INSTITUTIONAL DEVELOPMENT PLAN

KRISHNAGURU ADHYATMIK VISVAVIDYALAYA

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INSTITUTIONAL DEVELOPMENT PLAN (IDP)

1.   PREAMBLE

Krishnaguru Adhyatmik Visvavidyalaya is a modern university situated in a rural environment with basic objectives of spreading value based education which spiritualism. His holiness Krishnaguru Prabhu sets up a Sewashram in the year 1974 at Nasatra, Barpeta, Assam. He established an educational organization in the name of Krishnaguru Siksha Parishad. This Organization established a vernacular school in the year 1986 and a high school at 1987. These two schools had been under taken by Govt. of Assam. In the year 1992, Krishnaguru Siksha Parishad established a College in the name Krishnaguru Mahavidyalaya. Two years after, the Parishad established a modern English school in 1994. In the year 2009 Krishnaguru Siksha Parishad established a College of Science & Technology, and finally in the year 2017 Krishnaguru Adhyatmik Visvavidyalaya was established under an Act. passed in the Assam Assembly. This is a university is only 7 years old.

The Visvavidyalaya was approved and enacted vide Assam Act No. XXVI of 2017 under Assam Private University Act.2007 by Assam Legislative Assembly which received the accent of the Hon'ble Governor, of Assam on 6th April, 2017. The university has introduced several disciplines from UG to PG and also Research in different schools.

- **School of Social Science and Humanities**:   English, Assamese, Education, Philosophy, Political Science, Sociology, Economics, Statistics.
- **School of Science and Technology** : Physics, Chemistry, Zoology, Botany, Mathematics, Computer Science.
- **School of Commerce & Management:** Commerce, Management.
- **School of Liberal Arts**   : Performing Arts, Cultural Study, Psychology, Language, Visual Art.
- **School of Health and Allied Health Science**: GNM, B.Sc. Nursing , Physiotherapy.

A. Social and Academic Mission

The main purpose of an organization regarding its social responsibilities is to accomplish social goal. Regarding the IDP this social mission will enable the institution to become self-reliant center of excellence for academic growth and develop the social good so far.

- ➢ Creation of a knowledge hub
- ➢ Introduction of entrepreneurial human resource
- ➢ Welcoming diversity and a gender neutral inclusive Sustainable Development Goals (SDGs)
- ➢ A quality higher education for all
- ➢ Opportunities for excellence in higher education

The academic mission of IDP shall help students to understand the diverse cultures through their intellectual development. It can be summarized as follows:

- ➢ The overall development of students from the curriculum prescribes
- ➢ Promoting multidisciplinary, cross-disciplinarily and interdisciplinary studies to excess the larger world
- ➢ Learning should inculcate critical thinking and problem solving, creative thinking and innovation, analytical thinking, adaptive thinking, design thinking, new media literacy, virtual collaboration, decision making, conflict resolution and negotiations among the students.

B. Basic Principles

NEP 2020 and its forward looking policy framework shall make one single approach to access the quality, standards in higher education. Through this principle the focus would on the balance of what should be done and how this is best achieved.

It is equally important to emphasize that these guidelines are framed to enable HEI's within the statutory, regulatory and mandated requirements of codes & rules as promulgated and applicable by the UGC and other appropriate authorities from time to time.

Some fundamental principles are that the IDP need to –

- ➢ To achieve academic and research excellence
- ➢ Learner centric teaching- learning approach
- ➢ To build a multi-disciplinary approach including the disciplines like science, technology, social sciences, environment, sustainability, economics, humanities, arts, management and liberal arts.
- ➢ To continue full autonomy for social and academic mission impact including academic, administrative, financial, and business autonomy with accountability.
- ➢ To develop a participatory engagement inclusivity, diversity, flexibility, creativity, innovation etc.
- ➢ Need for external quality assurance and accreditation for the achievement of its objectives.

C. Main Objectives and Goals to be achieved by IDP

The IDP needs to reflect an integrated approach representing each areas of the institutional and society development. The overarching purpose and aims of each unique institution are the key determinants that will enhance the institutional excellence.

VISION of the University:

- ➢ Develop and emerge as an unique university with specific curricula to revitalize its socio economic, religious and educational leadership by transforming the organization into an institution of higher learning or high moral commitment for the upliftment of the weaker section of the society.
- ➢ To create infrastructure for developing human Resource of the region.

MISSION of the University

➢ To provide quality and spiritually blended value based education to the weaker section of the society and remote rural masses to whom updated education facility is a far cry.

➢ To offer a platform for human resource development for untapped talents scattered in the ethnic diversity of North East.

➢ To become an institution of excellence in India with high educational, social impact cutting edge knowledge base.

➢ To stimulate the spiritual philosophical to rediscover themselves and contribute to strengthen the level of mental health and spiritual health in the society to achieve targeted world peace.

➢ To collaborate nationally and globally to achieve the targeted goal.

➢ To catalyse and grooming leadership in innovations ethical and spiritual, professional and academic knowledge domain.

D. Strategic Goals and Development Objectives

1. Strategy Formulation is needed under the institutional leadership with strategic goals and objectives-

i. Recognised strategic goals

ii. Find out SWOC (strengths, weakness, opportunities, challenges) analysis

iii. Design the interlinkages between various areas of the institutions (academic, pedagogy, research initiative, community engagement, students and faculty services

iv. Resource mobilization

v. Identify objectives and to develop a plan

vi. Implement the plan and monitor the progress

vii. Periodical review, evaluate and report the plan as needed

2. Strategic Goals

- ✓ Equitable access to all students

- ✓ Hiring qualified faculty and build faculty competencies for improved institutional outcomes

- ✓ Building an entrepreneurial mindset and social, emotional, and intellectual development of the students and faculty for academic and research excellence along with continuous faculty development programmes (FDP)

- ✓ Promoting holistic prospective for overall development of students (nurturing cultural values, spiritual wellbeing, connecting with nature and establishing students voices)

- ✓ Increasing overall student enrolment, retention and graduation rates specifically marginalised sections students of the society

- ✓ Promote digital learning and teaching

- ✓ Build a sustainable and efficient research and innovation ecosystem for faculty, scholars and students

- ✓ Imparting skills and competencies for improving the overall employability of students both nationally and internationally

- ✓ Fostering close Academia-Industry and Academia- community Partnerships through projects/ research projects, writing and using teachable live cases, internships, apprenticeships and joint academic programs

- ✓ Implementing National Credit Framework (NCF) and Academic Bank of Credits (ABC) for seamless student mobility between or within degree granting HEIs through a formal system of credit recognition, credit accumulation, credit transfer and credit redemption to promote distributed and flexible teaching learning

3. Development Objectives

I. Academic Governance for the development of the institutions in academic programmes

II. Design and delivery of academic programs, such as curriculum and pedagogical excellence.

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

IV. Recruitment, development, retention, and promotion of faculty and staff.

V. An institutional research and academic profile should cover the following-

❖ Setting specific goals and objectives for the research program.

❖ Developing a plan for identifying and securing funding for research

❖ Requisite infrastructure is needed to support the research program

❖ Advancing a plan for recruiting and retaining a strong research faculty for mentoring and professional development.

❖ Enhancing the collaboration and partnerships with other institutions, communities and government agencies

❖ Developing a system for managing the research program, including budgeting, reporting, and single- window governance structures.

❖ Developing policies for research dissemination to build the academic community for publishing academic journals in involvement at conferences and in the media house

❖ Assessing the impact and success of the research program and its contributions to the fields

❖ A detailed plan of action for fruitful implementation of this policies

4.   Operationalization

Though IDP guidelines are self-regulating in nature, still it is to provide an institutional support and collaboration in operationalization. Here a two tier structure has been proposed:

A.   **In House IDP Strategy Groups**: The IDP Strategy Group responsible for creating the vision, plans and for monitoring the plans as envisaged in guidelines. This shall also prepared the future maps for the overall development of the policy.

B.   **IDP Governing Council:** This council shall be consisted of including educationists, industry representatives, however they will not directly engaged in any operational & monitoring activities but they will impart periodic inputs whenever it is necessary.

