



OFFICE OF THE REGISTRAR : : SIBSAGAR UNIVERSITY

Ref. SU/ACR/IDP/2025/930

Date : 09-10-2026

Notification:- Circulation of IDP (Draft) among the stakeholders of SU

As directed by the Hon'ble Vice-Chancellor, Sibsagar University, the draft Institutional Development Plan (IDP) of Sibsagar University, prepared by the Core Committee constituted for the purpose, is hereby circulated among all stakeholders of the University, including officers, teachers, non-teaching staff, students, alumni, and other concerned stakeholders, for their feedback and suggestions.

All concerned are requested to carefully go through the draft IDP and submit their feedback, suggestions, observations, and comments, if any, to the Academic Registrar i/c, Sibsagar University, via email at acr@sibsagaruniversity.ac.in on or before **31 October 2026**.

The valuable inputs received from the stakeholders will be considered for further refinement and finalisation of the Institutional Development Plan.

This is issued for information and necessary action by all concerned.

The draft Institutional Development Plan is enclosed.


(Dr. Profulla Ch. Kalita)

Registrar

- Copy to :-
- 1) The OSD to the Honourable Vice Chancellor for his kind appraisal
 - 2) The Academic Registrar i/c for information
 - 3) All the Officers (circulation through WhatsApp and University website)
 - 4) All the teachers (circulation through WhatsApp and University website)
 - 5) All the students (circulation through WhatsApp and University website)
 - 6) All the alumni (circulation through WhatsApp and University website)
 - 7) Guard file


(Dr. Profulla Ch. Kalita)

Registrar

SIBSAGAR UNIVERSITY

INSTITUTIONAL DEVELOPMENT PLAN (IDP)

(Draft copy)



Prepared by
Core Committee for Drafting IDP of Sibsagar University

Approved by
Executive Council
(Vide Resolution No.)

Sibsagar University

P.O. Joysagar – 785665 (Assam)

C O N T E N T S

Particulars	Page No.
Chapter 1. Governance Enablers	1 - 22
Chapter 2. Financial Enablers and Funding Models (Resource Generation)	23 - 26
Chapter 3. Academic Enablers	27 - 37
Chapter 4. Research & Development Ecosystem	38 - 41
Chapter 5. Human Resources and Supportive-Facilitative Enablers	42 - 50
Chapter 6. Networking and Collaboration	51 - 56
Chapter 7. Physical Enablers	57 - 61
Chapter 8. Digital Enablers	62 - 68

Chapter 1. Governance Enablers

1.1. External Advisory Boards

Short-term Goals · Departmental Committees shall endeavour to co-opt members/experts from organizations and institutions of national and international repute.

Mid-term Goals · Nationally and internationally renowned academicians and representatives from regulatory bodies shall be involved in the Advisory capacity at various levels.

Long-term Goals · An Advisory Council comprising representatives from government, education, industry and social sectors shall be established to offer diverse perspectives, enabling the University to address the evolving societal and economic challenges.

1.2. Vision & Mission

(a) Vision Statement

1.2.1. Vision

To emerge as a centre of excellence in higher education and research, globally and nationally recognized, and locally actualized - by integrating human values, scientific inquiry, indigenous knowledge, and transformative technologies for the advancement of society.

(b) Mission Statement

1.2.2. Mission

The University shall strive:

1. Providing quality, inclusive, multidisciplinary, interdisciplinary, trans-disciplinary and technology-enabled education thereby fostering scientific thinking, critical thinking, creativity, digital literacy, ethical awareness, and lifelong learning.
2. Promoting research, innovation, and knowledge creation addressing regional, national, and global challenges.
3. Preserving and promoting Indian Knowledge Systems (IKS), rich cultural heritage, indigenous traditions, and ecological wisdom of Assam and Northeast India.
4. Integrating Information Technology (IT), Artificial Intelligence (AI), and digital tools into teaching, research, governance, administration, and community engagement responsibly and ethically.
5. Cultivating social responsibility, environmental consciousness, democratic values, peace, human dignity, emotional resilience, and holistic well-being among learners.
6. Strengthening employability, entrepreneurship, skill development, and industry-academia collaboration for sustainable socio-economic development.
7. Fostering national and international collaborations for academic excellence, cultural exchange, and research advancement.
8. Developing learner-friendly, transparent, participatory, and technology-enabled governance and administrative systems supported by continuous institutional reforms, accountability, and efficient public service delivery.

