KLEF
INSTITUTIONAL DEVELOPMENT PLAN–ALIGNED STRATEGIC DEVELOPMENT PLAN
(2023–2027)

Document Control and Interpretation

Field	Details
Document title	KLEF Institutional Development Plan–Aligned Strategic Development Plan, 2023–2027
Primary source	Quality - KLEF Strategic-Plan 23-27 (1).doc, supplied by the user; 29-page document including strategic narrative, year-wise targets and authority-wise responsibility tables.
Regulatory framework	UGC Guidelines for Institutional Development Plans for Higher Education Institutions, issued in 2024.
Institutional reference	Official KLEF strategic plan hosted on kluniversity.in; the user-specified kliniversity.in domain was not used as a substitute for the official KLEF domain.
Planning horizon	Academic years 2022–23 through 2026–27, as represented in the supplied plan. This document retains that planning horizon.
Status	Detailed working draft for consultation, baseline validation, budget alignment and approval by competent statutory/institutional authorities.
Important distinction	Targets reproduced from the supplied plan are identified as source targets. Additional implementation measures and monitoring recommendations are proposed operational measures and should be formally approved before they are treated as institutional commitments.

The source plan was designed around the university's vision of becoming a globally renowned university and set a 2026–27 aspiration involving stronger national and international rankings, research excellence, innovation, entrepreneurship, internationalization, quality placements, infrastructure, digital systems and quality assurance. This document reorganizes those commitments under the UGC IDP enabler architecture without silently replacing the source values.

Planning-period note: the supplied plan is titled 2023–2027, whereas the official KLEF website also hosts a later Strategic Plan (2023–28). The present document is intentionally based on the supplied 2023–27 target tables. The institution should reconcile this plan with the current approved institutional plan before formal adoption.

Contents

1. Executive Summary and Institutional Direction

2. UGC IDP Framework and Strategic Alignment

3. Vision, Mission, Values and Strategic Outcomes
4. Governance Enablers
5. Financial Enablers and Funding Models
6. Academic Enablers
7. Research, Intellectual Property and Supportive Enablers
8. Human Resource Management Enablers
9. Networking and Collaboration Enablers
10. Physical Enablers and Green Campus
11. Digital Enablers and Integrated Management Information Systems
12. Cross-cutting Institutional Outcomes: Students, Community, Employability and Rankings
13. Year-wise Institutional Target Register
14. Implementation, Accountability and Monitoring Framework
15. Risk Register and Mitigation
16. Evidence, Reporting and Review Protocol
17. Source-Data Validation Notes
18. References

1. Executive Summary and Institutional Direction

This Strategic Development Plan converts the supplied KLEF Strategic Plan (2023–2027) into an IDP-aligned institutional roadmap. It is designed to connect long-term aspiration with measurable outcomes, annual implementation plans, budget decisions, named ownership, documentary evidence and periodic corrective action.

The central strategic outcome retained from the source is: to become a globally renowned university and a leading Indian institution that develops technological solutions for regional, national and global challenges. The source's stated end-period ambitions include NIRF ranks below 30 in University, below 45 in Engineering, below 33 in Management and below 65 Overall; maintaining QS I-GAUGE Diamond Rating; QS India University position in the 66–70 range with an aspiration below 65; QS Asia position 451–500; THE World Ranking 801–1000; NBA accreditation for six years; and ABET accreditation.

1.1 Strategic intent

- Preserve the university's multidisciplinary character and outcome-based, flexible academic programmes while improving demonstrable learning outcomes and graduate readiness.
- Increase the scale, quality, impact and integrity of research, externally funded projects, doctoral education, research infrastructure, patents, technology transfer and start-up creation.
- Convert national and international collaborations into active academic, research, student mobility, faculty exchange and co-delivery outcomes rather than counting signed MoUs alone.

- Build transparent governance, strong institutional planning, timely decision-making, internal quality assurance, public disclosure and accountable performance review.
- Strengthen revenue diversification through sponsored research, consultancy, executive education, continuing education, endowments, alumni giving, philanthropy, technology transfer and industry partnerships.
- Recruit, develop, retain and recognise qualified faculty and professional staff; make promotion, appraisal, welfare, development and grievance processes transparent.
- Develop safe, accessible, resilient, sustainable and research-supportive physical infrastructure, together with fully integrated digital services.
- Ensure that student support, inclusion, employability, entrepreneurship, community engagement, ethics and social responsibility are embedded in institutional performance.

1.2 How the plan should be used

1. Each Dean/Director/Head of Department should convert the enabler targets into an annual action plan with activities, quarterly milestones, budget, responsible officer, evidence and risks.
2. IQAC should maintain one central target register, standard definitions and evidence rules, and should report progress against both annual milestones and the 2026–27 end target.
3. The Planning and Monitoring Board should examine interdependencies, resolve resource conflicts and recommend corrective action; the Executive Council or other competent authority should approve institutional priorities and major resource allocations.
4. Targets should be reviewed at least quarterly. Where the source target is ambiguous, duplicated, internally inconsistent or dependent on an external ranking/accreditation cycle, the target owner should propose a documented interpretation for approval.
5. Performance should be evaluated on verified outcomes and impact, not only activity counts. Examples include learning gains, quality publications, active MoUs, funded projects, internship quality, graduate progression, community outcomes and digital service adoption.

1.3 Strategic result areas

Result area	Institutional result by 2026–27	Primary evidence
Academic excellence	Outcome-based, flexible and industry-connected programmes; component-based learning and MOOCs at 100%; blended teaching target as stated in the source.	Programme files, course files, CO attainment reports, LMS analytics, curriculum minutes, student feedback.

Research and innovation	Annual publication additions of 3,000 in 2025–26 and 3,000 in 2026–27; annual citation addition of 5,000 or more; 15 research labs; 6 Research Centres of Excellence; ₹10 crore research-project target in 2026–27.	Scopus/WoS records, project sanction letters, audited expenditure, lab inventory, patent and technology-transfer records.
Global engagement	At least 40 active international MoUs by 2026–27; 200 semester-abroad students; international programme and faculty-sharing targets.	Active MoU register, exchange records, joint course lists, student mobility records, co-authored publications.
Student progression	100% placement target as stated in the source, tier-wise salary targets, 1,500 internship-company target, 500 GATE candidates and 100 Civil Services candidates.	Placement database, offer letters, salary verification, internship agreements, examination participation evidence.
Innovation and entrepreneurship	60 start-ups annually at the 2024–25 through 2026–27 target level; start-up funding target of 24 in 2025–26 and 24 in 2026–27.	Incubator records, incorporation/registration evidence, funding agreements, survival and revenue tracking.
Institutional quality	Targeted accreditation and rankings, transparent processes, programme review and documented continuous improvement.	Accreditation decisions, ranking submissions, audit reports, action-taken reports and public disclosures.

2. UGC IDP Framework and Strategic Alignment

The UGC IDP Guidelines (2024) provide a flexible institutional-development framework rather than a rigid one-size-fits-all template. They call for clear objectives, actionable tasks, stewardship and responsibility allocation, collaboration across units, KPIs, technological tools and transparent communication. The guidelines organize institutional excellence around eight major enabler groups. This plan uses those eight groups as its primary structure and maps the source plan’s cross-cutting themes—admissions, internationalization, placements, student support, community engagement, rankings and quality assurance—into the relevant enablers.

UGC IDP enabler	How the supplied KLEF plan is mapped
A. Governance enablers	Vision/mission/roadmap; institutional leadership; quality assurance; governance and e-governance; transparent admissions; statutory and management review; ranking/accreditation oversight.
B. Financial enablers and funding models	Sponsored research, consultancy, endowment fund, corporate and international funding, start-up funding, scholarships, alumni/philanthropic support and financial sustainability.
C. Academic enablers	Outcome-based flexible programmes; dual degrees; minor/honours; semester abroad; curriculum review; project-based/component learning; MOOCs; blended teaching; PG/PhD programmes; course outcomes.
D. Research, IP and supportive enablers	Publications, citations, H-index, sponsored projects, research centres/labs, patents, start-ups, consultancy, technology transfer, research integrity and research scholar development.
E. Human resource management enablers	Faculty recruitment, PhD-qualified faculty, retention, appraisal, promotion, welfare, staff satisfaction, professional development, faculty exchange and international collaborative work.
F. Networking and collaborations	International MoUs, foreign-university programmes, faculty sharing, semester-abroad, foreign PhD collaboration, industry collaboration, internships and research partnerships.
G. Physical enablers	Campus, laboratories, research infrastructure, digital studios, teaching-learning spaces, accessibility, safety, library, student facilities and green campus management.
H. Digital enablers	ERP, examination automation, LMS, placement software, office administration systems, digital studios, online learning, e-governance, data dashboards and evidence repository.

2.1 Planning principles

- Mission alignment: every target must have a traceable relationship to the university's approved vision, mission and strategic objectives.
- Evidence-led planning: use verified institutional data and clearly identify baselines, denominators, scope and reporting periods.
- Accountability with collaboration: one accountable owner per target, with named supporting offices and departmental contributors.
- Outcome orientation: distinguish inputs, activities, outputs, outcomes and long-term impact.

- Regulatory compliance: comply with applicable UGC, AICTE, statutory council, accreditation and other legal requirements. The IDP does not displace applicable regulation.
- Equity and inclusion: ensure fair access and support across gender, disability, socio-economic background, geography and other relevant dimensions.
- Continuous improvement: assess performance, identify causes of variance, approve corrective action and verify closure.
- Financial realism: major targets must be linked to approved budgets, funding sources, staffing, infrastructure and implementation capacity.

3. Vision, Mission, Values and Strategic Outcomes

3.1 Vision

To be a globally renowned university.

3.2 Mission

To impart quality higher education and to undertake research and extension with emphasis on application and innovation that cater to emerging societal needs through the all-round development of students of all sections, enabling them to be globally competitive and socially responsible citizens with intrinsic values.