2. Institutional Development Plan (IDP) framework and parameters for excellence

Through this Institutional Development Plan, an attempt has been made to reflect an integrated approach that is mindful of the institution context, life cycle stage, location, character and aspirations. Each dimension represents a vertical depth, which helps in integration of all these dimensions into an optimal whole. Here eight infrastructure elements are elaborated .These are articulated in a logical flow from Governance to Academic, Research & Intellectual Property, Physical, Digital, Financial, Networking & Collaboration and Supportive & Facilitative.

A. Physical Infrastructure at Krishnaguru Adhyatmik Visvavidyalaya

The physical infrastructure already available in the university has been supportive for both academic and research activities of various schools and departments of the university. In future more courses will be started and for this purpose, more class rooms, office rooms will be required and there will be some budgetary provisions in the Institutional Plan. The required fund for construction of such infrastructure will be managed by the trustee. Some important infrastructural components are mentioned below.

(a) General campus planning- Under this planning, infrastructure for academic, research, outreach, cultural and operational activities will be covered
(b) There will be scheme for protection and strengthening the mission of the university regarding living and learning.
(c) For preserving and enhancing the aesthetic appeal of the campus.

(d) For encouraging environmental stewardship.

(e) For reducing energy waste, improving energy efficiency and decreasing energy impact.

(f) For integration of vocational education, training and skilling with departments.

(g) For building infrastructure, accessible for persons with disability (PWD)

(h) For optimisation of safety and facilitation of risk management

(i) For developing basic health facility including mental health like psychosocial counselling and wellbeing centre

Green Indicatives through Strategic Planning:

In the university appropriate measures have been taken for protecting the Ecological Footprint, Natural Preservation and Conservation Strategy, Minimizing Carbon Footprint, Preserving Natural Resource and Water Conservation, Retaining the Natural Photography of the land, Environmental Awareness and Sensitivity, Minimizing Fossil Fuel Consumption through Alternative Energy Utilization etc.

The financial involvement for the above mentioned Infrastructure Development Plan has been shown in **Annexure -1**.

(B) Digital Infrastructure at Krishnaguru Adhyatmik Visvavidyalaya :

Information and Communication Technology (ICT) and each infrastructural support have become an integral part for existence and learning experience in all aspects of life. It has fundamentally changed this system and process of nearly all forms of intuitions within their learning activities and governance. Digitalization increases efficiency and productivity. It lowers operational costing, improve learning experience, improve communication, increases transparency, fasten decision making.

At present in three class rooms of the university, digital teaching technologies are in operation. Now it has been planned to cover at least 20 class rooms under digitally teaching mode for which necessary equipments will be procured.

Framework for Digital Information and Communication Technology (ICT) Infrastructure and Roadmaps:

The strategic plan for the framework of Digital Information and Communication Technology will cover the following.

(a) To provided a robust ICT infrastructure on all campuses to facilitate high speed internet, communication and access to online /digital information

(b) Dedicated campus area network, fibre –optic with at least two alternative internet activity sources, Information and Communication and Technology Centre (CICTC)

(c) To house the servers, in house Data Centre or cloud based data servers, Broadcasting/ Simulcast, Media Lab for Audio and Video Content Management, Central Command Room for Real-Time Monitoring, Security Monitoring, Management of UIMS and RMS Networks, Structured and Wi-Fi Networks, Intranet, and Internet, etc;

(d) Development of online teaching platform & tools with two-way video and two way-audio interfaces along with, rich set of assistive tools for monitoring progress of learners;

(e) Establishment of a digital repository of content including creation of coursework, cases, publications, Learning Games & Simulations, Sandboxes and playful learning, Augmented Reality and Virtual Reality;

(f) Dashboard to be created & used as a standard tool for real-time monitoring of physical infrastructure, environmental and biodiversity, utilization of resources, and grants provided for physical infrastructural development;

(g) Electronic storage of certificates & credentials in National Repositories like National Academic Depository with Digi Locker and Academic Bank of Credits (ABC);

(h) The Guidelines for the repository of information about every Student, Staff and Faculty which shall be connected through the Unique Identifiers allocated as per Government norms and as proposed in the National Digital Education Architecture (NDEAR);

(i) The Guidelines for the maintenance of records by each University will be guided by the UGC policy defined in the ABC Document, NSQF, and NHEQF Framework of UGC;

(j) Ensure easy access, secure data, enhance mobility of students/ faculty/ staff, Credit Transfer and support Academic Bank of Credit (ABC) besides creating a centralized infrastructure to ensure the credibility of the system and policy framework;

(k) The robust ICT Infrastructure to be designed for Cyber Security protocols, expansion, and incremental growth with all safety measures for access, Natural disaster mitigation, and environmental and pest control;.

(L) Data Privacy of students to be ensured through processing of digital

personal data in a manner that recognises the right of individuals to protect their personal data, the need to process personal data for lawful purposes and for other incidental purposes;

(m) Disaster Recovery Site (DRS);

Measures to develop Digital Infrastructure:

(a) Digital infrastructure includes a paperless office system using an automatic learning management system which includes digital information processing of all teaching, learning, examination, and evaluation activities. All the stakeholders get online information from both push and pull format.

(b) The university website incorporates the admission process, payment of all fees by the students and faculty compensation are in digital payment format. The website has been improved by implementing educational ERP/ LMS, which help in online teaching, computerized examination and evaluation system, It also marks cards/credit score cards, online e-placement supporting systems, online alumni networking, etc.

(c) Our university website has been designed and updated by an internationally experienced information technology enabled service organization which in used Platform as a service from some Ed Tech technology company that meets their requirements.

(C) Academic Infrastructure:

1. Overview

The Academic Infrastructure is a set of reference points which give institutions a shared starting point for setting, describing and assuring the quality and standards of their higher education courses. A good academic infrastructure ensures a healthy and progressive learning environment resulting in energy and interest which ultimately promotes better learning performance.

Our university has been able to create an environment that not only assures learning, but also pays special attention to the mental and physical well-being of the students. The learning atmosphere has been provided to every student where they acquire knowledge and skills to grow as a responsible individual.

Technique of Improving Innovative Academic Infrastructure of Krishnaguru Adhyatmik Visvavidyalaya:

(a) **Development:** In our University, Innovative Academic Infrastructure has been devolved by means of Planning, Implementation, Evaluation, Feedback, & Self-study report. Following steps have been taken for developing Innovative Academic Infrastructure.

i. Institutional SWOC/SWOT analysis.

ii. Developing best practices by doing ABCD analysis.

iii. Developing future strategy through predictive analysis.

iv. Creating & retaining a strong faculty base through faculty performance analysis and regular trainings.

v. Designing flexible curriculum and introducing multidisciplinary in HEIs including integration of Vocational Education, Training and Skilling into curriculum.

vi. Using appropriate industry experts in curriculum design & implementation.

vii. Appropriate mechanism & infrastructure for upgradation of Curriculum.

viii. Developing leaders as role models through commitment & multi-tasking analysis.

ix. Developing students by offering confidence building education model through student integrated development model.

x. Adhering to a specified/defined/regulated Student-Teacher Ratio for various forms of learning & assessment.

xi. Growth & expansion of the university through environmental analysis.

xii. Introducing technology in the form blended mode of learning, Creation and delivery of digital content etc.

Using the above mention technique to Innovative Academic Infrastructure following results have been achieved through which employee ability and ability to innovate of the students have increased in following ways.

(b) Improvement:

(i) Learning and Teaching excellence, cooperative education and research.

(ii) Imparting high-quality professional and application-based education in a wide range of interdisciplinary areas.

(iii) Approach by academia by ensuring 360° access to teaching & learning, skill & capacity building resources, research and Intellectual Property (IP) creation, protection & deployment.

(iv) Embedding skills and employability skills, including soft skills and life skills and foundational technology skills into learning. The details are in **Annexure 3.**

(v) Curriculum to be a suitable blend of theory and practice and also available digitally that fosters potential minds to be active contributors in

the process of social transformation of the habitat.