9. Promoting holistic learner development through accessible healthcare, mental health support, sports, wellness initiatives, and development of inclusive, sustainable, and future-ready academic and residential infrastructure.
10. Nurturing compassionate, ethically grounded, and socially committed citizens capable of contributing meaningfully to nation-building and global harmony.

1.3. UGC IDP (EC, AC, FC Etc.)

The University functions through a documented hierarchical structure, via Statutory Bodies – University Court, Executive Council (EC), Academic Council (AC), Finance Committee, having representation of diverse stakeholders.

The University envisions the following goals:

Short-Term Goals (Years 1–2): Foundation & Compliance

Strengthening statutory and academic bodies as per State Acts and UGC norms.

Adoption of SOPs for transparent and timely governance.

Introduction of e-governance systems for administration, finance, and grievances.

Implementation of NEP-aligned academic reforms and credit flexibility.

Digitization of financial management and audit processes.

Establishment of IQAC-led quality benchmarks and MIS.

Adoption of institutional policies on research, ethics, and student welfare.

Capacity building and role clarity for academic and administrative leadership.

Mid-Term Goals (Years 3–4): Performance & Consolidation

Institutionalization of performance-based governance linked to IDP and NAAC indicators.

Periodic academic, administrative, and financial audits with stakeholder feedback.

Decentralization of academic and administrative powers to Schools and Departments.

Strengthening research governance through interdisciplinary clusters and funded projects.

Diversification of financial resources through consultancy, FDPs, and alumni support.

Integration of quality assurance processes into routine institutional functioning.

Expansion of student support systems including mentoring and career guidance.

Implementation of ERP-based integrated university management systems.

Long-Term Goals (Year 5): Sustainability & Excellence

Transition to outcome-oriented and autonomous governance framework.

Institutionalization of a continuous quality culture (PDCA cycle).

Establishment of long-term financial sustainability through corpus fund creation.

Academic and research autonomy with national and international benchmarking.

Development of a mature innovation ecosystem with IPR and startups.

Strengthening participatory governance with students, alumni, and stakeholders.

Leadership succession planning and governance continuity mechanisms.

Achievement of improved NAAC grade and enhanced institutional reputation.

1.4. Quality Assurance

1.4.1. Vision

To cultivate a sustainable institutional culture marked by accountability, transparency, academic rigor, and continuous quality enhancement, ensuring alignment with national/international standards and regional development goals of Assam.

1.4.2. Strategic Goals

Establish strong quality management systems led by IQAC.

Promote data-driven academic and administrative decision-making.

Ensure continuous improvement through audits, feedback, digital systems, and accreditation readiness.

Strengthen research, innovation, and teaching-learning quality.

Enhance institutional credibility through timely compliance and transparency.

1.4.3. Detailed Action Plan

1.4.3.1. Strengthening IQAC as Apex QA Body

1.4.3.2. Governance Structure

Reconstitute IQAC with:

Registrar, Controller, Finance Officer

Deans, HoDs, Senior Faculty

Industry/Community representatives

Alumni and students

External academic experts

Annual review and approval of IQAC composition by Executive Council.

1.4.3.3. IQAC Office & Infrastructure

Digital Quality Assurance Centre with:

NAAC/NIRF/MIS dashboards

Data repository and document archiving

Automated feedback and survey tools

Dedicated staff: QA Officer, Data Analyst, Accreditation Manager

1.4.3.4. IQAC Activity Calendar

Annual Academic Audit

Biennial Administrative/Gender/Green audits

Regular FDPs & Quality workshops

Departmental OBE review

Monthly Quality Review Meetings (QRMs)

1.4.3.5. Academic Quality Assurance

1.4.3.6. Curriculum & Outcome-Based Education (OBE)

Map POs, PSOs, COs for all programmes.

Develop departmental OBE manuals and SOPs.

Train faculty on OBE, curriculum design, and rubrics.

Introduce semester-wise attainment analysis and action plans.

