community problems	Networking and outreach
	HoDs	Hosting invited talks by local industry, industry visits	Regular interaction with local industry will be needed for confidence building and identification of their problems
	Dean (SW)	Recognition of community service by students	Unnat Bharat Abhiyan, NSS etc.
TG2.9 International faculty engagement and MoUs with foreign universities	Dean (FA)	Defining provisions and mechanisms, speedy implementation upon receiving recommendations	Currently weak area of the institute, this is helpful in improving ranking and potential international ranking
	Dean (IA)	Converting MoUs into activities through active engagement of their faculty	Effectiveness of MoUs will get enhanced
	HoDs	Identification of potential faculty from prestigious international institutes	

ACTION ITEM GROUP-3: Teaching-Learning

Overall monitoring of Group 3 KPIs:

Item	Functionary	Role	Remarks
TG3.1: Enhancement of Industry-based content in current program structures	PTP	Providing feedback and feed-forward from industry to departments	Portal for industry feedback
	Dean (SW)	Feedback and review of contents by alumni working in industry	Portal based feedback
	HoDs	Development of industry-based content for courses utilising the feedback though PTP, Dean-IA and other sources	Industry based content to be as per demand of industry that can be taught by faculty or industry or both.
TG3.2: Setting up new inter-disciplinary Centre of Excellence	Dean (R&C)	Inviting proposals from group of faculty members working in different departments with clearly defined objective, defining norms of operation	Promote inter-interdisciplinary research
	Dean (IA)	Identifying need of CoEs through industry connect and international practices	Study model followed in partner institutes abroad
	Dean P&D	Facilitating setting up CoEs by providing basic infrastructure	
TG3.3: Opportunities to pursue interdisciplinary/ multi-disciplinary courses	HoDs	offering courses of interdisciplinary nature, offering multi-disciplinary projects at UG level	Collaboration with other departments for multi-disciplinary team of students for UG projects
	Dean (AA)	Curriculum design to accommodate interdisciplinary/ multi-disciplinary courses	Flexibility in selection of courses, acquiring trans-disciplinary specialisation (minor area)
TG3.4: Employability enhancement	PTP	Skill set identification and training of students	Feedback from recruiters
	Dean (AA)	Employability based curriculum structure	
	HoDs	Offering courses that enhance employability	Periodic review, vetting by industry
TG3.5: Self financed FDPs/STTPs/Certificate courses	Dean (R&C)	Facilitation through flexible norms and procedures	
	CDEC incharge	Single window solution for conducting courses, online course development and offering	Online Credit Courses to be developed in consultation with Dean (AA)
	HoDs	Organizing courses with industry, for industry	IRG potential

TG3.6: Contemporary topics in curriculum	HoDs	Identification of recent topics and faculty availability, future introduction of new courses	Engaging adjunct faculty for recent topics
	Dean (FA)	Faculty training on recent topics	
	PTP	Feedback from industry for topic identification/ competence level	
TG3.7: Industry internships and industry taught courses	PTP	Arranging internship opportunities	Possible Pre-Placement Offers
	HoDs	Identification of topics and persons for teaching	Industry that come for placement/ have hiring potential may be preferred
	Dean (IA)	MoUs with industry for industry taught courses	
TG3.8: Alumni engagement in teaching / research / mentoring	Dean (SW)	Engaging alumni through various schemes, awards, recognitions	Endowment fund or other methods to be explored
	HoDs	Conducting invited talks by alumni, identification for teaching/ research/ mentoring	Alumni to be engaged in curriculum development and delivery
	Dean (R&C)	Formulating alumni engagement schemes in research projects	Endowment fund or other methods to be explored
TG3.9: International exposure to students, student exchange, dual/ twin degree programs	Dean (IA)	Facilitation for participation in schemes such as DAAD, MITAC	Track bi-lateral student and faculty exchange opportunities
	HoDs	Identify and develop dual/ twin degree programs with partner institutes	In the areas of core strength
	Dean (AA)	Facilitate credit transfer/conversion, approvals	Internationalisation of education as per NEP
TG3.10: Academic expansion (new UG/ PG programs)	HoDs	Proposals	
	Dean (P&D)	Infrastructure support	
	Dean (AA)	Statutory approvals	

STAGE 3
TRACKING & MONITORING KEY PERFORMANCE INDICATORS

Monitoring and Reporting Implementation of Strategic Plan 2027

The success in achievement of the various objectives set by this strategic plan hinges on the successful accomplishment of various performance targets set in it. It is thus imperative that a continuous monitoring and assessment framework is put into place which will ensure that the efforts of the Institute are yielding results in the intended direction. Such mechanism is also required to identify if any deviations and take timely steps to rectify them.

An internal 'Strategic Plan Implementation Monitoring Committee' is being proposed in order to create a reporting framework and setup requisite mechanisms for the continuous monitoring and assessment of institutional activities.

Primary Objective
The primary objective of the committee will be to:

- Monitor, track and document the identified performance indicators

- Identify deviations from the set targets and taking remedial measures

- Recommend actions for continuous improvement of various processes & operations.

- Reviewing/revising targets and thrust areas as per the progress

Composition
The committee may be constituted as under:

- Chairman – Director

- Convener: Nominee of Director
- Members
    - All Deans, Professor In-charge of Training &Placement, Registrar
    - Heads of all academic units

The committee will review progress related to attainment of targets on quarterly basis.

Scope of Operations

The scope of operations of the committee will be as defined below:

- Development of formats and mechanism for collection and record-keeping of the performance indicators from various sources

- Analysis and assessment of the identified performance indicators at defined period of times (preferably every quarter) against the set targets

- Reporting of the state of the key performance indicators to the competent authorities at regular interval (preferably semester-wise and Academic year-wise)

- Periodic communication of the expected performance with all relevant stakeholders

- Assist the academic units/administrative sections in identifying and improving their operations. This may be for corrective purposes, in case the concerned unit/section is failing to meet the set targets, or may be for overall improvement of the operations.

Reporting to BoG

The committee will report progress about implementation of the Strategic Plan, and improvements in various KPIs to the BoG on yearly basis

Communication with Stakeholder groups

Since lot of inputs, suggestions, feedbacks have been taken from various stakeholder groups, it will be required to report the progress to them on yearly basis. This may be done through interim report, open house sessions, email communication, broadcasting through social media and other methods.

THRUST AREAS FOR FOCUSSED DEVELOPMENT

Based upon the stakeholder opinion and statistical analysis of research strengths of faculty, especially considering the number of faculty members pursuing any specific area and output so far, some thrust areas are identified for focused development:

1. AI/ML and data science
2. Sustainable development
3. Materials
4. Communication systems
5. Cyber physical systems
6. Energy, water and land-use
7. Design, prototyping and testing
8. Entrepreneurship development

Institute may even plan to open Centre for Excellence in some of the above areas depending upon the clarity about roadmap for development and sustenance of the CoE. All the thrust areas are to be supported by providing additional resources for kick-starting the work. Those areas that are already significantly developed w.r.t. hardware or presence of faculty, would be reviewed for possible upgradation or augmentation for making a bigger impact at national and international scene.

During interim reviews, if requirement of any other thrust area is identified, the same should be added to the list and developed to keep pace with changing technology, industrial practices, national missions and priorities or any other similar reason.