(vi) Intensive and balanced use of the latest technology, i.e. AR, VR, ML/AI

(vii) Practice-oriented and industry required research and pedagogy to make teaching and research unique, such as including Industry 4.0/5.0

(viii) Implementation of blended mode of learning including digital and online learning

(ix) Academic excellence and Professional Education delivery – student centric teaching and learning process, top quality professional education to students

(x) Faculty: a high proportion of full-time faculty (75-80%) with Ph.D. or required industry expertise and quality research publications, IP Creation, Protection & Deployment. Incentivising industry and socially linked collaborative teaching and development of pedagogic material is a powerful enabler.

(xi) Regular and continuous capacity building of faculty through refresher programs and training of trainers (in case of VE) especially in the following areas:

   a. Implementation and operationalization of National Credit Framework (NCRF)

   b. Implementation and operationalization of Academic Bank of Credits (ABC)

   c. Implementation and operationalization of National Higher Education Qualification Framework (NHEQF) with level descriptors

   d. Integrating Vocational Education, Training & Skilling into HEIs

   e. Implementation and operationalization of National Skills Qualification Framework (NSQF) with level descriptors

   f. Implementation and operationalization of Indian Knowledge System (IKS) and Future Skills

(D) Research & Intellectual Property Infrastructure

II. Overview:

Intellectual infrastructure, such as basic research, ideas, general-purpose technologies, and languages, benefits society primarily by facilitating a wide range of downstream productive activities, such as information production, innovation, and product and service development as well as education, community building and interaction, democratic participation, socialization, and

many other socially valuable activities. The importance of intellectual infrastructures in cumulative, dynamic and complex systems cannot be overstated. Intellectual infrastructure resources are frequently referred to as "building blocks" by courts and commentators to capture their role as basic inputs.

Research and Intellectual Property Infrastructure increases:

(a) Critical Thinking and Analysis, Creativity, Communication, and Collaboration and Team Work

(b) Quality research and innovations while ensuring effective deployment and management of related resources.

(c) Initiatives are taken for introducing multidisciplinary research journals

(d) Establishment, maintenance and upgrade of advanced research and development labs, library, IT infrastructure, including social innovation labs and import of appropriate equipment for all disciplines.

(e) Thrust towards Internationalization: Internationalization has been a powerful driving theme, enabling the Indian higher education sector to be both in line with global standards and emerge as a global leader in higher education and research.

Development of Research at Krishnaguru Adhyatmik Visvavidyalaya

At Krishnaguru Adhyatmik Visvavidyalaya research programme has been started from the year 2019/20 onwards. Till 2022 altogether 52 research scholars has been registered under different subjects such as Assamese, Philosophy, Political Science, Education, Economics, English and Mathematics. From academic sessions 2023-24 it has been proposed to admit another 50 scholars in additions to existing subjects, such as in Science & Commerce streams. The scholar will be suggested to undertake their research programme with topics having regional and national importance. This will help the Government in policy making for all round development all the country

E. Supportive and Facilitative Infrastructure:
In addition to increased physical infrastructure other infrastructures such as intellectual infrastructure and emotional infrastructure need to be emphasized, where intellectual infrastructure involves people and their competencies and capabilities, emotional infrastructure involves the egos and emotions of the people in the institutions and their emotional contribution

and bonding with their institutions. It is very tough to build both intellectual and emotional infrastructure. Building of such infrastructure facilitates a sense of pride, security and ownership in its constituents, such as among students, professors, teachers, staff and all other relevant stakeholders of the university.

Supportive Infrastructure at Krishnaguru Adhyatmik Visvavidyalaya:

At Krishnaguru Adhyatmik Visvavidyalaya several measures have been undertaken to increase this emotional and intellectual infrastructure as mentioned below.

 i. All regulations of the University related to various services have been framed as learner centric.

 ii. Efforts have been made to provide transparency in administration with democratic touch may be given.

 iii. The visionary administrators treat every stakeholder as the family member.

 iv. Atmosphere has been created to build mutual trust and respect between stakeholders.

 v. The institutional tradition and culture has been developed from local traditional culture.

 vi. The administrative system has been created in such a way that everybody knows their responsibility towards the institution.

 vii. The administrations take measures for security and justice to all employees and students.

 viii. Openness & transparency in all administrative decisions are maintained.

 ix. The University maintains Social responsibility for economically weaker sections & locals.

Inclusion and Diversity:

While preparing The Institutional Developmental Plan of Krishnaguru Adhyatmik Visvavidyalaya some steps have been taken to include all sections of students for admission into various courses. These have been mentioned bellow:

(i) Provisions have been incorporated for students of every sections of the society such as SC/ST/OBC etc.

(ii) Collaborations with local community have been established to identify their learning needs.

(iii) Efforts have been made to establish diversity in the composition of students, faculty, and staff in terms of gender, class, religion, region, caste, and nationality.

(iv) The admission fees have been lessened so that students belonging to weaker section can also pursue higher education.

(v) Financial assistance to socio economically disadvantaged students have also been provided.

(vi) Admission process has been made more inclusive.

(Vii) The curriculum is also inclusive in nature.

(viii) The Educational programme has been designed to increase employability potential.

(ix) Maximum courses are taught in Indian languages and it is bilingual in nature.

(x) There is provision in all buildings and facilities are also there for Persons with Disability (PwD)

(xi) There is provision of bridge courses for students that come from disadvantaged educational backgrounds.

(xii) To provide socio-emotional and academic support for the students through suitable counselling and mentoring programmes.

(xiii) Measures have been taken to ensure sensitization of faculty, counsellor, and students on gender- identity issue and its inclusion in all aspects including curricula.

(xiv) All no-discrimination and anti-harassment rules have been established. Women and gender cells, Internal Committees for sexual harassment cases; and gender champions, have been working.

F. Infrastructure for Networking and Collaborations

Overview:

(a) The role of the students pursing higher education in any educational Institution never ends with completing their regular courses.

(b) They are the real Trustee and major stakeholders in Governance, Management and Growth of the Institutions. In order to give them coverage a networking sysytem has been established in the university by forming an Alumni Associations .

Networking and Social Connectivity at Krishnaguru Adhyatmik Visvavidyalaya :

i. It would not only include academia but also civil society for the development through quality education, research, field action or advocacy.

ii. This networking increases monitoring inputs to incentivise outcomes and impacts.

iii. Through establishment of partnerships with various Centres of Excellence and institutions across boundaries, enhance improvement in research and teaching.

Collaboration of Krishnaguru Adhyatmik Visvavidyalaya with other higher education institutions

The Krishnaguru Adhyatmik Visvavidyalaya has academic collaboration with some higher education institutions located in and around the district in which the university is situated. Moreover it has collaboration with some local industries. Under this collaboration a systematic plan has been developed for involving industry experts in the teaching-learning process. Starting from planning the courses and the subjects, developing the curriculum, collaborative training, and collective evaluation, and offering employment, industry-institute interaction has the opportunity to add value to their services. Connecting with the industry, with the alumni, with other higher education & research institutions creates synergy for collective development.

The University has some other purposes for entering into such academic collaborations with different higher education institutions. These purposes are–

(i)The university has realised that "it is by the society and for the society" so by working with those organizations in a team, it can fulfil their objectives and contributes substantially for the society.

(ii) By involving alumni in close confidence in many processes the university shall get huge benefit for its image building process.

(iii) Collaborating industries will provide internship and employment opportunities in curriculum design.

(iv) The collaborating industries will help the university by means of involving/admitting faculty members of such institutions in university research programmes.

(v) Collaboration with national university will be helpful for joint research & publications, Credit transfer Courses, Dual degree programmes, etc.

(vi) Collaboration with other higher education institutions will increase inter

student exchange programme.

(vii) The effective networking will enhance more for self and mutual developments along with their brand image.

(viii) Collaboration and partnership with local, national institutions will support other infrastructures like innovative academic infrastructure, intellectual property infrastructure and emotional infrastructure.