3.3 Institutional strategic outcomes

Outcome	Strategic interpretation	Illustrative measures
Global reputation	Achieve credible improvement in national and international rankings and academic recognition.	NIRF, QS, THE, QS I-GAUGE and relevant discipline rankings; verified submissions and ranking feedback.
Quality learning	Deliver flexible, inclusive and outcomes-oriented education with active, experiential and technology-supported learning.	CO/PO attainment, student progression, course completion, graduate outcomes, student feedback and employer feedback.
Research with impact	Generate quality research, innovation, translation and public benefit.	Quality publications, citations, H-index, grants, patents, licences, prototypes, start-ups and community adoption.
Ethical and responsible graduates	Develop professional competence, integrity, creativity, constitutional values and social responsibility.	Ethics/value education, community projects, student participation, conduct data and stakeholder feedback.
Industry relevance	Create sustained partnerships for curriculum, internships, applied research, consultancy and employment.	Active industry partners, internships, industry-designed courses, sponsored projects and placement outcomes.

Inclusive and sustainable campus	Provide equitable access, support and safe, accessible, environmentally responsible facilities.	Accessibility audits, student support service metrics, energy/water/waste measures, safety and satisfaction data.

4. Governance Enablers

UGC IDP emphasis: effective institutional leadership, clearly defined authority and accountability, strategic planning, quality assurance, transparency, functional governance bodies, stakeholder participation and IT/web-based monitoring. The supplied KLEF plan assigns targets to Deans and offices and envisages institutional review of implementation strategies. This section establishes the governance mechanisms required to make those targets actionable.

4.1 Strategic objectives

- Maintain a shared, approved vision, mission and multi-year roadmap, with annual and departmental plans aligned to the institutional strategy.
- Strengthen the roles and effectiveness of the Executive Council, Academic Council, Planning and Monitoring Board, Finance Committee, IQAC and other institutional committees.
- Make quality assurance continuous and evidence-based, with a clear cycle of planning, implementation, review, corrective action and verification.
- Ensure that all target owners understand their deliverables, definitions, deadlines, budget implications and reporting obligations.
- Strengthen transparent admissions, policy publication, public disclosure, grievance handling, ethical conduct and risk management.
- Use an institution-wide dashboard to flag delayed, off-track, unverified or at-risk targets.

4.2 Governance action plan

Strategic initiative	Implementation actions	Accountable authority (proposed)	Frequency / milestone	Evidence / KPI
Institutional planning architecture	Approve institutional plan; issue a standard annual action-plan template; cascade targets to Deans, Directors, Principals and HODs; record dependencies and budget.	Vice-Chancellor / Planning & Monitoring Board	Annual plan before start of academic year; quarterly review	Approved plan; departmental plans; meeting minutes; percentage of targets with owners, baselines and budgets.

Governance-body effectiveness	Maintain annual calendar; circulate agenda and background papers in advance; record decisions, responsible officers, due dates and closure evidence.	Registrar / respective committee secretaries	Quarterly or as required by statute	Meeting calendar, minutes, action-taken reports, decision closure rate.
Quality assurance and continuous improvement	Use IQAC to coordinate audits, programme reviews, stakeholder feedback, accreditation readiness, action plans and verification of improvements.	IQAC Director / Deans / HODs	Quarterly; annual quality review	Audit reports, feedback analyses, action-taken reports, verified closure percentage.
Policy transparency	Publish approved policies and procedures, including faculty promotion, recruitment, appraisal, welfare, student support, admissions, research ethics and grievance processes where applicable.	Registrar / HR / relevant Dean	Review annually and after policy changes	Public policy register, version history, date of review, compliance checks.

Admission governance	Ensure entry requirements, selection rules, fee information, scholarship rules and admission processes are published and consistently applied; monitor access and enrolment quality.	Registrar / Director Admissions	Each admission cycle	Published prospectus, audit trail, applications-to-enrolment funnel, complaint resolution.
Risk and compliance register	Maintain risks relating to regulatory compliance, accreditation, data quality, financial sustainability, research integrity, cyber security, safety and reputation.	Registrar / IQAC / Risk Committee (proposed)	Quarterly	Risk register, mitigation owner, risk rating, closure status.
Institutional dashboard	Create a single verified register for all source targets, definitions, baselines, owners, progress, variance, evidence links and corrective actions.	IQAC / IT or ERP owner	Monthly data refresh; quarterly review	Dashboard availability, data completeness, overdue indicators, evidence verification.
Stakeholder participation	Include student, faculty, alumni, employer, community and industry feedback in strategy review; document how feedback influences decisions.	IQAC / Deans / Student Affairs	At least annually	Consultation records, survey analysis, decision traceability.

4.3 Governance performance indicators

KPI	Recommended target / standard by 2026–27	Measurement rule
Institutional targets with named owner	100%	Count approved strategic targets with a named accountable authority and supporting offices ÷ total approved targets.
Departmental annual plans aligned to IDP	100% of departments / units	Approved plan includes relevant institutional targets, annual milestones, budget and evidence.
Quarterly target review completion	4 cycles per year	Review meeting held and minutes/action tracker approved.
Corrective actions closed by agreed due date	At least 90% (proposed)	Verified actions closed on or before due date ÷ actions due.
Approved policies publicly available where required	100%	Current version is approved, accessible and review date is recorded.
Data and evidence completeness	At least 95% (proposed)	Indicators with complete and verifiable evidence ÷ indicators due for reporting.
Student/faculty feedback action closure	At least 90% of approved actions on schedule (proposed)	Actions with evidence of implementation and impact review ÷ actions approved.

4.4 Governance implementation sequence

6. Confirm the governance owner for every enabler and each target line in the source document.
7. Approve common definitions for ambiguous measures, including placement coverage, salary bands, international faculty collaboration, active MoUs, publications and citations.
8. Create a baseline pack containing the 2021–22/2022–23 position and the most recent verified institutional position.
9. Introduce monthly data capture, quarterly review and annual independent verification.
10. Escalate targets with a red status, missing evidence, budget shortfall or external dependency to the Planning and Monitoring Board.
11. Publish a non-confidential annual strategic progress report and retain a controlled evidence repository for accreditation and audit.

5. Financial Enablers and Funding Models

The UGC IDP framework treats financial autonomy and resource generation as critical enablers of sustainable institutional development. The supplied plan includes targets for research grants, consultancy, endowment, corporate and international funding, scholarships, start-up funding and related student development support. The plan should connect each growth target to a funding strategy and a realistic resource plan.

5.1 Strategic objectives

- Diversify income beyond tuition through research grants, consultancy, executive education, continuing education, sponsored programmes, technology transfer, alumni giving, endowments and philanthropy.
- Improve the quality and scale of external funding proposals, including government, industry, international and philanthropic sources.
- Link annual operating and capital budgets to strategic priorities, with cost estimates, cash-flow planning and lifecycle maintenance.
- Ensure transparent financial controls, timely utilisation, auditable expenditure, value-for-money procurement and measurable returns on investment.
- Protect scholarships and student-support funding as strategic investments in access, equity and progression.

5.2 Source targets for financial resource generation

Strategic measure	2022–23	2023–24	2024–25	2025–26	2026–27
Research projects / grants (₹ crore)	2	6	10	10	10
Consultancy (₹ lakh as printed in source)	100	200	300	400	5000
Endowment fund (₹)	₹50 lakh	₹1 crore	₹2 crore	₹4 crore	₹8 crore
Corporate funding under Student Affairs (₹)	₹5 lakh	₹10 lakh	₹20 lakh	₹30 lakh	₹40 lakh
International funding under Student Affairs (₹)	₹25 lakh	₹50 lakh	₹1 crore	₹1.5 crore	₹2 crore
National funding under Student Affairs (₹)	₹50 lakh	₹1 crore	₹1.5 crore	₹2 crore	₹2.5 crore

Start-up funding support (number of cases)	3	6	12	24	24
Scholarships to students (number)	10	20	40	80	80

Source-data caution: the consultancy target is printed as ₹100 lakh, ₹200 lakh, ₹300 lakh, ₹400 lakh and ₹5,000 lakh. The last value is materially larger than the preceding progression. It is reproduced exactly and must be confirmed by the Dean-R&D/Finance Office before approval; it has not been silently corrected.

5.3 Funding strategy and implementation

Funding stream	Implementation strategy	Lead / support	Evidence and monitoring
Sponsored research	Create a central opportunity calendar; maintain a pipeline of calls; use proposal review, costing, compliance review and industry co-investigator support; track submission-to-award conversion.	Dean-R&D; Finance; research centres; HODs	Proposal register, sanction letters, award value, utilisation certificates, milestone delivery.
Consultancy and contract research	Maintain a transparent consultancy policy, rate card, IP/confidentiality templates, project costing, faculty incentives and conflict-of-interest declarations.	Dean-R&D; Finance; legal/IP support	Signed contracts, invoices, collections, delivery acceptance, repeat clients.
Executive and customised programmes	Identify employer skill gaps; co-design short courses, executive PG programmes and certification; use contribution-margin and participant-satisfaction measures.	Dean-Academics; Skill Development; industry liaison	Course proposals, enrolment, revenue, completion, learner feedback, employer feedback.

Endowment and philanthropy	Develop a case for support, donor stewardship policy, alumni giving programme, named chairs/scholarships and transparent utilisation reporting.	Leadership; Alumni Relations; Finance	Pledges, receipts, donor agreements, utilisation and annual impact report.
Corporate and international funding	Develop sponsor packages for labs, chairs, student projects, innovation challenges, mobility, research and scholarships.	Dean-Student Affairs; Dean-R&D; International Relations	Signed agreements, funds received, beneficiaries, sponsor outcomes.
Scholarships and access support	Use published eligibility rules, need/merit review, conflict-of-interest controls and student progression monitoring.	Student Affairs; Finance; Admissions	Sanction register, award letters, beneficiary profile, retention and completion.
Start-up funding	Operate staged funding linked to milestones, mentoring, IP ownership, customer validation and post-funding reporting.	Incubation Director; Dean-R&D; Finance	Approved cases, disbursements, milestones, revenue, survival and follow-on funding.
Budget and capital governance	Require every strategic project to have a business case, total cost of ownership, risk assessment and measurable benefit.	Finance Committee; budget owners	Approved budgets, quarterly variance, utilisation, procurement and benefit realisation.