1.4.3.7. Teaching-Learning Innovation

Adopt blended learning (LMS, SWAYAM, MOOCs, virtual labs).

Standardized teaching portfolios (lesson plans, assessments).

Peer teaching reviews twice a year.

In-class outcome measurement through digital tools.

1.4.3.8. Examination Reforms

Digitized examination management system (EMS).

Continuous assessment with structured rubrics.

Training evaluators in uniform evaluation practices.

1.4.3.9. Accreditation, Ranking & Compliance

1.4.3.10. NAAC

Criterion-wise documentation teams.

Annual mock NAAC audit.

Improvement plans for:

Student-teacher ratio

Research output

Infrastructure

Governance and transparency

1.4.3.11. NIRF

Establish NIRF Monitoring Committee within IQAC.

Quarterly tracking of:

Teaching-Learning Resources

Research & Professional Practice

Outreach & Inclusivity

Perception

1.4.3.12. Statutory Compliance

Regular updating of mandatory disclosures on the website.

Timely submission of AQAR, AISHE, and UGC compliance reports.

1.4.3.13. Data Governance and Digital QA Systems

1.4.3.14. University MIS

Integrated Management Information System covering:

Student Lifecycle Management

Digital HR Management

Accounts & Finance

Examination

Research & Projects

Feedback & Grievance Monitoring

1.4.3.15. Data Validation & SOPs

Standard templates for academic and administrative data.

Quarterly data uploads by departments.

IQAC data-verification protocol.

1.4.3.16. Stakeholder Engagement

1.4.3.17. Students

Student Quality Circles.

Annual Student Satisfaction Survey (SSS) with improvement actions.

Representation in IQAC and Board of Studies.

1.4.3.18. Faculty & Staff

Mandatory minimum:

2 FDPs

1 workshop on research ethics

1 training on digital tools per year

Research incentives (patents, publications, grants).

1.4.3.19. Industry & Community

Co-creation of curriculum modules with industry partners.

MoUs with Assam industries (tea, tourism, biodiversity, rural livelihoods).

Community-engaged research & extension activities.

1.4.3.20. Monitoring, Review & Audit Mechanisms

1.4.3.21. Academic & Administrative Audit (AAA)

External experts to conduct annual AAA.

Departmental scorecards published internally.

Compliance reports to VC & EC.

1.4.3.22. Quality Risk Monitoring System

Identify risks in:

Enrolment
 Research productivity
 Examination delays
 Finance governance
 Annual Quality Improvement Plan (QIP).

1.4.4. Key Performance Indicators (KPIs)

Domain	Indicators
Teaching-Learning	CO/PO attainment, faculty training hours, blended learning adoption
Research	Publications, patents, projects, external funds
Accreditation	NAAC grade improvement, timely AQAR
Student Outcomes	Graduation rate, placements, pass percentage
Governance	Time-bound approvals, transparency, compliance
Digitalization	MIS usage, automation of processes

1.5. Financial Autonomy

1.5.1. Vision

To create a financially resilient and self-sustaining University through diversified revenue streams, efficient financial governance, and greater operational autonomy aligned with UGC and state guidelines.

1.5.2. Strategic Goals

Achieve more flexible and decentralized financial powers.
 Enhance internal revenue generation (IRG).
 Strengthen financial management systems (e-governance, audits, transparency).
 Optimize budgeting, fund flow, and resource utilization.
 Build capability for external fund mobilization (research, consultancy, CSR, international grants).

1.5.3. Detailed Action Plan

1.5.3.1. Financial Governance & Autonomy Framework

1.5.3.2. Review of Existing Financial Powers

Conduct a gap analysis of current practices vs. UGC/state norms.

Propose enhanced delegation of powers to:

Vice-Chancellor

Registrar

Finance Officer

Deans/HoDs for academic budgets

1.5.3.3. Update Financial Regulations

Prepare revised “University Financial Rules (UFR)” based on GFR 2017.

Establish:

Procurement Committee
Purchase Guidelines SOP
Advance & Settlement Norms
Internal control mechanisms

1.5.3.4. Committee-Based Financial Oversight

Finance Committee (FC) to meet quarterly.
Public disclosure of annual budget and audited accounts.