G. Governance Infrastructure

Overview:

Governance Infrastructure denotes the system by which entities are directed and controlled. It is concerned with structure and processes for decision-making, accountability, control and behaviour at the top of an entity. Governance influences how the objectives of organisations are set and achieved, how risk is monitored and addressed and how performance is optimised. Governance is a system and a process and not a single activity. Therefore successful implementation of a good governance strategy requires a systematic approach that incorporates strategic planning, risk management and performance management.

Governance encompasses structures, relationships and processes through which both at national and institutional levels, policies for tertiary education are developed, implemented and reviewed. Governance comprises a complex web including the legislative framework, the characteristics of the institutions and how they relate to the whole system, how money is allocated to institutions and how they are accountable for the way it is spent, as well as less formal structures and relationships which steer and influence behaviour.

Governance at Krishnaguru Adhyatmik Visvavidyalaya:

Governance has become a major element for improving quality in aspects of higher education. In view of the above the authority of Krishnaguru Adhyatmik Visvavidyalaya has tried to build a Good Governance in the university and this has been done keeping in mind the following aspects:

(i) To preserve and strengthen confidence of employees, students and guardians and public at large.

(ii) To provide the foundation for a sustainable high-performing organisation

(iii) To ensure that the Institution can respond to a changing external environment.

(iv) To support implementation of the Institution Development Plan

(v) To support employability as well as the start- up ecosystem

(vi) To promote institutional excellence through autonomy and accountability and better performance

(vii) To cater to the new mode of teaching such as distance learning and E-learning.

(viii) To inclusively address requirements of the heterogeneous student body- increased female participation in HEIs.

(ix) To address the growing internationalization of higher education and ranking and leveraging knowledge through research and innovation

(x) Good effective governance promotes quality assurance.

H. **Financial Infrastructure and Funding Models (Resource Generation)**

Overview

It is generally known that financial infrastructure is the heart of the financial system and a prerequisite for its operation. A financial infrastructure comprises the technical systems that deal with payments and financial instruments. A robust financial infrastructure would enable the institutions to make and receive payments safely and efficiently along with creating routes for sustained research funding options.

Financial infrastructure at Krishnaguru Adhyatmik Visvavidyalaya :

Looking at the importance of a good financial infrastructure Krishnaguru Adhyatmik Visvavidyalaya has been trying to strengthen its financial infrastructure since inception. Main steps have been taken to build a sound financial infrastructure by the authority are as follows:

(a) **Funding source:** The authority has identified and prioritized the source of funding for the development of financial infrastructure such as government grants, alumni donations and private sector partnerships. The main sources of funding are-

(i) Tuitions fees from the students.

(ii) Government grants.

(iii) Endowments, contributions and other income like CSR, grants for different companies

In order to increase revenue from students efforts have been made for expansion of undergraduate and post graduate programme and to increase number of students.

(b) Budget Allocation:

The authority of Krishnaguru Adhyatmik Visvavidyalaya is very rational in allocating resources among different heads, such as infrastructure development, faculty and staff salaries, student services and research initiatives.

(c) Transparency:

The authority is very cautious that all financial transactions are transparent, accountable and auditable to maintain trust and credibility with stakeholders.

(d) Financial Sustainability:

The management prepares a long term financial plan for the university in such a way that ensures financial sustainability through diversifying income flow, controlling costs and increasing efficiency.

(e) Investment Strategy:

The authority of Krishnaguru Adhyatmik Visvavidyalaya has planned each investment strategies in such a way that maximizes returns and minimizes cost and risk. The fund generated investment is used in such an effective way that supports the development of financial infrastructure. The constructive policy recommendation for funding regulation and management has also been found helpful in this respect.

(f) Collaboration :

By Fostering collaboration and partnerships with government agencies, private sector entities, and other institutions can leverage resources and expertise to support the development of financial infrastructure. The authority of Krishnaguru Adhyatmik Visvavidyalaya is also looking at this aspect.

(g) Stakeholder Engagement at Krishnaguru Adhyatmik Visvavidyalaya:

The key stakeholders, such as students, faculty, staff, alumni, governments, local industry, and local communities have been engaged in such a way that they understand their needs and priorities for the development of financial infrastructure of the University

3. IDEAL INFRASTRUCTURE AND TIMELINES:

Estimated time required for the development of essential infrastructures:

Sl. No.	Essential Infrastructure for attaining excellence	Time period required for reaching optimum level
1	Physical Infrastructure Requirements	1-2 years
2	Digital Infrastructure Requirements	1-2 years
3	Innovative academic Infrastructure Requirements	1-2 years
4	Research and Intellectual Property Infrastructure Requirements	2-3 years
5	Supportive and Facilitative Infrastructure Requirements	2-3 years
6	Infrastructure Required for Networking and Collaboration	1-2 years
7	Effective Governance Structure	1-2 years
8	Financial Independence and Stability Requirements	1-2 years

A. List of Ideal Infrastructures required for attaining global excellence and their focus:

S. No	Essentials Excellence for attaining	Primary Focus	Optimal Scenarios
1	Physical Infrastructure	• Enablement Accessibility • Capacity Comfort • Easement	The Indicative List of Physical Infrastructure Requirements for the University is given in *Annexure 1*
2	Digital Infrastructure	• Open accessibility • Increased efficiency • Increased productivity • Lower operational costs • Improved learner experience • Higher ability • Enhanced morale • Improved communication • Increased transparency • Improved competitive advantage • Faster decision making	The Indicative List of various types of digital infrastructure required for the university is given in *Annexure 2*

3	Innovative academic Infrastructure	• Academic Excellence • Multi-disciplinarity • Focused & experienced faculty • Flexible curriculum • Future Confidence building	The Indicative List of various components of innovative academic infrastructure required for the university is given in *Annexure 3*
4	Research and Intellectual Property Infrastructure	• Creating new knowledge & Innovation	The Indicative List of various components of intellectual property infrastructure required for the university is given in Annexure 4.
5	Supportive and Facilitative Infrastructure	• Belongingnes & Connectedness of all stakeholders	The Indicative List of various types of emotional infrastructure required for the university is given in **Annexure 5.**
6	Networking and collaboration Infrastructure	• Industry Interactions for Training, Placement,& entrepreneurship	The Indicative List of various types of networked infrastructure required for the university is given in **Annexure 6**

7	Effective Governance Structure	• leadership, • strategic decision making, • autonomy including financial, • quality assurance	The Indicative List of various types of networked infrastructure required for the university is given in **Annexure 7**
8	Financial Independence and Stability	• Standardization of process for financial transactions • Effective assets management	The Indicative List of various types of networked infrastructure required for the university is given in **Annexure 8**

4.Centers of Excellence

➤ A School of language has been established along with language laboratory. University has decided to train the students for writing and speaking English along with other languages.

➤ A digitalized education system has started with a digitalized process

➤ A digital content library has started with the initiative of all Departments along with the recording facilities.

➤ University has planned to develop a depositary of digital content as soon as possible for the time of crisis in future.

➤ Under digitalization process, smart digital boards along with digital editing system have already been installed to turn the classrooms completely digitalised.