5.4 Recommended financial KPIs

- Percentage of strategic initiatives with approved budgets and identified funding sources: 100%.
- Quarterly budget variance reporting for every major initiative, with reasons and corrective action.
- External funding conversion rate: sanctioned proposals divided by proposals submitted, reported by funding agency and discipline.
- Consultancy: report both contracted value and cash realised; do not conflate invoices with collections.
- Endowment and donor funds: report pledges separately from cash received and funds actually deployed.
- Scholarship impact: track retention, progression, completion and beneficiary feedback, subject to privacy protections.

- Research and consultancy cost recovery: use an approved costing model and record direct and indirect costs.

6. Academic Enablers

The academic enabler section preserves the source plan's programme-development and teaching-learning targets. The strategy is to make programme growth evidence-led: new programmes and international delivery arrangements should be supported by market demand, faculty availability, facilities, regulatory approvals, learning outcomes and sustainable enrolment.

6.1 Strategic objectives

- Strengthen outcome-based education and ensure that programme outcomes, course outcomes, assessment and attainment are systematically aligned.
- Expand flexible learning pathways through dual degrees, minors, honours, semester-abroad opportunities, MOOCs, project-based learning and interdisciplinary options.
- Revise all programmes at least once in five years, while allowing more frequent updates where professional, technological or employer needs require it.
- Increase postgraduate, doctoral, industry-driven and customised programmes in a manner consistent with quality and applicable approvals.
- Enhance active, experiential, project-based, blended and technology-supported learning, while maintaining parity of standards across delivery modes.
- Integrate internships, industry projects, research exposure, communication, critical thinking, ethics, entrepreneurship and lifelong learning.

6.2 Academic targets from the supplied plan

Strategic measure	2022–23	2023–24	2024–25	2025–26	2026–27
Dual-degree students / stage	Initiate visits and MoUs	Offer programme; 50 students	Add programmes; 150 students	250 students	400 students
Minor / honours degree students	200	400	500	600	600
Semester-abroad students	Initiate programme; 25 students	50	100	200	200
MS programmes with foreign universities	Collaborations and initial 30 students	60	120	240	480
PG students in Sciences	60	120	160	200	240
PhD students in Sciences	20	40	80	120	150

MBA with industry collaboration	30	60	120	120	120
Internationally collaborated MBA students	30	60	120	120	120
Industry-driven Executive MBA / PG students	20	40	80	120	150
Customised industrial-demand programmes	25	50	100	150	200
Courses with international faculty sharing	Initial stage; source indicates 10%	20%	20%	30%	40%
Project handling (number)	50	100	150	200	250
Component-based learning (subject + project)	100% target stated	100%	100%	100%	100%
MOOCs/self-learning platforms	100% target stated for 2023	100%	100%	100%	100%
Online/blended teaching	Transition from online-mode target	Blended 40% + 60% target	Maintain / review	Maintain / review	Maintain / review
Course outcome attainment	At least 70% stated in source authority table	Monitor	Monitor	Monitor	Monitor
Curriculum revision	At least once in five years for all programmes	Maintain register	Maintain register	Maintain register	Maintain register

Interpretation note: where the source table merges several years into a single cell or provides a milestone rather than a numeric target, the wording above preserves the substance and marks the milestone as such. The 40%+60% blended-teaching expression should be defined institutionally (for example, online and face-to-face share) before it is used as a compliance indicator.

6.3 Academic implementation programmes

Programme / action	Detailed implementation steps	Owner	Monitoring indicators
Programme portfolio planning	Conduct annual demand analysis; consult employers, alumni, students and professional bodies; map programmes against faculty strength, infrastructure, placement and research capacity; discontinue or redesign offerings where outcomes justify it.	Dean-Academics; Deans/Principals; HODs	Enrolment against approved intake, seat utilisation, programme contribution, student demand, regulatory compliance.
Outcome-based education	Map POs/PSOs/COs; approve assessment blueprints; moderate assessments; analyse attainment by cohort; implement corrective actions; compare direct and indirect measures.	Dean-Academics; IQAC; HODs	CO attainment, course pass rates, rubric evidence, action taken and subsequent improvement.
Curriculum review	Maintain programme review calendar; include industry, alumni, academic and student input; document changes; ensure approval and communication; monitor impact after implementation.	Academic Council; Dean-Academics; BoS/department committees	Percentage of programmes reviewed on schedule; documented stakeholder participation; impact review.
Project/component-based learning	Define a project rubric, complexity levels, supervision loads, lab access, ethics, deliverables and external evaluation; create interdisciplinary project pools.	Dean-Academics; HODs; project coordinators	Projects completed, rubric scores, industry/community relevance, student learning gains.

MOOCs and credit flexibility	Approve eligible platforms and courses; verify identity and completion; define credit mapping and transfer rules; track completion and learning relevance.	Dean-Academics; LMS team	Participation, completion, approved credits, relevance to programme outcomes.
Dual degree and international delivery	Confirm partner legitimacy and approval pathway; map curriculum and credits; specify assessment, mobility, fees, student support and award arrangements; evaluate partnership performance annually.	Dean-Academics; International Relations; Registrar	Approved programmes, enrolled students, credits recognised, completion, partner review.
PG and doctoral growth	Align intake with supervisors, research facilities, funding and quality assurance; establish admissions, supervision, progress review and completion monitoring.	Dean-Academics; Dean-R&D; research committees	Enrolment, supervisor availability, milestones, completion, time to degree, research quality.
Blended learning quality	Define which activities are online and face-to-face; ensure accessibility, interaction, assessment integrity, faculty readiness and student support.	Dean-Academics; Digital Learning / LMS owner	Course availability, LMS engagement, attendance, student satisfaction, learning outcome parity.
Academic support and remediation	Use diagnostic assessment to identify learning gaps; deliver bridge courses, tutoring, peer learning, writing and communication support; assess improvement.	Dean-Academics; Student Affairs; HODs	Participation, pre/post gains, progression, reduced backlogs and student feedback.

6.4 Academic quality safeguards

- Do not equate programme count with academic quality. Each new programme must have approved learning outcomes, qualified faculty, facilities, financial viability and a student-support plan.
- Track seat filling alongside student success, retention, progression and graduate outcomes.
- Make credit recognition, MOOC acceptance, dual-degree arrangements and semester-abroad policies transparent and consistent.
- Ensure academic integrity through assessment design, plagiarism prevention, research ethics and fair grievance procedures.
- Use student and employer feedback to make documented changes; communicate changes back to stakeholders.
- Report the number of programmes revised, but also report whether revisions improved learning, employability, progression or research readiness.

7. Research, Intellectual Property and Supportive Enablers

The supplied plan makes research output, doctoral growth, research centres, laboratories, sponsored projects, citations, H-index, start-ups, patents and consultancy central to institutional growth. The UGC IDP framework requires a research portfolio aligned to institutional goals, external funding, infrastructure, mentoring, collaboration, integrity, dissemination, assessment and where feasible translation or monetisation.

7.1 Strategic objectives

- Increase research quality and impact while maintaining research integrity, responsible authorship, ethics review and reproducibility.
- Grow externally funded research and consultancy through a coordinated pipeline and professional proposal support.
- Expand research centres and laboratories with equipment utilisation, technical staffing, safety and maintenance plans.
- Increase doctoral enrolment with appropriate supervisors, funding, research infrastructure and timely progress review.
- Convert research into patents, prototypes, licences, start-ups, policy contributions, clinical/community applications and other demonstrable benefits.
- Promote interdisciplinary and international collaborative research and build a stronger citation and quality-publication profile.

7.2 Source research targets

Strategic measure	2022–23	2023–24	2024–25	2025–26	2026–27
Full-time PhD intake from India (students)	100	150	200	250	300

Research Centres of Excellence	2	3	4	5	6
Additional publications	2,000	2,000	2,500	3,000	3,000
Quality publications by Research Professors	Increase by 150 publications each year	Increase by 150 each year	Increase by 150 each year	Increase by 150 each year	Increase by 150 each year
Additional citations	5,000 or more each year	5,000 or more each year	5,000 or more each year	5,000 or more each year	5,000 or more each year
Scopus / Web of Science H-index	Increase by 5 or more points each year	Increase by 5 or more	Increase by 5 or more	Increase by 5 or more	Increase by 5 or more
Research projects (₹ crore)	2	6	10	10	10
Start-ups	10	40	60	60	60
Consultancy (₹ lakh, source value)	100	200	300	400	5000
Research laboratories	6	8	10	12	15
Research labs in authority-wise table	Add 3 each year is also stated in source	Add 3 each year	Add 3 each year	Add 3 each year	Add 3 each year
Innovation improvement	At least 5% annual improvement (source authority table)	At least 5%	At least 5%	At least 5%	At least 5%
International collaborative research	11% of total research	12%	13%	14%	15%
Research Professors / quality output	Increase 150 quality publications per year	Increase 150	Increase 150	Increase 150	Increase 150

Source-data caution: the source has two different formulations for research laboratories—an explicit count of 6, 8, 10, 12 and 15, and an authority-wise instruction to add three each year. These do not align mathematically in every year. This plan retains both statements for review and recommends that Dean-R&D submit a single approved target series. The source also repeats some research and academic

programme rows; duplicates should be de-duplicated in the master KPI register without deleting the original record.