1.5.3.5. Strengthening Financial Management Systems

1.5.3.6. E-Governance in Finance

Implement a fully digital, integrated financial management system (IFMS):
E-procurement
Digital salary & scholarship disbursement
Online vendor payments
Digital utilization certificates (UCs)
Real-time expenditure dashboards

1.5.3.7. Capacity Building

Train finance staff in:
PFMS
GST compliance
Audit and accounting
Grant management
Annual Financial Management Workshop (FMW).

1.5.3.8. Diversification of Revenue Sources

1.5.3.9. Academic Income

Introducing:
Job-oriented certificate/diploma courses
Professional development programmes
Executive education modules
Distance/online programmes (per UGC ODL norms)

1.5.3.10. Research Grants

Create a Research & Grants Cell to track:
DST, DBT, ICSSR, AICTE, MoEFCC, MoE grants
Assam Government schemes
CSR partnerships
International grants (EU, UKRI, ASEAN)

1.5.3.11. Consultancy & Industry Linkages

Set up a Consultancy & Corporate Relations Cell (CCRC).

Offer paid consultancy in:

Environment & biodiversity
Rural development
Entrepreneurship & tourism
Tea industry management
Social sciences and policy studies

1.5.3.12. Physical Resource Mobilization

Renting facilities:

Conference halls
Auditorium
Sports complex
Incubation centre fee-based services.
Alumni fundraising.

1.5.3.13. Financial Planning, Budgeting & Audit

1.5.3.14. Outcome-Based Budgeting

Prepare departmental budgets linked to:

OBE outcomes
Research output
Student progression metrics
Mid-year budget revisions.

1.5.3.15. Transparency & Audit Strengthening

Internal audit unit with quarterly checks.
Annual statutory audit.
Compliance with CAG/state audit observations.
Publishing “Annual Finance Report”.

1.5.3.16. Ensuring Optimal Utilization of Funds

1.5.3.17. Infrastructure & Capital Investment Plan

Prioritized investment in:

Smart classrooms
ICT systems
Research labs
Hostel & residence upgrades
Green infrastructure

1.5.3.18. Maintenance & Sustainability Funds

Establish:

Campus Maintenance Fund

Research Innovation Fund

ICT Upgradation Fund

Annual allocation of minimum 10–15% for maintenance.

1.5.4. KPIs for Financial Autonomy

Domain	KPIs
Revenue Diversification	% of IRG in total income, number of new courses, consultancy earnings
Research Funds	Annual grant amount, number of funded projects
Digital Finance	% transactions through e-governance, automation level
Budget Efficiency	Utilization certificate timeliness, deviation <10% from planned budget
Governance	Audit compliance, transparency measures
Cost Optimization	Reduction in procurement delays, savings from energy & digital systems

III. Integrated 3-Year Implementation Roadmap

Year	Quality Assurance	Financial Autonomy
Year 1	IQAC strengthening, baseline audits, OBE intro., MIS launch	Revising financial rules, introducing IFMS, creating new income-generating courses
Year 2	Digital exam reforms, accreditation readiness, AAA	Consultancy expansion, research grant mobilization, alumni fundraising
Year 3	NAAC mock peer visit, full OBE attainment reports, NIRF optimization	Higher IRG ratio, procurement efficiency, international funding & partnerships

IV. Expected Outcomes

Quality Assurance

Improved NAAC Grade

Higher NIRF ranking

Data-driven, transparent governance

Better student learning and research outcomes

Financial Autonomy

Increased internal revenue generation (IRG)

Efficient, transparent, and decentralized financial governance

Reduced dependence on government funds

Strong financial sustainability and resource mobilization capacity

1.6. Well-Defined Processes

1.6.1. Objective

To establish clear, standardized, transparent, and replicable processes across academic, administrative, research, and service domains to ensure consistent quality and continuous improvement.