➤ Initiatives are taken for introducing multidisciplinary research journals

Annexure: I Indicative List of Physical Infrastructure Requirements

S. No.	Types of Physical digital	Details of physical infrastructure & its usage	Allotment of Fund
1.	Smart Campus	• A Smart Campus creates the best balance of cost, comfort, risk and resilience. • 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. • 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. • 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.	Rupees in 10,00000/-
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) • It is based on the principle of open environment by using optimum models of water & energy consumption. • Internally, the campus uses green energy, harvested water, renewable and recycled	Rupees in 50,00000/-

		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)	
3.	Infrastructure to commute	• Better infrastructure along with signs on the streets and separate spaces for commute for differently-abled • Students and staff should have access to high-quality motorways and bicycle paths so they can commute by bicycle or battery-powered vehicles. • Accessibility for PWD	-
4.	Administrative Block (Admission & Counselling Area)	• Having adequate space for administrative activities (such as admission and counseling activities) is essential. • Different departments may have their own buildings	Rupees in 5,00000/-
5.	Library/ Digital resource centre	• Adequate in size with reading rooms, stock areas for books & Journals with online information access facility. • Departmental Libraries with reference books & online digital information resources (Desirable Requirements).	Rupees in 10,00000/-
6.	Lecture Complex, Classrooms	• Students should have access to Lecture complexes, classrooms, tutorial rooms, discussion rooms of different sizes with comfortable seating arrangements	Rupees in 15,00000/-
	Tutorial rooms	and teaching-learning facilities. • Video Recording Facilities	Rupees in 5,00000/-

7.	Examination branch	• There should be a separate examination branch with strong room large enough to accommodate confidential documents and examination papers.	Rupees in 5,00000/-
8.	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) • Faculty Cubicles in adequate numbers as per the demands (Desirable Requirements) • The Campus shall have 2-3 bedroom facilities/ quarters for the resident faculties/ staffs. (Desirable Requirements)	Rupees in 10,00000/-
9.	Meeting rooms	• Meeting rooms with enough space (as per standard norms),furniture, and electronic communication/presentation equipment.	Rupees in 5,00000/-
10.	Office Rooms	• Suitable for meeting the needs of all staff members	Rupees in 10,00000/-
11.	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 information resources. (Desirable Requirements)	Rupees in 10,00000/-

12.	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)	Rupees in 10,00000/-
13.	Cafeteria/Dinin g Room/ Mess Facility	• Cafeteria/ Dining room/ Mess facility equipped with modern cooking apparatus/equipment to ensure quality, cleanliness, and hygiene. (Basic Requirements)	Rupees in 5,00000/-
14.	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)	Rupees in 1,0000000/-
15.	Auditorium add conference rooms	• One auditorium of sufficient size and or conference rooms of various capacities depending upon the size of the institution (Basic Requirements)	Rupees in 10,00000/-
16.	Hostels	• Student Hostels: for at least 60 % students, especially for out stationed students. (Basic Requirements) • Research Scholars Hostels with contemporary facilities (Desirable requirements) • International Student Hostels	Rupees in 1,0000000/-
17.	Parking	• Suitable for meeting the needs of all stakeholders	Rupees in 5,00000/-

18.	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.	Rupees in 5,00000/-
19.	Guest Accommodation	• Suitable guest house for meeting university requirement (Basic Requirements) • Star hotel type guest hostels with accommodation, food, and recreation facility (Desirable requirements)	Rupees in 20,00000/-
20.	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)	Rupees in 10,00000/-
21.	Health and well being	• Modern Dispensary / hospital that offers inpatient and outpatient services 24 hours a day, 7 days a week. (Desirable requirements) • Student recreation facilities with appropriate blend of modernity and functionality (Desirable requirements)	Rupees in 50,00000/-
22.	International student centres	• With contemporary student amenities international students are large in number (Aspirational requirements)	Rupees in 20,00000/-
23.	Incubation centre and Research park	• With in-house industry R & D units & collaboration (Aspirational requirements)	Rupees in 10,00000/-
24.	Botanical Park/ Garden	• Natural type, with a documented collection of living plants that may be used for the purpose of scientific	Rupees in 5,00000/-

		research, conservation, display, and education. (Aspirational requirements)	
25.	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	Rupees in 20,00000/-
			Total=5,05,00000/-

Annexure 2: Indicative List of Various Types of Digital Infrastructure Requirements

S. No.	Types of infrastructure digital	Details of digital infrastructure & its usage	Allotment of Fund
1	Internet usage	• Connecting external world through an electronic device to the stakeholders	Rupees in 5,00000/-
2	Website	• For providing institutional information to the public	Rupees in 2,00000/-
3	Online Messaging stakeholders' groups	• For vertical and horizontal communication between Stakeholders	Rupees in 1,00000/-
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 publics.	Rupees in 2,00000/-
5	Wi-Fi Campus	• To access online ubiquitous information in the campus and classes.	Rupees in 2,00000/-
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 study material in the form of a PDF book to be stored in a smart phone, tablet, or laptop computer will help provide a ubiquitous reference for the covered portion of the course subjects.	Rupees in 2,00000/-

7	Digital Library	• Developing and updating digital library and providing digital library membership to every stakeholder of the university for ubiquitous access of books, periodicals, study materials, magazines, annual/year books of organizations, journals in digital form is the responsibility of University digital library. For this purpose, the University digital library can collaborate with national digital libraries and Global digital libraries.	Rupees in 10,00000/-
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 publication globally is the best Practice.	Rupees in 5,00000/-
9	Paperless office	• By developing academic administrative software the university should provide an online office environment to cater the services of stakeholders.	Rupees in 5,00000/-
10	Paperless exams	• Adopting a digital examination system Eliminates the wastage of papers in the examination process.	Rupees in 2,00000/-

11	Online Evaluation	• Automated & digitized online evaluation system eliminates the wastage of time of evaluators & speeds up the evaluation process.	Rupees in 2,00000/-
12	Website based result announcement	• Ubiquitous reachability.	-
13	NAD markscards Facility	• A convenient and completely secure digital academic depository solution.	Rupees in 2,00000/-
14	Online admission test	• A ubiquitous facility for global admission	Rupees in 1,00000/-
15	Education ERP	• To integrate various departments of the university for timely exchange & access of information.	Rupees in 2,00000/-
16	Plagiarism software facility	• A software facility available stakeholder to check plagiarism content in the documents.	Rupees in 2,00000/-
17	Online digital magazine & Student publication	• In online publication. Digital format through University	Rupees in 2,00000/-
18	Online placement (Project, internship, & final)	• Online ubiquitous support.	Rupees in 2,00000/-
19	Video documentation of each course & each College	• For open information access from globally	Rupees in 2,00000/-
20	Video documentation on online public platforms	• For open information access from globally	Rupees in 2,00000/-
21	Social Media based promotions	• Information access & Brand	Rupees in 2,00000/-
22	Use of ICCT underlying technologies like AI, BA, CC, DS, MB, OC, VR & AR	• Adopting present technologies in automating the services	Rupees in 3,00000/-
23	Studio for video online	• Studio for digitization of sound	Rupees in

	classes	and scene	10,00000/-
24	Video conference facility	• For global information exchange in digital format	Rupees in 5,00000/-
25	Online open Publication system	• For exchange of new knowledge generated to everybody through open access system	Rupees in 2,00000/-
			Total=75,00000/-

Annexure 3: Indicative List of Various Components of Innovative Academic Infrastructure Requirements

S. No.	Types of Innovative academic infrastructure	Details of innovative academic infrastructure & its usage	Allotment of Fund
1.	Courses catering to professional/future requirements	● The institutions must 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	Rupees in 3,00000/-
2.	Curriculum- updated as per industry requirements	● The curriculum should be updates regularly to cater to the dynamic requirement of the changing employment landscape. ● programs to suit the industry requirements both in short term and for future readiness. ● Industry linked/ internship/ apprenticeship embedded programs. ● Modularization of curriculum to enable Multiple Entry- Multiple Exit options	Rupees in 2,00000/-
3.	Curriculum embedded with Employability Skill	● The curriculum needs to focus on inculcating basic skills important for increasing the employment avenues and readiness. ● 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 ● Concept of Vasudhaiva Kutumbakam कुटुम्बकम: one earth one family one future	Rupees in 2,00000/-

4.	Curriculum embedded with Skill Enhancement Courses	• 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	Rupees in 2,00000/-
5.	Curriculum embedded with emerging	• 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,	Rupees in 3,00000/-
	technologies to be integrated with future of work	Industry 4.0 and beyond, etc. as also integrate 21st- century digital skills wherever required. • 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	
6.	Center for Curricular & Life Skills Development (CCLSD)	• 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 best at the world stage etc	Rupees in 2,00000/-

7.	Faculty/ teaching Staff	● Full strength as per sanctioned post ● 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	Rupees in 3,00000/-
8.	Center for Faculty Development (CFD)	● Create new projects (aligned to COE), develop expertise and present it in peer conferences and create a platform for continuous improvement ● 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	Rupees in 3,00000/-
9.	Non-teaching staff	● Appropriate non-teaching staff to support the organization. ● Must have requisite qualification, experience for the relevant post	Rupees in 2,00000/-
10.	Session wise teaching plan	● Systematic planning in teaching and learning process is required which includes session wise teaching plan and following such teaching plan.	Rupees in 2,00000/-