7.3 Research and innovation implementation

Workstream	Implementation actions	Accountable owner	Evidence / KPIs
Research strategy and portfolio	Define priority themes; map faculty expertise, facilities, regional/national needs and funding calls; create interdisciplinary challenge programmes; review the portfolio annually.	Dean-R&D; Research Council; Deans/HODs	Approved research themes, active projects, collaboration map, impact case studies.
Sponsored research	Maintain funding calendar; offer proposal development, costing, statistical/methodological review, compliance and IP support; track proposals through award and completion.	Dean-R&D; Sponsored Research Office; Finance	Submissions, award value, conversion rate, project milestones and utilisation.
Publication quality	Adopt clear quality definitions; monitor indexed publications, quartiles or equivalent journal indicators where relevant, authorship contribution and retractions/corrections; avoid incentives based solely on counts.	Dean-R&D; HODs; Library/Research Analytics	Verified Scopus/WoS records, field-normalised impact where available, quality review, correction/retraction register.
Citation and H-index growth	Use a consistent reporting date, database and author disambiguation process; separate institutional and individual metrics; report discipline-normalised context alongside raw values.	Dean-R&D; Library/Research Analytics	Database snapshots, author IDs, citation additions, Scopus and WoS H-index.

Doctoral quality	Provide supervisor training, research-methods courses, ethics training, proposal defence, annual progress reviews, writing support and timely examination processes.	Dean-R&D; Research Degree Committee	Admissions, supervisor load, progress reviews, completion, time to degree, thesis quality.
Research infrastructure	Prioritise facilities based on utilisation and research demand; procure with lifecycle costs; provide trained technicians, calibration, booking, maintenance and safety procedures.	Dean-R&D; Dean-P&D; lab heads	Lab count, uptime, utilisation hours, calibration, maintenance and user satisfaction.
Centres of Excellence	Establish each centre with a charter, lead, staffing, facilities, funding plan, research themes, external partners, doctoral opportunities and annual performance review.	Dean-R&D; Dean-P&D; relevant Dean	Centres operational, grants, publications, patents, external users, PhD/Postdoctoral scholars.
IP management and technology transfer	Create invention disclosure, prior-art review, filing decision, ownership, revenue sharing, licensing, startup spin-out and abandonment processes; track commercial and social use.	IPR Cell; Dean-R&D; Incubation Director	Disclosures, patents filed/granted, licences, prototypes, revenue, adoption and public benefit.
Incubation and start-ups	Provide mentoring, customer discovery, prototyping, regulatory guidance, business planning, investor access and staged funding; track start-up survival and impact.	Incubation Director; Dean-R&D	Start-ups supported/launched, funding, jobs, revenue, survival, patents and follow-on investment.

Research integrity	Operate ethics committees as applicable; train researchers on authorship, data management, plagiarism, conflicts of interest, human/animal research and responsible AI use.	Dean-R&D; Research Ethics Committees; IQAC	Training coverage, ethics approvals, data-management plans, grievance resolution, audit findings.
Community and translational research	Identify local and regional challenges; partner with public agencies, industry, schools and communities; document adoption and measurable outcomes.	Dean-R&D; Extension/Community Engagement	Solutions piloted, users reached, outcomes, adoption, policy/practice changes.

7.4 Research KPI definitions to approve

Indicator	Recommended definition
Publication addition	Unique scholarly outputs published/accepted within the defined reporting year, deduplicated and verified in the selected database; conference papers, book chapters and articles should be reported in separate categories.
Quality publication	Publication meeting institutionally approved quality criteria, with criteria published in advance and periodically reviewed; avoid retrospective classification.
Citation addition	New citations indexed during the reporting period in the chosen database, with database and retrieval date fixed.
Research project value	Distinguish proposed, sanctioned, contracted, received and utilised amounts; the main strategic target should specify which value is being counted.
Consultancy	Report contract value, invoiced value, amount collected and net contribution separately.
Patent performance	Separate invention disclosures, applications filed, applications published, patents granted, licences and revenue.

Start-up	Define whether the count means incubated, incorporated, active, revenue-generating or surviving for a specified period.
Research laboratory	Define an operational lab, minimum equipment/staffing, commissioning status, safety compliance and utilisation threshold.

8. Human Resource Management Enablers

Human resources determine whether academic, research, student-support and digital targets can be achieved. The supplied plan assigns HR-related measures to the Dean-Faculty & Staff Affairs and includes PhD-qualified faculty ratios, retention improvement, faculty satisfaction, promotion policies, welfare and incentives, appraisal systems, faculty exchange and international collaboration.

8.1 Source HR targets and commitments

Strategic measure	2022–23	2023–24	2024–25	2025–26	2026–27
Faculty with PhD qualification	50% of total faculty	60%	70%	80%	90%
Faculty retention	Improve 20% each year (source wording)	Improve 20%	Improve 20%	Improve 20%	Improve 20%
Faculty satisfaction ('My Feeling of the faculty')	At least 90% satisfaction	At least 90%	At least 90%	At least 90%	At least 90%
Faculty exchange programme, both sides	1%	5%	5%	5%	5%
International faculty collaborative work	1%	5%	10%	10%	10%
Faculty promotion policy	Approved policy/procedure available in public domain	Maintain/update	Maintain/update	Maintain/update	Maintain/update

Staff welfare and incentives	Approved policy/procedure available in public domain	Maintain/update	Maintain/update	Maintain/update	Maintain/update
Teaching and non-teaching appraisal	Approved policy/procedure available in public domain	Maintain/update	Maintain/update	Maintain/update	Maintain/update
Knowledge-upgradation schemes	Approved policy/procedure available in public domain	Maintain/update	Maintain/update	Maintain/update	Maintain/update
Echo system	20% or more improvement every year (source wording)	20% improvement	20% improvement	20% improvement	20% improvement

Source-data caution: the term 'Echo System' is not defined in the supplied document. The owner should identify the intended construct and measurement method before the target is operationalised. Likewise, 'improve retention by 20% each year' must specify whether this means a relative reduction in attrition, an increase in retention percentage points, or another approved formula.

8.2 HR strategy and implementation

HR workstream	Implementation actions	Owner	Evidence / indicators
Workforce planning	Prepare three-year staffing projections by programme, research area, student numbers, laboratory coverage and student-support need; identify critical skills and succession risks.	Dean-Faculty & Staff Affairs; Deans; Finance	Sanctioned vs filled posts, faculty-student ratio where applicable, vacancies, critical-role coverage.
Recruitment and PhD-qualified faculty	Use transparent recruitment, role profiles, discipline requirements, structured evaluation and onboarding; align PhD targets with quality and applicable rules.	Dean-Faculty & Staff Affairs; HODs	PhD-qualified faculty percentage, time-to-fill, recruitment quality, induction completion.

Retention and career development	Analyse attrition by department, grade, discipline and reason; implement mentoring, workload fairness, research support, career paths and exit-interview actions.	Dean-Faculty & Staff Affairs; Deans/HODs	Annual attrition and retention, exit analysis, internal mobility, action closure.
Promotion and appraisal	Publish eligibility, timelines, evidence rules, review panels, appeal process and conflict safeguards; align appraisal with teaching, research, service, mentoring and ethics.	Dean-Faculty & Staff Affairs	Policy publication, appraisal completion, review timeliness, appeal resolution.
Faculty development	Annual individual development plans; pedagogical training, assessment design, research methods, grant writing, leadership, digital teaching, AI literacy and industry exposure.	Dean-Faculty & Staff Affairs; Dean-Academics; Dean-R&D	Training participation, post-training application, peer review and course/research improvement.
Staff welfare and incentives	Review workload, recognition, wellbeing, leave, grievance resolution and incentives; ensure consistent application and transparent communication.	HR; Registrar; leadership	Satisfaction survey, grievance closure, welfare utilisation, policy review.
International and industry exposure	Set up faculty exchange, visiting appointments, joint supervision, co-teaching and collaborative research with clear output expectations.	HR; International Relations; Dean-R&D	Exchange participants, courses co-taught, joint outputs, feedback and continued collaboration.

Work climate and satisfaction	Use confidential pulse surveys; segment results responsibly; develop action plans with employees; report action taken without exposing individual responses.	HR; IQAC	Satisfaction score, response rate, action closure and year-on-year trend.
Performance recognition	Recognise quality teaching, mentoring, impactful research, community service, innovation, collaboration and institutional citizenship using transparent criteria.	HR; Academic Council; Dean-R&D	Awards, nominations, staff feedback, evidence of outcomes.

8.3 HR measurement protocol

- Define denominator and employment categories for all faculty ratios; exclude or include visiting/adjunct faculty only according to a formally approved definition.
- Report retention and attrition using a consistent formula and comparable time windows.
- Separate participation in training from demonstrated capability improvement and application.
- Protect confidentiality in staff satisfaction, grievance and exit-interview reporting.
- Ensure appraisal incentives do not encourage quantity at the expense of academic integrity, student welfare or research quality.
- Review faculty workload and supervisor capacity before expanding student intake, doctoral programmes or research centres.

9. Networking and Collaboration Enablers

The source plan aims to maintain and expand relationships with globally known universities and industry, reaching at least 40 active international MoUs by the end of AY 2026–27. It also specifies student mobility, foreign-university programmes, faculty sharing, international collaborative research, international placements and industry internships. The focus should be on active and outcome-producing partnerships.

9.1 Source internationalisation and networking milestones

Strategic measure	2022–23	2023–24	2024–25	2025–26	2026–27
Active international MoUs	10	10	30	40	40

International awards (source figure)	4	6	8	10	12
Semester-abroad students	25 initialisation target	50	100	200	200
MS students in foreign-university collaboration	30 initialisation target	60	120	240	480
PhD students in foreign-university collaboration	Initiate 20	40	80	120	150
MBA students in international collaboration	30	60	120	120	120
Faculty international research collaboration	1%	5%	10%	10%	10%
International faculty exchange	1%	5%	5%	5%	5%
Courses shared with international faculty	10% initial target stated	20%	20%	30%	40%
International placements and internships (number)	25	50	75	100	150
International collaborative research share	11%	12%	13%	14%	15%

Source-data note: the graphic in the supplied document describes 10 active MoUs in 2022–23, 10 in 2023–24, 30 in 2024–25 and 40 in both 2025–26 and 2026–27, while its narrative states at least 40 active MoUs by 2026–27. This series is reproduced as shown; the university should confirm whether the 2023–24 figure is cumulative, annual additions or a repeated milestone.