1.6.2. Strategic Interventions

1.6.2.1. Development of Standard Operating Procedures (SOPs)

Prepare University-wide SOPs covering:

Academic Processes

Curriculum development & revision

OBE implementation (PO/PSO/CO mapping)

Teaching-learning practices

Internal assessment, examination, evaluation

Academic audits, moderation, result declaration

Administrative Processes

HR recruitment, promotion, appraisal

Procurement & inventory management

Financial approvals and utilization

Student admissions, registration, grievances

Research Processes

Research proposal approval

Ethical clearance

Project management & reporting

Publication and patent submission

Consultancy and MoU process

Student Support Processes

Scholarship management

Counselling & mentoring

Career and placement support

Hostel & health services

1.6.2.2. Process Mapping & Documentation

Map every process using flowcharts, RACI matrices (Responsible–Accountable–Consulted–Informed).

Create a University Process Manual with:

Inputs

Process steps

Responsible offices

Output documents

Turnaround time (TAT)

Service Level Agreements (SLAs)

1.6.2.3. Internal Policy Frameworks

Draft and implement:

Quality Assurance Policy

Teaching-Learning & Assessment Policy

Research Integrity & Ethics Policy

IT Governance Policy

Gender, Grievance, Anti-ragging, Inclusivity policies

Environmental sustainability policy

1.6.2.4. Capacity Building

Training faculty & staff on new processes & SOPs.

Annual “Quality Systems Training Week.”

Internal Quality Champions in each department.

1.7. Processes to capture various aspects of governance

1.7.1. Objective

To create robust, technology-enabled systems that continuously capture data, evidence, and feedback across governance functions for decision-making and compliance.

1.7.2. Strategic Interventions

1.7.2.1. Establish a University Governance MIS (Management Information System)

A single integrated platform capturing data for:

Academic Governance

Course offerings, workload, timetables

Attendance (faculty & students)

CO/PO attainment dashboards

Academic performance analytics

Administrative Governance

HRMS (leave, attendance, service records, promotions)

Procurement workflows (e-procurement)

Asset tracking

Financial Governance

Budget allocation, approvals, expenditure, UC generation

Research grants & project accounts

Endowment and IRG tracking

Student Governance

Admissions and enrolment
Grievances & redressal
Counselling and mentoring records
Placement statistics
Research & Innovation Governance
Project proposals
Fund utilization
Publications & patents
Consultancy & MoUs
Compliance & Accreditation Governance
NAAC, NIRF, AISHE data templates
IQAC dashboards
Audit and policy compliance tracker

1.7.2.2. Feedback and Review Mechanisms

Create multilevel, structured feedback systems:

Student Feedback
Teaching-learning
Course outcomes
Support services
Faculty Feedback
Administrative support
Resource adequacy
Research environment
Employer/Industry Feedback
Curriculum relevance
Skills gaps
Placement performance
Alumni Feedback
Employability
Experience rating
Collaboration opportunities
Community Feedback
Outreach and extension performance
All feedback processed through an Automated Feedback Analytics System.

1.7.2.3. Audit Mechanisms

Implement periodic audits to capture governance quality:

Academic Audit – annual

Administrative Audit – biennial
Financial Audit – yearly (internal & statutory)
Green/Gender/Safety Audits – periodic
ICT Audit – annually
Audit reports must include:
Findings
Non-conformities
Corrective and preventive actions (CAPA)

1.7.2.4. Governance Dashboards

Develop real-time dashboards for:

Faculty performance
Student progression
Financial expenditures
Research achievements
NAAC/NIRF readiness
Grievance status

Dashboards accessible to:

VC
Deans & HoDs
IQAC

1.7.2.5. Risk Management System

Create a governance risk registry:

Low enrolment risk
Examination delays
Research underperformance
Faculty shortage
Financial inefficiencies
Quarterly risk review by IQAC + EC.

1.8. Clearly defined deliverables and outcomes

1.8.1. Objective

To ensure that every process leads to measurable outputs and outcomes, enabling accountability, performance-based evaluation, and continuous improvement.