11.	Learning material like Study books	● Relevant and updates course material and books ● To provide 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.	Rupees in 3,00000/-
12.	Question bank	● Question bank- to have a resource pool of all possible questions prepared as per the examination pattern. ● Such question bank eliminates the chance of asking questions out of the syllabus. ● Question bank should be such that it	Rupees in 2,00000/-

		• enables evaluating the holistic learning of a student	
13.	Assignments	• Relevant assignment 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.	Rupees in 2,00000/-
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	Rupees in 2,00000/-
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.	Rupees in 2,00000/-
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 pedagody should be an appropriate mix of traditional and modern methods • 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	Rupees in 2,00000/-

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. • 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 moulds good character and team working skills of the students and incorporates collective responsibility in them. • These activities support all-round development of students and enhance their competency and confidence in facing any challenges.	Rupees in 3,00000/-
18.	Earn while learn facility & flexibility	• To support students who are from financially weaker background • 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.	Rupees in 2,00000/-
19.	Flexibility and multidisciplinary	• The course design needs to be varied, multi-disciplinary in nature • 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.	Rupees in 3,00000/-
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 • students should be encouraged to work either individually or in a team. • Enhancing the innovative ability of students and increasing their competency and confidence. • Academic support to raise knowledge, skills,	Rupees in 5,00000/-

		attitude, and experience-based competency to improve confidence in doing innovation. ● Organising Hackathons and other similar competitions	
21.	International Exposure	● Overseas Exchange programs ● International Collaboration ● Foreign Faculty (visiting) ● International Scholarships ● International Conferences	Rupees in 5,00000/-

Total=55,00000/-

Annexure 4: Indicative Lists of Research and Intellectual Property Infrastructure Requirements

S. No.	Types of intellectual property infrastructure	Details of intellectual property infrastructure	Allotment of Fund
1	Quality Research	- increased intake of students in research based curriculum - undertaking quality research projects - establish quality research facilities and research labs - self-sustaining model - undertake basic and applied research - enable development of disruptive and affordable technologies	Rupees in 5,00000/-
2	Research oriented experienced faculty members	- Faculty members who are research oriented are usually research inclined. - They encourage participation in research and innovation among academics, staff, and students, strengthening the university's framework for intellectual property.	Rupees in 4,00000/-
3	API based faculty compensation	- The creation and implementation of a faculty compensation scheme based on Academic Performance Indicator (API) scores encourages faculty participation in research and publication activities. - API based compensation creates healthy competition among the faculty members for accelerated IP contribution.	Rupees in 3,00000/-
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. - This is called targeted research and the university can create IPR as well as an international brand through such efforts.	Rupees in 3,00000/-

5	More Ph.D. & post-doctoral research scholars	• The university must admit more research scholars within its capacity of support. • 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. • Universities should create post-doctoral research programmes as well to maintain the Ph.D. graduates' contributions to ongoing research.	Rupees in 5,00000/-
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. • The Ph.D. degree holders are ready to mentor the research scholars for Ph.D. programmes in addition to acting as teaching faculty.	Rupees in 3,00000/-
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. • 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.	Rupees in 4,00000/-
8	More conferences (At least two conferences per year per College	• Research scientists, faculty members, and students are kept active through the periodic organisation of conferences for the presentation of research papers. • These conferences offer an opportunity for goal-setting and networking with other academics.	Rupees in 2,00000/-
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 out with scholarly publishable results. • By involving students at the graduate and postgraduate levels, the university can boost its IPR infrastructure.	Rupees in 3,00000/-

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. • Further collaborative research leads to more patents & publications. • Industries' contribution to the research activities so as to do the research on live projects and quantify the output.	Rupees in 3,00000/-
11	University Incubation centers	• University business incubators assist students who want to establish their own companies after graduation. • Any ideas generated while working on a project or an internship might be fostered and encouraged as a business plan to initiate self-employment.	Rupees in 4,00000/-
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. • Online and digital publications are prevailing and recognized as one of the most significant initiatives of top colleges.	Rupees in 3,00000/-
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 in improving the caliber of their articles.	Rupees in 2,00000/-
14	Compulsory 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.	Rupees in 2,00000/-
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.	Rupees in 2,00000/-
16	Chief Technology Officer (CTO)	• A centralised office to operationalise and monitor research activities as planned	Rupees in 2,00000/-

17	Research Monetisation	● Technology transfer office (TTO) with experienced professionals to manage IP protection, licensing, and technology transfer activities ● Training programs to educate researchers and staff about research monetization and IP protection ● Clear processes and guidelines for licensing and technology transfer, including royalty structures and licensing fees ● Internal & External funding mechanisms in place	Rupees in 4,00000/-

Total=54,00000/-

Annexure 5: Indicative List of Various Types of Supportive And Facilitative Infrastructure Requirements

S. No.	Types of emotional infrastructure	Details of emotional infrastructure & its generation	Allotment of Fund
1	Accessibility/ Proximity	• Proximate leadership is not about just one individual; it is about the pervasive leadership style in the organization. It is something that groups of leaders cascade and as a result, every leader makes himself or herself available more in a pull-based than in a push-based manner	Rupees in 4,00000/-
2	Rich Communication	• Rich communication is real-time, multi-media and encourages high interactivity that ensures the message is understood as intended as well as shaped as it emerges. The other critical difference between communication and rich communication is what we call simultaneity. • Emotional infrastructure thrives when there is zero latency between the need to communicate, the conveyance of thought, and its return. Emotional infrastructure means substantive collaboration. People who are engaged are people who are willing to collaborate.	Rupees in 4,00000/-
3	Role Model	• Universities must develop leaders who have a shared vision of developing the university in a planned manner. • The leader himself must be an all-rounder and role model in terms of motivating & target setting to others.	Rupees in 3,00000/-
4	Institutional values (Core Values)	• For example, (1) Character, Commitment, Competency, & Confidence, (2) Respect, (3) Responsibility, (4) Ethics, (5) Quest for excellence (6) Social service, (7) Team Work, (8) Tech-savviness & Scientific thinking, (9) Etiquette, (10) Continuous improvement, and (11) Promotion of Open systems.	Rupees in 3,00000/-
5	Vision	• The essence of a vision is that it takes a long view of time and works in an opportunity-backward manner and not a constraint-forward manner. • In an organization with a strong emotional infrastructure, there is an articulated vision that is often bold and ambitious. The style of thinking	Rupees in 20,00000/-

		changes from present-forward to future-backward.	
6	Trust among stakeholders and outsiders	● University system should develop trust (self & mutual) among all stakeholders based on their commitment and contribution to the system.	
7	Institutional Tradition Rituals	● The objectives, values, rituals, and traditions cultivated by the seniors of the institution over several years should be carried further as an institutional culture to involve every stakeholder in strong emotional bondage. This improves the commitment of stakeholders to fulfill their responsibility toward organizational development.	Rupees in 5,00000/-
8	Alternative strategy & Support network	● Stakeholder service is very important in gaining emotional support to the university. Thus to provide continuous services which are promised in the beginning must be provided in any situation. Accordingly, the university should think of an alternative strategy to fulfill promises. ● College facilities, Hostel facilities, food & drinking water facilities, transportation facilities, quality faculty members to cover the syllabus, conducting exams and announcement of results in time are very essential in an academic environment and require alternative strategy and support network.	Rupees in 3,00000/-
9	Goal setting in every student	● Goal setting in every student by creating awareness about opportunities is a major responsibility among students. ● The university system should motivate every student and identify the best among them and support them to set a vision to prosper.	Rupees in 2,00000/-
10	Safety & Security	● The university should give priority in providing hassle-free ambiance to every student. ● Safety and security are prime factors in the university campus for every stakeholder.	Rupees in 3,00000/-
11	Search for proximity (Local friends. Local food, local culture)	● Students usually search for proximity during the first year of their study. Seeking local friends, local food, and local cultures are common expectations among the students. University has the responsibility of creating such an environment to keep students from feeling lonely.	Rupees in 3,00000/-