9.2 Collaboration strategy

Partnership type	Actions	Owner	Success measures
International university MoUs	Prioritise institutions by academic fit, accreditation, discipline strength, faculty expertise and student benefit; define an activity plan, owner, annual review and exit criteria for each MoU.	Director International Relations; Registrar; Deans	Active MoUs with at least one substantive activity; joint courses, mobility, publications, supervision or funded projects.
Dual degree / twinning / MS	Confirm regulatory permissions, curriculum equivalence, credit transfer, student support, fee and award rules; begin with a pilot cohort and review outcomes.	Dean-Academics; International Relations	Approved agreements, student participation, completion, credit recognition and satisfaction.
Semester abroad	Publish selection, funding, credit-transfer, safety, insurance, visa and academic support arrangements; offer equitable access to eligible students.	International Relations; Dean-Student Affairs	Students participating/completing, credits recognised, student feedback, safety incidents.
Faculty exchange and co-teaching	Identify courses and research areas; agree deliverables; schedule co-taught modules, visiting lectures, joint supervision and collaborative grants.	International Relations; HR; Dean-Academics; Dean-R&D	Faculty participation, courses, joint publications, proposals and partner satisfaction.
Industry partnerships	Create sector advisory groups; use industry projects, internships, sponsored labs, consultancy, executive education and applied research.	Dean-Academics; Dean-R&D; Skill Development; Placement Office	Active industry partners, internships, funded projects, co-designed courses, repeat engagements.

International research	Create seed grants, joint proposal support, visiting scholar programmes and joint doctoral supervision; set clear authorship, data, IP and compliance rules.	Dean-R&D; International Relations	Collaborative research share, co-authored quality outputs, grants, citations and IP.
Partnership performance review	Score each partnership against agreed activity, outcomes, student benefit, financial value and continuation potential.	International Relations; IQAC	Annual partner scorecard; renewal, improvement plan or closure decision.

9.3 Active MoU definition

For monitoring, an 'active MoU' should mean a valid agreement that has produced at least one documented substantive activity during the defined review period, such as student/faculty mobility, co-taught course, joint research proposal, publication, internship, joint event with measurable outcomes, shared facility use or dual-degree delivery. Signed but inactive agreements should be reported separately. This is a recommended operational definition, not a quotation from the source plan.

10. Physical Enablers and Green Campus

Physical enablers must support the institution’s academic, research, student welfare and community missions. The supplied plan references a learning- and research-friendly green campus, research laboratories, lab development, digital studios and infrastructure development. The IDP framework also highlights appropriate physical facilities, accessibility, resource optimisation and green-campus strategy.

10.1 Strategic objectives

- Provide safe, accessible, inclusive and fit-for-purpose teaching, laboratory, library, research, residential, sports, health and student-support facilities.
- Plan capital development from academic demand, research portfolio, enrolment projections, accessibility needs, utilisation data and lifecycle costs.
- Improve laboratory availability, equipment uptime, calibration, safety, technical support and utilisation.
- Adopt resource-efficient practices for energy, water, waste, biodiversity, mobility and campus resilience.
- Ensure infrastructure projects have approved briefs, cost estimates, procurement records, commissioning criteria and post-occupancy evaluation.

10.2 Source infrastructure targets

Strategic measure	2022–23	2023–24	2024–25	2025–26	2026–27
Research laboratories (explicit count)	6	8	10	12	15
Lab development / facilities (number in student progression table)	25	50	50	50	50
Digital studios (% completion)	50%	70%	90%	100%	100%
New Centres of Excellence	Prepare / align with research plan	Add 1	Add 2	Add 4	Add 6
Industrial Centres of Excellence	2	4	6	8	10
Infrastructure development	As per approved projects	Annual review	Annual review	Annual review	Annual review

The source uses 'Lab Development' as a numeric target and also specifies a count of research laboratories. These are likely different measures and must be separately defined (e.g., labs developed/upgraded versus research labs operational). The targets above preserve the source figures without assuming equivalence.

10.3 Physical development programme

Workstream	Actions	Owner	Evidence / KPIs
Infrastructure master plan	Map existing assets, utilisation, condition, accessibility, maintenance backlog and future demand; prioritise projects by strategic value and risk.	Dean-P&D; Finance; Deans	Approved master plan, prioritisation matrix, project milestones and budget.

Research and teaching laboratories	Use demand-based design, safety reviews, equipment specifications, calibration, booking, technical staffing and maintenance contracts.	Dean-P&D; Dean-R&D; HODs	Operational labs, uptime, utilisation, safety audit closure, equipment inventory.
Digital studios and active learning spaces	Design rooms around pedagogical needs, accessibility, acoustics, reliable connectivity, recording, interaction and technical support.	Dean-P&D; Dean-Academics; IT	Completion percentage, usage, technical uptime, faculty/student feedback.
Library and learning resources	Maintain adequate physical and digital collections, databases, accessible study spaces and support for research data, citation and information literacy.	Library; Dean-Academics; Dean-R&D	Collection use, database access, downloads, training, user satisfaction.
Accessibility and inclusion	Conduct accessibility audits of buildings, classrooms, labs, signage, digital kiosks and student services; implement prioritised remediation.	Dean-P&D; Student Affairs; accessibility committee	Audit coverage, issues closed, user feedback and accessible facility availability.
Safety and resilience	Review fire safety, electrical safety, laboratory safety, emergency response, security, disaster preparedness and business continuity.	Registrar; Dean-P&D; safety officers	Drills, inspection closure, incident trends, emergency response readiness.
Green campus	Measure energy, water, waste, transport and green cover; introduce efficiency targets, waste segregation, renewable energy and responsible procurement.	Dean-P&D; Sustainability Cell	Metered baseline, annual consumption intensity, waste diversion, water reuse, green cover.

Maintenance and asset lifecycle	Use preventive maintenance calendars, work-order tracking, warranty records, replacement plans and user feedback.	Dean-P&D; Facilities	Work-order closure time, preventive maintenance compliance, downtime and cost.

10.4 Recommended sustainability indicators

- Energy consumption per square metre and per student, measured from verified bills/meters.
- Water consumption and reuse, with separate records for potable water, treated wastewater and rainwater harvesting.
- Waste segregation, recycling, composting and authorised disposal, with documented vendor/agency evidence.
- Percentage of buildings and teaching/research spaces audited for accessibility and safety.
- Preventive maintenance completion and average closure time for critical work orders.
- Percentage of capital projects commissioned on time and within approved cost, with a post-occupancy review.

11. Digital Enablers and Integrated Management Information Systems

The supplied plan targets completion of digital studios, ERP, examination automation, LMS, office administration and placement software, each progressing from 50% through 70% and 90% to 100%. It also sets targets for new online programmes and blended learning. These initiatives should operate as an integrated digital environment with clear data ownership, security, privacy, accessibility and evidence traceability.

11.1 Source digital targets

Strategic measure	2022–23	2023–24	2024–25	2025–26	2026–27
Digital studios completion	50%	70%	90%	100%	100%
ERP implementation	50%	70%	90%	100%	100%
Examination automation software	50%	70%	90%	100%	100%
Learning Management System (LMS)	50%	70%	90%	100%	100%
Office administration	50%	70%	90%	100%	100%
Placement software	50%	70%	90%	100%	100%

New online programmes	2	5	8	16	48
New PhD programmes	1	2	4	4	8
New engineering programmes	Prepare	Add 1	Add 2	Add 4	Add 6
New engineering PG programmes	Prepare	Add 1	Add 2	Add 4	Add 6
New Sciences & PG programmes	Prepare	Add 1	Add 2	Add 4	Add 12
New Sciences PhD programmes	Prepare	Add 1	Add 2	Add 4	Add 6
New skilling programmes	Prepare	Add 2	Add 4	Add 8	Add 24
New twinning programmes	Prepare	Add 1	Add 2	Add 4	Add 12
New Centres of Excellence	Prepare	Add 1	Add 2	Add 4	Add 6

The source uses 'completion percentage' without defining whether the figure refers to modules implemented, functional coverage, user adoption or project completion. For credible monitoring, each digital initiative should use a signed scope baseline and measure both deployment and effective adoption.

11.2 Digital implementation framework

System / capability	Required functionality	Owner	Acceptance and KPI evidence
ERP / integrated administration	Student lifecycle, admissions, enrolment, fees, HR, finance, procurement, assets, hostels, attendance and management reporting, as applicable.	Dean-P&D / IT; Registrar; Finance; functional owners	Approved requirements, test cases, integrations, uptime, user acceptance, transaction accuracy.
Examination automation	Question-paper workflows, scheduling, attendance, evaluation, moderation, results, revaluation and audit trails, consistent with approved rules.	Dean-P&D / Controller of Examinations	Error rate, result-processing time, audit logs, access controls, uptime and user acceptance.

LMS and digital learning	Course shells, learning resources, assignments, assessment, feedback, accessibility, analytics and support for blended/online delivery.	Dean-P&D / LMS team; Dean-Academics	Course coverage, active use, content completeness, student engagement, support response time.
Placement software	Student profiles, skill readiness, company engagement, eligibility, applications, offers, internships, alumni outcomes and salary verification.	Dean-P&D; Placement and Progression	Record completeness, verified offers, internship tracking, employer feedback and reporting accuracy.
Office administration / e-governance	Digital file movement, approvals, minutes, document versioning, service requests, deadlines, retention and audit trails.	Registrar; Dean-P&D / IT	Cycle time, digital workflow adoption, overdue cases, auditability and satisfaction.
Digital studios	Teaching/recording infrastructure, scheduling, content production, technical support and accessible materials.	Dean-P&D; Academic units	Commissioning, usage, uptime, content quality and support records.
Institutional data warehouse/dashboard	Common data dictionary; role-based access; source-to-report traceability; version control; KPI dashboards; automated alerts.	IQAC; IT; Registrar; data owners	Data quality, refresh frequency, reconciliation, access review, evidence completeness.
Cybersecurity and privacy	Identity/access management, backups, patching, incident response, vendor controls, retention, consent and applicable data-protection requirements.	IT/security owner; Registrar	Security review, backup tests, access reviews, incident closure, awareness completion.