12	Comfort ability but need not luxury	• The university should establish all facilities for students' basic needs and focus on providing students with a certain level of comfortability in their campus life.	Rupees in 4,00000/-
13	Legacy of the system	• The university should carry further the traditions, cultures, and hence the legacy of the system by arranging the required number of such programmes, festivals, and other decent entertainment programs. • The university also maintains organizational hierarchy in a dignified way.	Rupees in 2,00000/-
14	Respect & perception about the organization	• The legacy of the system should be maintained in such a way that every individual stakeholder of a system should show a positive perception of the university and respect heartily as their alma-mater.	Rupees in 3,00000/-
15	Openness in terms of information	• As a part of the emotional infrastructure of the university, it has to maintain openness and transparency in doing business. Openness & transparency in the admission process, academic teaching-learning processes, examination and evaluation system, research & publications, and investments & profitability are important.	Rupees in 3,00000/-
16	The Ability of the institution to fulfill the promises	• One of the major challenges of higher education institutions is their inability to fulfill their own promises. Using the autonomy of the university if it can solve its failures it can establish a good name in a short span of time.	Rupees in 5,00000/-
17	Accountability measures	• The university should adopt a system to check the Accountability of every stakeholder and both positive incentives and negative punishments should be incorporated in the annual evaluation process	Rupees in 3,00000/-
18	Mental Health	• The Institute must ensure that the students are in good mental health. For this appropriate infrastructure for mental wellbeing like clinics, councilors etc. must be maintained	Rupees in 4,00000/-

Total:74,00000/-

Annexure 6: Indicative List Various Types of Infrastructure Required for Networking and Collaboration

S. No.	Types of Networked infrastructure	Details of networked infrastructure & its creation	Allotment of Fund
1	Collaborations– Horizontal, Vertical & Diversified	- MoUs with Industries both in relevant domains and the local units - MoUs with other INIs (Institutes of National Importance) - MoUs with other domain institutions (Universities and Colleges) - Partnership and community engagement for multiple ventures - MoUs with research bodies and Think Tanks – specialised inputs - Collaborations with the Rural and Urban Local Bodies and communities such as in the case of Unnat Bharta Abhiyaan (UBA)	Rupees in 5,00000/-
2	Alumni Association & Networks	- Alumni connect through Alumni conclaves and meet periodically - Domain and Research workshops with Alumni as key partners - Alumni funding for research, infrastructure, and other areas - Mentorship programs with Alumni as centre-stage stakeholders - Alumni's contribution to various ventures and programs of the University and Colleges - Creation of Incubation centres to fund start-ups from invertor alums	Rupees in 5,00000/-
3	Industry Integrated Collaborations	- Industry-based internships and Apprenticeships which may provide for captive placements. - Industry partnership in the design of curriculum, and content across the various disciplines - Upgradation of curriculum basis the emerging and future skills of the industry - Open and Live projects which are a win-win situation both for the industry and the learners - Industry can partner with the institutes to create various forms of center of excellence (CoEs) for the dynamic industry needs	Rupees in 5,00000/-

		● Collaborations by the placement cell of the universities and colleges for final placements	
4	Academic Integrated Collaborations	● Collaborating with other academic institutions which have developed their core competency in related academic areas for co-research, co-curriculum design, etc. ● Intermobility of learners/students between the collaborating institutions ● Synergy for dual degree programs, research internships, etc. ● Subject MoUs with other domain institutions for training ● International Collaborations ● Usage of each other's workshops and Labs and common OJT arrangements.	Rupees in 5,00000/-
5	Research Collaborations	● Multiple researching entities working in the same domain can be a force multiplier to lead to faster and better outcomes. ● Research databases may be shared so as to have access to better data sources and research methodologies and tools ● Access to each other's libraries, journals – physical and cloud ● Partnership amongst the research associates for better outcomes ● International Research Projects, Government led research Projects	Rupees in 10,00000/-
6	Consultancy Collaborations	● Faculty-based consultancy needs to be promoted as this brings in additional revenues as well as makes the faculty up to date with contemporary industrial and client practices. ● This will improve industry-institute relationships and networking leading to enhanced synergy.	Rupees in 5,00000/-
7	Placement Collaborations	● The university should develop networking with local, national, and international companies of many industry sectors both for training the students during the internship and to provide campus job placement services. ● Students should be core to this exercise as they	Rupees in 5,00000/-
8	Collaborations for students - Earn While Learn model	● Live projects for learning and earning opportunities for the student ● Allowing the student flexibility or a hybrid learning model to undertake such opportunities. ● Partner with industries that provide such possibilities	Rupees in 5,00000/-

9	Collaborations with NGOs & Social service Organizations	• Rural outreach, Fieldwork, Participatory Rural Appraisal (PRA) for sensitising and crediting the rural immersion for both faculty and student • Partnering with government programs such as Unnat Bharat Abhiyan (UBA), National Service Scheme (NSS), etc. for the same cause • Operating on technical and non-technical areas for areas such as capacity building, extension services, product development, and usage for the betterment of the catchment area. • Creating possibilities for rural internships and development internships. • Partnering with local, global, and national NPOs, NGOs, development organizations, etc. among others for the identification of key areas of development in the vicinity.	Rupees in 10,00000/-
10	Membership with National & International Accreditation bodies for Quality & Credibility	• The university should also improve its quality service by means of educational innovations and best practices. • The quality and credibility of the organization can be verified by its recognition by national and international accreditation bodies. • Certifications, accreditations, and rankings will go a long way in upgrading the brand value of the institutions and making them aspirational. • Quality assurance frameworks must be adopted by such agencies for enhancing internal quality assurance and in turn the learning outcomes. • Alignment of courses for international accreditation.	Rupees in 5,00000/-
11	Startup Network Infrastructure	• Incubation centers - generic and domain-specific • Funding tracks for the startups • Ideation and network boards for startups • Digital Infrastructure for supporting startups	Rupees in 5,00000/-
			Total:65,00000/-

Annexure 7: Indicative List Various Types of Infrastructure Required for Effective Governance Structure

S. No.	Types of Infrastructure	Details of its usage	Allotment of Fund
1.	BoG/ Senate/ Syndicate	- full functional - fully/ Majorly staffed - defined roles and responsibilities and accountability - involvement of alumni as major stakeholder	Rupees in 2,00000/-
2.	Quality Assurance	- Well defined Processes - Processes to capture various aspects of governance - Clearly defined deliverables and outcomes	Rupees in 3,00000/-
3.	Financial autonomy	- Striving for self-sustainability - Generating external revenue sources - Creation of Chair for Research in specific areas	Rupees in 5,00000/-
4.	Leadership	- Effective leadership - Strategic management - Laying down objectives and targets	Rupees in 2,00000/-
5.	Vision, Mission and Roadmap for the HEIs	- Prepare Vision and mission document. - Evolve Shared Vision through detailed discussions with stakeholders. - Short, medium and long-term (2, 5, and 10 years) Plan document - Outsource the Punjab Technical University, Jalandhar vision to a top consultant. His stamp would be necessary for attracting investments, partners, and high growth. - Template be designed and given to HODs/ Section In-charges for Roadmap preparation. - Compilation of Report to be done by the Chief Educationist.	Rupees in 20,00000/-
6.	Close monitoring by IT/ Web-based Management Information System	- Parameters for performance to be finalized by Dean's Committee. Source of feedback, Also UGC, and AICTE guidelines to be kept in mind. - Academic system should be implemented on priority.	Rupees in 10,00000/-

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.)	Rupees in 6,00000/-
8.	External Advisory Boards	● Each School establishes an external advisory board consisting of prominent industrialists, academics, and governmental officers to advise on the running and make- up of the School. ● The board is to meet at least once per semester in conjunction with a student presentation or other function (such as the recently held Mock Parliament by the Law School	Rupees in 3,00000/-
9.	Student Feedback	● Evolve Regular 360 Degree feedback for all faculty and consistently monitor and act upon the observations. ● Methodology to be proposed by Faculty members through HODs. ● Feedback to be taken on a weekly basis and faculty members to be motivated to improve their delivery	Rupees in 4,00000/-
			Total:45,00000/-

Annexure 8: Indicative List of Financial Independence, Stability and Funding Models Requirements

| S. No.	Types of Financial infrastructure	Details of financial infrastructure	Allotment of Fund
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.	Rupees in 5,00000/-
2.	Action Plan and Budgets	• Finalize Action Plan based on the proposed IDP • 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.	Rupees in 20,00000/-

3.	Main sources of revenue to be developed	• tuition and another fee from the students • government grants and subsidies • consultancy fees and overheads earned on the sponsored research and development projects from the Government and private/ corporate sector • endowments, philanthropic contributions, and other income like CSR, royalties on intellectual property (IP)/ patents etc.	Rupees in 10,00000/-
4.	Close liaison with GOI ministries/ agencies and others for funding and Access to external grants and funding	• 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. • Every HoD must get grants from any source • 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 institute heads. • All Departments to fill up these.	Rupees in 5,00000/-
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 • Consultancy by Each Department: The strength of each department May be circulated and advertised in Newspapers. • Funding from external funding agencies	Rupees in 3,00000/-
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 investment policies for university investment agents.	Rupees in 4,00000/-

7.	Staff providing financial services	● Finance team including a chief financial officer, chief investment officer, treasurer, assistant treasurer accountants, clerks, Data Entry Clerks, CA, etc.	Rupees in 10,00000/-
8.	Software/Technical support	● Software/ Technical support for providing efficient payments, settlement, and clearing system	Rupees in 10,00000/-
9.	Internal Audit department	● Internal Audit assists university/ institution officials in fulfilling their responsibilities effectively. ● As part of its oversight, Internal Audit examines and evaluates (1) systems of internal control and their related accounting, financial and operational policies, and (2) procedures for monitoring and reporting financial and compliance data.	Rupees in 5,00000/-

Total:72,00000/-

Annexure 9: Ideal Research Ecosystem

Illustrated below are the functionalities that are essential conduits to building an ideal research ecosystem.
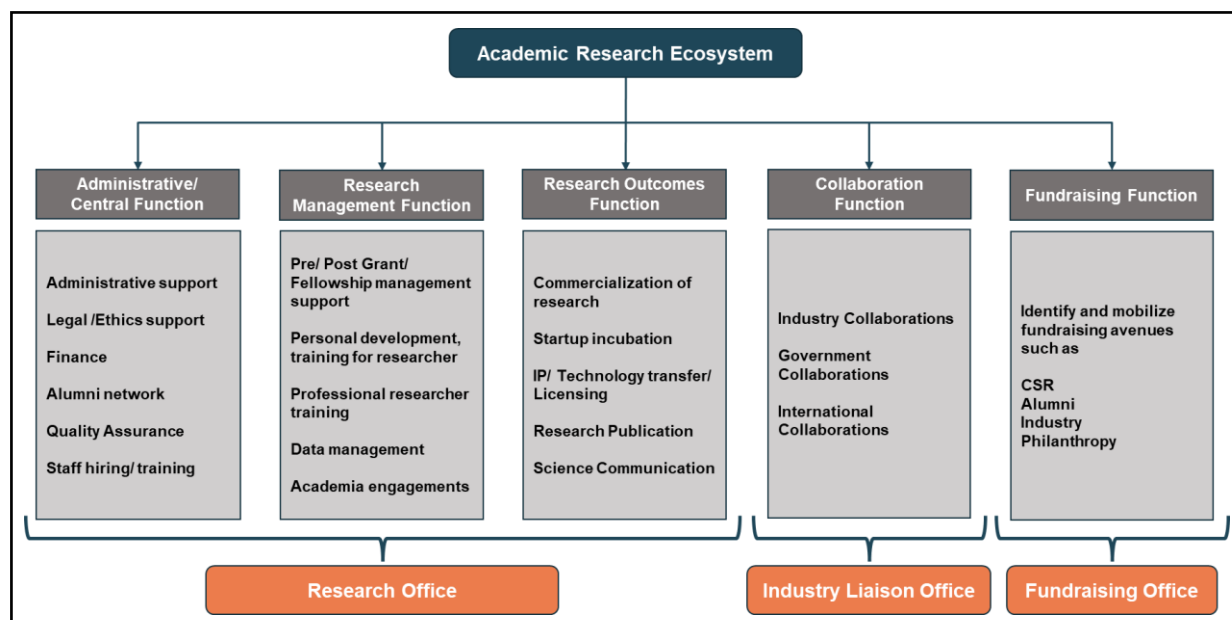
i. The Academic Institutions may be in different stages of adoption of these functionalities. For example, research management has been setup in some shape and form (Office of Research Grants (ORG)) and Society for Innovation and Development (SID) at IISc Bangalore, IIT Madras Research Park and IIT Madras, Society for Innovation and Entrepreneurship (SINE) at IIT Bombay. At these institutes, there is a need to assess the gaps in terms of the kinds of functionalities offered and the quality of the offering.

j. For a vast majority of the institutes, the existence of support for researchers in the form of research management is a far cry. It is proposed to set up structures where these functionalities can be housed to create a holistic and robust research ecosystem.

k. Structures such as Research Offices, Industry Liaison Offices and Fundraising Offices house the personnel that caters to these functionalities. These structures play crucial roles in research universities, supporting research initiatives, fostering partnerships between academia and industry and securing the necessary financial resources to support the university's mission and goals. These offices work together to create a supportive environment for researchers, promoting cutting-edge research, innovation and academic excellence.

i.   Research Office:

Research offices are vital in research universities. They are responsible for pre and post-grant activities, supporting and promoting research initiatives and ensuring that research is conducted in an ethical and compliant manner.

ii.   Roles and responsibilities:

1.   **Pre/Post Grant support:** Help researchers to identify funding opportunities, assistance in writing grant proposals, secure funding for their research projects and assist in funds utilisation.

2.   **Compliance and ethics:** Research offices ensure that research is conducted in accordance with ethical principles and regulatory requirements. They provide guidance on research ethics and ensure that researchers are aware of the policies and procedures related to conducting research.

3.   **Research dissemination:** Research offices play an important role in disseminating research findings to the broader academic community and the public. They may organize conferences, workshops and other events to showcase research and they may also assist researchers in publishing their findings in academic journals.

4.   **Administrative Support:** Activities pertaining to infrastructural support, ensuring an effective system of institutional communication, adequate hiring and maintenance of quality pertains to administrative support that the Research office provides.

iii.   Industry Liaison Office:

Industry liaison offices are another important component of research universities. They serve as the bridge between academia and industry, facilitating partnerships and collaborations between researchers and industry partners. Its roles and responsibilities include:

1.   **Foster industry partnerships:** Industry liaison offices work to establish partnerships between researchers and industry partners, leveraging their expertise to support the development of new products and technologies.

2.   **Transfer research into practical applications:** Industry liaison offices help researchers to translate their findings into practical applications, such as new products, services and technologies.

3.   **Promote innovation:** Industry liaison offices promote innovation by supporting the development of new products and services and fostering partnerships between academia and industry.

iv.   Fundraising Office:

Fundraising offices play a critical role in securing the financial resources necessary to support research initiatives, students and the overall mission of

the university. The primary responsibilities of fundraising offices include:

1. **Soliciting donations:** Fundraising offices solicit donations from individuals (HNIs), corporations and foundations, raising the

necessary funds to support research, students and university programs.

1. **Stewardship:** Fundraising offices are responsible for stewarding donations, ensuring that they are used in accordance with the donor's wishes and for the purpose for which they were given.

2. **Relationships:** Fundraising offices are responsible for building and maintaining relationships with donors, providing updates on the impact of their gifts and engaging them in the life of the university.

3. **Alumni networking:** Creating and maintaining relationships with Alumni, curating outreach programs, alumni meet and fundraising events.