Digital accessibility	Accessible interfaces, documents, captions, keyboard navigation and assistive-technology compatibility.	IT; Library; Student Affairs	Accessibility testing, defects closed, user testing and accommodation records.

11.3 Digital governance rules

- Appoint a business owner and technical owner for each system; IT deployment alone does not establish operational success.
- Approve functional requirements, acceptance criteria, service levels, data fields, roles, retention and audit requirements before procurement or development.
- Integrate systems through documented interfaces and a common data dictionary; avoid multiple conflicting spreadsheets for the same KPI.
- Set role-based access, least privilege, multifactor authentication where appropriate, backup and recovery testing, and incident-response processes.
- Require user acceptance testing by faculty, students and administrators before declaring 100% implementation.
- Report both system availability and effective usage; a purchased or installed system is not necessarily an adopted system.

12. Cross-cutting Institutional Outcomes: Students, Community, Employability and Rankings

These outcomes are distributed across the eight UGC enablers and should also be monitored through a cross-cutting institutional scorecard. The supplied plan has detailed targets for student clubs, student adoption, civil services and GATE preparation, internships, guest lectures, scholarships, placement salary bands, programme seat utilisation and ranking/accreditation aspirations.

12.1 Student progression and placement targets

Strategic measure	2022–23	2023–24	2024–25	2025–26	2026–27
Internship-company reach	100 companies	500	800	1,100	1,500
GATE candidates	100	200	300	400	500
Civil Services candidates	10	50	100	100	100

MS programme students (overall row in source)	500	600	700	800	900
Guest lectures	100	200	300	300	300
Students adopted / mentored	50	100	100	100	100
Scholarships	10	20	40	80	80
Lab development / facilities	25	50	50	50	50
Start-up funding cases	3	6	12	24	24
Student society / club activities	Activities equal to 1% of total student strength (source wording)	Maintain/measure	Maintain/measure	Maintain/measure	Maintain/measure
Coding clubs	5	10	15	20	25
Design clubs	5	10	15	20	25
Hobby clubs	5	10	15	20	25
Innovation clubs	5	10	15	20	25
Sports clubs	5	10	15	20	25
Endowment fund	₹50 lakh	₹1 crore	₹2 crore	₹4 crore	₹8 crore

12.2 Quality placement targets from source

The supplied source expresses placement targets as 100% placements plus counts of students in salary bands and international placements. The source tables contain formatting and alignment ambiguities, especially in later-year salary-band entries. The following reproduces the main pattern and must be checked against the original signed/approved target sheet before being used for appraisal.

Placement indicator	2022–23	2023–24	2024–25	2025–26	2026–27
Placement coverage	100%	100%	100%	100%	100%
Offers above ₹5 lakh	500	800	800	800	800
Offers above ₹10 lakh	500	500	500	500	500
Offers above ₹15 lakh	50	100	150	200	200
Offers above ₹20 lakh	50	50	100	150	150
Offers above ₹25 lakh	30 (source table has formatting ambiguity)	40	50	100	100
Offers above ₹30 lakh	25 international / row alignment requires validation	>30 lakh band shown	50	50	50
Offers above ₹35 lakh	—	—	75 international / row alignment requires validation	20	20
Offers above ₹40 lakh	—	—	—	100 international / row alignment requires validation	10
International placements	25	50	75	100	150

Recommended interpretation rule: count unique students receiving at least one verified offer in each salary band, and separately report unique students placed, total offers, highest package, median package, programme-wise outcomes, domestic/international location, and students pursuing higher studies or entrepreneurship. The 100% placement target should specify the eligible cohort and treatment of students opting for higher studies, entrepreneurship, public service or other progression pathways.

12.3 Student support, wellbeing and holistic development

Strategic action	Implementation details	Owner	Monitoring
Academic advising and mentoring	Assign mentors, review attendance and academic progress, identify risk early, record interventions and follow-up outcomes.	Dean-Student Affairs; Deans/HODs	Mentor coverage, at-risk students contacted, referrals, progression and satisfaction.
Counselling and wellbeing	Provide confidential counselling, referral protocols, crisis response and wellbeing awareness; protect sensitive records.	Student Affairs / counselling centre	Service availability, response time, anonymised utilisation trends, referral closure.
Equity and accessibility	Identify barriers for socio-economically disadvantaged groups and students with disabilities; provide accessible learning and support services.	Student Affairs; accessibility cell; Deans	Support plans, accessibility remediation, participation and outcomes.
Clubs and co-curricular development	Set annual calendars and measurable learning/service outcomes for coding, design, hobby, innovation and sports clubs.	Dean-Student Affairs; Student Activity Centre	Active clubs, participation, events, projects, student feedback.
Career preparation	Offer GATE, civil services, communication, aptitude, coding, domain and interview preparation based on student aspirations.	Dean-Students Progression & Training	Participation, examination attempts, results, progression and placement outcomes.
Scholarships and student adoption	Identify eligible students, assign mentors/support, track financial and academic progress and evaluate outcomes.	Student Affairs; Finance	Beneficiaries, support delivered, retention, progression and completion.

Ethics and social responsibility	Integrate service learning, sustainability, civic engagement, professional ethics and responsible innovation into student experience.	Dean-Student Affairs; IQAC; departments	Participation, projects completed, community feedback and documented outcomes.

12.4 Community engagement and societal impact

The source plan includes community engagement, outreach, social responsibility and the development of technology solutions for regional, national and global challenges. The university should adopt a coordinated community-engagement portfolio that links academic projects and research to community-identified needs.

- Maintain a register of adopted communities, schools, local bodies, public agencies and civil-society partners, with needs assessment and a designated institutional coordinator.
- Create interdisciplinary student/faculty teams to develop appropriate technology and service interventions in health, education, agriculture, environment, digital inclusion, livelihoods and local infrastructure, as relevant to institutional strengths.
- Use baseline and follow-up measures rather than counting only outreach events or participants.
- Document community consent, data protection, safety, maintenance and sustainability of deployed solutions.
- Publish an annual community-impact report with beneficiaries reached, problems addressed, technologies adopted and evidence of outcome.

12.5 Institutional ranking and accreditation targets

Measure	2021–22 baseline as stated in source	2026–27 aspiration in source	Implementation requirements
NIRF University	Below 35	Below 30	Annual data owner matrix, verified data, metric-wise gap analysis, research/teaching/outreach outcomes.
NIRF Engineering	Below 50	Below 45	Engineering-specific programme, faculty, research, graduation, perception and outreach action plans.
NIRF Management	Below 38	Below 33	Management programme outcomes, research, placement, faculty and perception improvement.

NIRF Overall	Below 69	Below 65	Institution-wide data integrity, multidisciplinary contribution and consistent annual review.
QS India University	81–85	66–70, with aspiration below 65	Research reputation, citations, internationalisation, employer reputation and verified submission.
QS Asia	601–650	451–500	International research, mobility, faculty/student ratios as applicable and ranking-data quality.
THE World Ranking	1001–1200	801–1000	Research, citations, international outlook, teaching and industry indicators, with current methodology review.
QS I-GAUGE	Diamond Rating	Maintain Diamond Rating	Review current criteria, evidence and improvement areas.
NBA	Not specified as baseline in source	Accreditation for six years	Select eligible programmes, conduct gap analysis, maintain outcome-based evidence and close deficiencies.
ABET	Not specified as baseline in source	ABET accreditation	Identify eligible programmes, map criteria, close curriculum/outcome gaps and prepare for evaluation.
University with Potential of Excellence	Aspiration stated in source	Achieve / progress toward status	Verify applicable scheme, eligibility, application window and criteria before committing to a specific award/status.

Ranking and accreditation are external outcomes, not fully controllable operational outputs. The institution should therefore monitor controllable leading indicators and submit accurate data, while avoiding any guarantee of a particular rank or accreditation decision.

13. Year-wise Institutional Target Register

This section consolidates the main source targets across enablers. It is not a replacement for the detailed tables above; it is intended to support a central IQAC dashboard. The target owner should retain the original source reference and approved interpretation for every measure.

13.1 Consolidated target register: academic and internationalisation

Enabler	Measure	2022–23	2023–24	2024–25	2025–26	2026–27	Lead owner
Academic	Dual degree students	Initiate/MoUs	50	150	250	400	Dean-Academics / International Relations
Academic	Minor/honours students	200	400	500	600	600	Dean-Academics
Academic	Semester abroad	25 initial	50	100	200	200	International Relations
Academic / Network	Foreign MS students	30 initial	60	120	240	480	Dean-Academics / International Relations
Academic	PG Sciences students	60	120	160	200	240	Dean-Academics
Academic / Research	PhD Sciences students	20	40	80	120	150	Dean-Academics / Dean-R&D
Academic / Network	Industry MBA	30	60	120	120	120	Dean-Academics
Academic / Network	International MBA	30	60	120	120	120	Dean-Academics / International Relations
Academic	Executive MBA / PG	20	40	80	120	150	Dean-Academics
Academic	Customised programmes	25	50	100	150	200	Dean-Academics
Academic	Project handling	50	100	150	200	250	Dean-Academics
Internationalisation	Active international MoUs	10	10	30	40	40	International Relations

Internationalisation	International awards	4	6	8	10	12	International Relations
Internationalisation	International placements/internships	25	50	75	100	150	International Placements & Internship

13.2 Consolidated target register: research, HR and infrastructure

Enabler	Measure	2022–23	2023–24	2024–25	2025–26	2026–27	Lead owner
Research	Full-time PhD intake	100	150	200	250	300	Dean-R&D
Research	Research Centres of Excellence	2	3	4	5	6	Dean-R&D
Research	Publication additions	2,000	2,000	2,500	3,000	3,000	Dean-R&D
Research	Citation additions	5,000+ each year	5,000+	5,000+	5,000+	5,000+	Dean-R&D
Research	H-index increase	+5 each year	+5	+5	+5	+5	Dean-R&D
Research	Research projects (₹ crore)	2	6	10	10	10	Dean-R&D
Research	Start-ups	10	40	60	60	60	Incubation / Dean-R&D
Research	Consultancy (₹ lakh)	100	200	300	400	5,000 (verify)	Dean-R&D / Finance
Research	Research labs (explicit count)	6	8	10	12	15	Dean-R&D / Dean-P&D
HR	Faculty with PhD	50%	60%	70%	80%	90%	Dean-Faculty & Staff Affairs
HR	Faculty satisfaction	≥90%	≥90%	≥90%	≥90%	≥90%	Dean-Faculty & Staff Affairs
Physical	Digital studios completion	50%	70%	90%	100%	100%	Dean-P&D

Digital	ERP / exam automation / LMS / office admin / placement software	50%	70%	90%	100%	100%	Dean-P&D / IT / functional owners
Physical	Industrial Centres of Excellence	2	4	6	8	10	Dean-Skill Development
Digital	New online programmes	2	5	8	16	48	Dean-Academics / Dean-P&D

13.3 Consolidated target register: student progression and finance

Enabler	Measure	2022–23	2023–24	2024–25	2025–26	2026–27	Lead owner
Employability	Internship companies	100	500	800	1,100	1,500	Dean-Students Progression & Training
Employability	GATE candidates	100	200	300	400	500	Dean-Students Progression & Training
Employability	Civil Services candidates	10	50	100	100	100	Dean-Students Progression & Training
Student support	Guest lectures	100	200	300	300	300	Dean-Students Progression & Training
Student support	Students adopted	50	100	100	100	100	Dean-Students Progression & Training
Student support	Scholarships	10	20	40	80	80	Student Affairs / Finance
Student activities	Coding clubs	5	10	15	20	25	Dean-Student Affairs

Student activities	Design clubs	5	10	15	20	25	Dean-Student Affairs
Student activities	Hobby clubs	5	10	15	20	25	Dean-Student Affairs
Student activities	Innovation clubs	5	10	15	20	25	Dean-Student Affairs
Student activities	Sports clubs	5	10	15	20	25	Dean-Student Affairs
Finance	Endowment fund	₹50 lakh	₹1 crore	₹2 crore	₹4 crore	₹8 crore	Leadership / Finance
Finance	Corporate funding	₹5 lakh	₹10 lakh	₹20 lakh	₹30 lakh	₹40 lakh	Student Affairs
Finance	International funding	₹25 lakh	₹50 lakh	₹1 crore	₹1.5 crore	₹2 crore	Student Affairs / International Relations
Finance	National funding	₹50 lakh	₹1 crore	₹1.5 crore	₹2 crore	₹2.5 crore	Student Affairs
Finance	Start-up funding cases	3	6	12	24	24	Incubation / Student Progression

14. Implementation, Accountability and Monitoring Framework

14.1 Governance and accountability model

The implementation model should combine top-level stewardship, enabler ownership and distributed execution. The Vice-Chancellor provides overall leadership; the Executive Council and other competent bodies approve strategy and major resource decisions; the Planning and Monitoring Board reviews delivery and resolves interdependencies; IQAC coordinates quality assurance, data standards, evidence verification and improvement; Deans/Directors own enabler portfolios; HODs and unit heads execute departmental action plans.

Role	Primary responsibilities in this plan	Minimum deliverables
Vice-Chancellor	Institutional stewardship, priority setting, escalation and review of strategic outcomes.	Annual strategic review; decisions on high-risk variances; accountability report to competent authority.

Executive Council / competent statutory authority	Approve the plan and major changes, resources and institutional policy as applicable.	Approved plan, resource decisions, review minutes.
Planning & Monitoring Board	Review target status, interdependencies, budgets, risks and corrective action.	Quarterly review pack; decisions and escalation tracker.
Finance Committee / Finance Office	Validate costing, budget, funding source, expenditure and financial sustainability.	Annual resource plan; quarterly financial variance and utilisation report.
IQAC	Maintain KPI dictionary, target register, evidence repository, audits, feedback and action-taken reports.	Monthly dashboard; quarterly verification; annual quality report.
Deans / Directors	Own enabler targets, assign supporting teams, align budgets, validate data and deliver outcomes.	Enabler action plan; quarterly progress and variance statement.
HODs / Unit Heads	Cascade targets to faculty/staff, implement tasks, maintain evidence and address gaps.	Departmental monthly updates and quarterly self-assessment.
IT / ERP / Data owners	Enable integrated reporting, access control, data quality and dashboard automation.	Data dictionary, system logs, refresh records, access/security review.
Students, faculty, alumni, employers and community partners	Provide feedback and participate in consultations, co-creation and impact assessment.	Feedback records and documented response to stakeholder input.

14.2 Strategic implementation cycle

Cycle stage	Timing	Required action	Output
1. Baseline and target confirmation	At plan adoption; refresh annually	Validate baseline, target definition, denominator, source, owner, dependencies and external criteria.	Approved KPI dictionary and target register.
2. Annual planning and budgeting	Before each academic/financial year	Convert targets to activities, milestones, staffing, procurement and budget.	Approved annual action plan and budget.
3. Monthly operational reporting	Monthly	Update quantitative progress, attach evidence and record issues.	Monthly dashboard and exceptions list.

4. Quarterly strategic review	Quarterly	Review variance, risks, interdependencies, spend, outcomes and corrective actions.	Minutes, action tracker, revised forecast.
5. Mid-year evaluation	At mid-year	Assess whether interventions are working; reprioritise resources where needed.	Mid-year evaluation and approved adjustments.
6. Annual outcome evaluation	Year end	Verify output and outcome evidence; compare against baseline and annual target.	Annual strategic performance report.
7. End-period evaluation	2026–27 close	Assess target achievement, sustainability, impact and remaining gaps; set next plan.	Final evaluation and next-cycle priorities.

14.3 Traffic-light status definitions

Status	Suggested rule	Required management response
Green	At or above approved milestone; evidence complete; forecast indicates end target remains achievable.	Continue; capture good practice; verify evidence.
Amber	Moderate delay or performance gap; corrective action can plausibly recover target within the approved period.	Owner submits cause analysis, recovery milestones, resource needs and deadline.
Red	Material underperformance, repeated missed milestones, missing evidence, regulatory risk or forecast failure.	Escalate to Planning & Monitoring Board/VC; approve recovery plan, resource decision or target revision through due process.
Grey / not rated	Baseline or evidence unavailable; target definition unresolved; measure not yet applicable.	Do not interpret as zero achievement; assign a data owner and date for resolution.

14.4 Standard KPI record

Field	Required content
KPI ID and title	Unique identifier and plain-language name.
UGC enabler / strategic outcome	One primary enabler and linked strategic outcome.
Definition and formula	Numerator, denominator, unit, inclusions/exclusions, reporting period and data source.
Baseline	Verified starting value, reference date, source and data-quality status.
Annual targets	Year-wise milestone and end-period target.
Accountable owner / contributors	One accountable owner and named supporting offices/departments.
Budget and resources	Approved budget, funding source, staffing, equipment and external dependencies.
Evidence	Document links, database extracts, approvals, records and verification date.
Progress / forecast	Current value, target variance, forecast to year-end and confidence.
Risks and corrective action	Root cause, action, owner, due date, resource request and closure evidence.
Approval and version history	Approver, date, change reason and prior value.

14.5 Suggested review calendar

Period	Activity	Responsible body
Monthly	Unit-level data update; evidence upload; overdue action follow-up.	HODs / unit heads / data owners
Quarter 1	Approve annual implementation plans, budgets and procurement schedule; confirm baselines.	Deans, Finance, IQAC, Planning & Monitoring Board
Quarter 2	Review first-half progress, student/faculty feedback, research pipeline and project risks.	Deans/Directors; IQAC
Quarter 3	Check end-period forecast, recruitment, budget use, ranking/accreditation evidence and corrective action.	Planning & Monitoring Board; Finance; IQAC
Quarter 4	Verify annual results, assess outcomes and approve next-year improvement priorities.	Executive Council/competent body; IQAC; all target owners

15. Risk Register and Mitigation

The following risk register is a proposed control framework. Risk owners should rate likelihood and impact using the university's approved risk methodology and update the register quarterly.

Risk	Potential consequence	Preventive / mitigating actions	Owner	Early-warning indicator
Targets not linked to approved budgets	Activities delayed; targets become aspirational rather than deliverable.	Cost every major initiative; rank priorities; stage-gate expenditure; maintain contingency and alternative funding.	Finance; Deans/Directors	Unfunded actions; procurement delays; high budget variance.
Ambiguous or inconsistent source targets	Inconsistent reporting, disputes and misleading performance claims.	Approve KPI dictionary; retain source value and change log; obtain written sign-off for interpretation.	IQAC; target owner	Different offices report different values for the same KPI.
Quantity incentives undermine quality	Low-quality publications, weak programmes, questionable metrics or reputational harm.	Use quality and integrity safeguards; audit publications, authorship and outputs; reward outcomes and responsible practice.	Dean-R&D; HR; IQAC	Unusual publication patterns; corrections/retractions ; poor peer review.
Insufficient qualified faculty / supervisors	Quality declines as programmes and doctoral intake expand.	Link intake to faculty and supervisor capacity; use workforce plans and phased admissions.	HR; Dean-Academics; Dean-R&D	High workload; vacant posts; delayed doctoral milestones.

Inactive MoUs	Partnership counts increase without student or research value.	Use active-MoU definition, annual scorecards, named coordinators and exit criteria.	International Relations	No activity in 12 months; repeated uncompleted actions.
Digital systems installed but underused	Manual work persists; data remain fragmented; promised efficiencies do not materialise.	User-centred design, training, integration, adoption metrics and post-implementation review.	IT / Dean-P&D; functional owners	Low login/transaction activity; parallel spreadsheets; recurring complaints.
Ranking methodology changes	Prior targets may no longer map directly to ranking metrics.	Review each methodology annually; track controllable leading indicators; preserve data audit trails.	Ranking cell; IQAC; Deans	New methodology or data definitions; unexplained score changes.
Research funding not converted into outcomes	Low utilisation, delayed projects and poor sponsor confidence.	Proposal support, project management, milestone reviews and closure discipline.	Dean-R&D; Finance	Delayed procurement, unspent balances, missed deliverables.
Student placement target not well-defined	Unreliable 100% placement claim; cohort differences hidden.	Define eligible cohort, unique-student counting, salary bands, higher studies and entrepreneurship treatment.	Placement Office; IQAC	Mismatch between offers, students placed and verified records.

Cybersecurity / privacy incident	Service disruption, exposure of personal data and reputational damage.	Access controls, backups, patching, incident drills, vendor controls and privacy review.	IT/security owner; Registrar	Unpatched systems, failed backups, unauthorised access.
Infrastructure delays or cost overruns	Research and academic programmes cannot operate as planned.	Stage-gated projects, procurement planning, contingency, contractor review and commissioning tests.	Dean-P&D; Finance	Schedule slippage; change orders; unresolved safety issues.
Staff attrition / low morale	Loss of institutional knowledge and disruption to teaching/research.	Analyse attrition, improve workload and career development, transparent appraisal and staff feedback response.	HR; Deans/HODs	Rising vacancies, exit-interview themes, falling satisfaction.
Equity and student wellbeing gaps	Unequal participation, preventable attrition and student harm.	Accessible services, counselling, mentoring, grievance mechanisms and disaggregated outcome analysis.	Student Affairs; accessibility/counselling teams	Repeated complaints, uneven progression, support delays.
External accreditation not achieved on schedule	Programme or reputation goals delayed.	Eligibility review, gap analysis, self-assessment, evidence audit and mock review.	Dean-Academics; IQAC; programme owners	Unclosed criteria gaps; incomplete files; missed application window.

16. Evidence, Reporting and Review Protocol

16.1 Evidence principles

- Evidence must be authentic, dated, attributable to an accountable unit and traceable to the relevant KPI.
- Where possible, use primary records: official database exports, sanction letters, signed agreements, verified student records, financial statements, examination results and approved minutes.
- Do not treat a draft, proposal, planned event or unsigned MoU as a completed output.
- Use consistent reporting cut-off dates and record retrieval dates for dynamic databases such as Scopus, Web of Science, ranking portals and placement platforms.
- Preserve both aggregate and disaggregated data where relevant, with privacy and access safeguards.
- Maintain a change log for target definitions, baselines, calculation methods and source corrections.
- An independent verifier should sample high-impact indicators, especially rankings, placements, publications, grants, consultancy, patents, student outcomes and accreditation evidence.

16.2 Suggested evidence register

Indicator family	Minimum evidence set
Governance	Approved strategic plan, committee constitution, meeting minutes, action-taken reports, policy register, public disclosures, risk register.
Finance	Approved budgets, audited statements where applicable, grant sanctions, project ledger, invoices, receipts, utilisation certificates, donor agreements.
Academics	Programme approvals, curriculum minutes, course files, CO/PO mapping, assessment records, attainment analysis, student feedback and improvement actions.
Research	Verified publication records, grant letters, project files, citation snapshots, lab inventory, doctoral progress, ethics approvals, patent/IP records.
HR	Recruitment records, qualification data, appraisal records, promotion policy, training logs, retention calculations, anonymised satisfaction results.
Collaborations	Signed agreements, activity logs, exchange records, co-taught courses, joint outputs, partner reviews and student mobility evidence.
Physical infrastructure	Asset register, project files, commissioning reports, safety/accessibility audits, maintenance logs, utilisation records, energy/water/waste data.
Digital	Requirements, implementation plans, acceptance tests, usage analytics, uptime reports, access logs, backup tests, incident records.

Students and placements	Eligibility cohort, verified offer letters, salary data, internship agreements, progression records, scholarships, support and counselling protocols.
Community engagement	Needs assessment, partner approvals, participation records, intervention design, baseline/follow-up outcomes, community feedback.

16.3 Annual strategic performance report template

Section	Required content
1. Institutional summary	Key achievements, major gaps, strategic changes and overall status.
2. Enabler scorecards	Each enabler's target, actual, variance, forecast, evidence status and owner.
3. Financial review	Budget allocation, expenditure, external funds mobilised, variance and sustainability.
4. Academic and student outcomes	Learning outcomes, programme performance, progression, placements, internships and student support.
5. Research and innovation	Publications, quality, citations, grants, consultancy, IP, start-ups, doctoral progress and impact.
6. HR and culture	Faculty profile, retention, satisfaction, development, recruitment and workforce risks.
7. Partnerships	Active partnerships, activities, mobility, joint outputs, industry participation and outcomes.
8. Infrastructure and digital	Project status, asset utilisation, digital adoption, safety, sustainability and service quality.
9. Risk and corrective action	Red/amber targets, root causes, decisions required and action closure.
10. Next-year priorities	Revised priorities, proposed targets, resource needs and approval requirements.

17. Source-Data Validation Notes and Decisions Required

The source document is the controlling source for the reproduced numerical targets in this draft. The following points require formal confirmation before the plan is approved or used for appraisal, ranking submissions, statutory reporting or public disclosure.

Issue identified in supplied plan	Why it matters	Recommended action / decision
Consultancy rises from ₹400 lakh in 2025–26 to ₹5,000 lakh in 2026–27.	Large discontinuity; may be intentional but materially affects financial planning.	Dean-R&D and Finance to confirm the intended 2026–27 target in writing; retain the source value until approved correction.
Research laboratories: explicit series 6, 8, 10, 12, 15, but another table says add 3 each year.	Different annual growth trajectories.	Approve one authoritative target series and distinguish new labs from total operational labs.
Active international MoUs series appears as 10, 10, 30, 40, 40; narrative says at least 40 by 2026–27.	Could represent active agreements, cumulative count or new agreements; 2023–24 may be a repeated milestone.	Define active MoU, cumulative count and annual additions separately.
Placement salary-band table alignment is difficult to interpret in some years.	Counts could be misassigned across salary thresholds or international offers.	Validate against the signed source spreadsheet or official placement target sheet; define unique-student and offer-counting rules.
100% placements is not accompanied by a cohort definition.	A 100% claim can be misleading without eligibility rules.	Approve denominator, treatment of higher studies/entrepreneurship/public service and whether multiple offers count once or several times.
'Echo System' appears without a definition.	Cannot reliably measure a 20% annual improvement.	Identify the intended metric and formula; do not score until approved.
Course outcome target ≥70% is stated in an authority-wise table but not fully integrated with year-wise academic targets.	Risk of different interpretations across programmes.	Confirm whether it is a minimum CO attainment threshold, percentage of courses achieving threshold or student attainment percentage.
Blended learning target is written as '40%+60%'.	The two shares are not labelled explicitly.	Define the components, denominator and method for calculating course-level compliance.
Some measures are duplicated in academic/research tables.	Double counting may occur in consolidated dashboards.	Retain original source rows but assign one canonical KPI ID to each unique measure.
Research project values may refer to sanctioned, received or utilised grant amount.	Different stages yield different figures.	Define target as sanctioned value, grant receipts or expenditure; report all three separately.

Publication target mixes broad publication counts with 'quality publications'.	Quantity and quality may be conflated.	Use separate KPIs with pre-approved quality criteria and database cut-off dates.
The uploaded plan covers 2023–27; official KLEF site also hosts a 2023–28 plan.	Planning horizons may have changed after the uploaded version.	Confirm which plan is currently approved and reconcile targets and dates before adoption.

17.1 Approval checklist

- ☐ Confirm the applicable approved planning period and document version.
- ☐ Approve the institutional KPI dictionary, including formula, unit, baseline and denominator for each indicator.
- ☐ Validate all numerical anomalies and ambiguous source rows listed above.
- ☐ Assign one accountable owner and named contributors for every KPI.
- ☐ Approve annual budgets, funding sources and resource dependencies.
- ☐ Approve the quarterly review calendar and escalation thresholds.
- ☐ Confirm the evidence repository, data owners and access-control rules.
- ☐ Obtain approval through the institution’s applicable governance process and publish the approved version as appropriate.

18. References and Source Basis

Primary institutional source

KLEF, Internal Quality Assurance Cell (IQAC), Strategic Plan (2023–2027), supplied document titled “Quality - KLEF Strategic-Plan 23-27 (1).doc”. Numerical targets and institutional aspirations in this draft are derived from this source, including the year-wise tables and the authority-wise target allocation sections.

UGC framework

University Grants Commission, Guidelines for Institutional Development Plans for Higher Education Institutions (HEIs), 2024. Official guideline landing page: https://www.ugc.gov.in/Guideline

Official UGC IDP e-book: https://www.ugc.gov.in/e-book/InstitutionalDevelopmentPlans/files/basic-html/page4.html

UGC IDP framework sections referenced include the strategic goals and operationalisation discussion and the eight enabler groups: governance; financial enablers and funding models; academic enablers; research, intellectual property and supportive enablers; human resources management; networking and collaborations; physical enablers; and digital enablers.

Official institutional reference

KL Deemed to be University (KLEF), Strategic Plan (2023–28), official website PDF: https://www.kluniversity.in/IQAC/pdfs/SP2023-28.pdf

KLEF Self Study Report, 2023 cycle, section on strategy development and deployment, hosted on the official university website: https://www.kluniversity.in/iqac-files/ssr-2023/web/KLEF-SSR-3-Cycle.pdf

Institutional context was checked against the official KL University domain. The user-specified URL www.kliniversity.in was not treated as authoritative where the official KL University/KLEF domain was available.

Final institutional adoption statement

This Strategic Development Plan is intended to be adopted only after review by the competent institutional authorities, confirmation of the current approved planning horizon, validation of the source-data issues identified in Section 17, assignment of owners and budgets, and approval of the implementation and monitoring arrangements. All applicable statutory and regulatory requirements remain binding.