1.8.2. Deliverables and Outcomes Framework

1.8.2.1. Academic Quality Deliverables

Area	Deliverables	Expected Outcomes
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Curriculum	Curriculum revision reports, OBE mapping, BoS approvals	Industry-relevant, outcome-defined programmes
Teaching-Learning	Teaching plans, LMS content, peer-review reports	Improved learner engagement & learning outcomes
Assessment	Question banks, rubric-based evaluations, CO/PO attainment reports	Transparent, standardized evaluations

1.8.2.2. Research & Innovation Deliverables

Deliverables	Expected Outcomes
Annual Research Output Report	Increase in publications, citations
Project Proposal Submission Logs	Higher externally funded projects
Consultancy & MoU Reports	Industry collaboration, revenue generation
Ethics & IRB Approval Records	Improved research integrity

1.8.2.3. Administrative Governance Deliverables

Deliverables	Expected Outcomes
HRMS records, promotion & appraisal files	Efficient service delivery, transparency
Procurement and audit reports	Reduced delays & compliance with GFR
Grievance redressal logs	Faster resolution, stakeholder satisfaction

1.8.2.4. Financial Governance Deliverables

Deliverables	Expected Outcomes
Budgeting documents, expenditure reports	Optimal resource utilization
UCs, audit compliance reports	Reduced audit objections
IRG reports	Improved financial autonomy

1.8.2.5. Student-Centric Deliverables

Deliverables	Expected Outcomes
Student performance analytics	Higher pass percentages
Placement & progression records	Improved employability
Counselling & mentoring logs	Holistic student development
SSS outcomes	Data-driven improvements

1.8.2.6. Accreditation & Ranking Deliverables

Deliverables	Expected Outcomes
AQAR, SSR, DVV documents	Higher NAAC grade
NIRF annual submission	Improved national ranking
AISHE & compliance reports	Strengthened governance credibility

1.8.3. KPI Matrix (Key Performance Indicators)

Domain	KPIs
Teaching-Learning	CO-PO attainment $\geq 70\%$, Faculty FDP hours $\geq 20/\text{year}$
Research	Annual publications per faculty, patents/year, external grant amount
Student Outcomes	Placement %, Pass %, Dropout rate

Governance	Grievance resolution time ≤15 days
Finance	IRG share of total budget, UC submission cycle
Accreditation	NAAC grade, NIRF rank improvement
Digital Systems	MIS uptime, automation coverage

IV. Implementation Timeline (3-Year Plan)

Year 1

Develop & approve SOPs

Launch MIS modules

Conduct baseline audits (AAA, admin, financial)

Year 2

Full OBE deployment

Strengthen governance data dashboards

Implement research & consultancy monitoring

Year 3

Accreditation optimization

Performance benchmarking

University-wide Quality Maturity Index (QMI) evaluation

V. Expected Impact

On Governance

Transparent, accountable, and evidence-based decision-making

Strong compliance with NAAC, NIRF, UGC norms

Reduced administrative inefficiencies

On Academic Quality

Consistent improvements in student outcomes

Enhanced research and innovation culture

On Overall Institutional Credibility

Higher accreditation grade

Increased competitiveness in securing funding

Better stakeholder trust and satisfaction

1.9. Striving for self-sustainability

1.9.1. Objective

To strengthen the University's financial health by reducing dependency on state grants and increasing internal revenue through efficient resource utilization, cost rationalization, and diversified income streams.

1.9.2. Strategic Framework

1.9.2.1. Strengthening Internal Revenue Generation (IRG)

The University will gradually increase its IRG share to 25–35% of total annual expenditure within 5 years.

Launch revenue-earning academic programs

Executive/Professional Diploma programmes

Weekend/Evening PG Programs

High-demand certificate courses (ICT, Data Science, Tourism, Tea Management, Entrepreneurship)

Expand Distance & Online Education

Establish Directorate of Online & Distance Learning (ODL) per UGC-DEB norms

Offer MOOCs through SWAYAM

Optimize Fee Structures

Introduce rationalized fee structure for:

Self-financing programmes

Special certificate courses

Add-on skill modules

Offer concessions/waivers to maintain equity while sustaining revenue

University Consultancy Services

Faculty consultancy policy with a 70:30 revenue sharing model

Use faculty expertise for government/industry consultancy

1.9.2.2. Cost Rationalization & Financial Efficiency Measures

Energy Efficiency Initiatives

Solar power installations

LED switchovers

Smart energy monitoring Expected saving: 15–25% annually

Digitization to Reduce Administrative Costs

Paperless workflow systems

Digital payroll, procurement, student lifecycle management

Optimization of Existing Infrastructure

Rental of auditorium, seminar halls, sports facilities

Charging fees for exam centres, training programs, external workshops

Campus Enterprise Development

Cafeterias and utility centres operated under PPP model

Bookshop, stationery, and photocopy centres leasing

1.9.3. Governance Mechanisms

Annual Financial Sustainability Report

IRG Monitoring Committee under Finance Officer

Quarterly review by Finance Committee and EC
Performance-linked budgeting for departments
Capex–Opex optimization model

1.10. Generating external revenue sources

1.10.1. Objective

To create diverse, dependable, and sustainable sources of revenue from research, industry partnerships, consultancy, CSR, and international funding.

1.10.2. Strategic Interventions

1.10.2.1. Research Grants & Projects

Establish a Research & Grants Facilitation Cell to support faculty in applying for:

DST, DBT, ICSSR, ICHR, CSIR

MoEFCC, MoE, AICTE, DRDO

Tea Board of India, North East Council

World Bank, EU Horizon, UNDP, UKRI, Japan Foundation

1.10.2.2. Action Plan

Grant writing workshops every semester

Incentives for PIs receiving external funding

Dedicated administrative support for project accounting

1.10.2.3. Consultancy & Advisory Services

Focus Areas Relevant to Assam

Tea industry & agriculture

Tourism, culture, heritage

Climate change, floods, biodiversity

Rural livelihood development

Public administration, social policy

Languages & ethnic studies

1.10.2.4. Action Plan

Create Consultancy and Corporate Relations Cell (CCRC)

Maintain a Faculty Expertise Directory

Introduce mandatory consultancy targets (soft targets)

Revenue sharing model:

70% to faculty / department

30% to University IRG Pool

1.10.2.5. CSR & Philanthropy Mobilization

1.10.2.6. Action Plan

Establish Office of Institutional Advancement

Engage sectors like Oil & Gas, Banking, Telecom, Tea, IT, Construction

Target CSR support for:

Laboratories & equipment

Fellowship programmes

Smart classrooms

Community outreach projects

Organize annual “University CSR Conclave”

1.10.2.7. Industry Partnerships & Skill Development

Partner with industries for paid training programs

Establish Skill Development Centres:

Skill India

NSDC

Assam Skill Development Mission

Offer “Earn While You Learn” schemes funded by industry

1.10.2.8. Internationalization Revenue

Fee-paying international students (SE Asian, African, SAARC)

Summer schools and short-term visiting programs

Joint degree programmes

Cultural immersion camps

1.10.2.9. Intellectual Property & Technology Transfer

Patent facilitation scheme

IPR Cell support

Licensing income

Start-up incubation centre (rental + equity-based returns)

1.11. Creation of chairs for research in specific areas

1.11.1. Objective

To promote advanced research, sponsored scholarship, and regional knowledge systems by establishing endowed research chairs in priority domains for Assam and the Northeast.

1.11.2. Priority Areas (Illustrative)

1.11.2.1. Tea & Plantation Economy Chair

Focus: agricultural modernization, tea value chain, sustainability.

1.11.2.2. Environmental Resilience & Disaster Management Chair

Focus: floods, erosion, climate change, biodiversity conservation.

1.11.2.3. Indigenous Knowledge & Culture Chair

Focus: traditional knowledge, ethnic studies, languages of Assam.

1.11.2.4. Women's Studies & Social Equity Chair

Focus: gender empowerment, public policy, inclusive development.

1.11.2.5. Tourism & Cultural Heritage Chair

Focus: ecotourism, heritage conservation, community-based tourism.

1.11.2.6. Biotechnology & Natural Products Chair

Focus: medicinal plants, biodiversity-based innovations.

1.11.3. Funding Sources

1.11.3.1. Endowments

Target major industries in Assam: Tea Companies, ONGC, Oil India, NRL, NEEPCO, Coal India, IT Firms

Minimum endowment per chair: INR 3–10 crores

1.11.3.2. Government Agencies

Ministry of Culture

Ministry of Tribal Affairs

NEC

Department of Science & Technology

Government of Assam

1.11.3.3. CSR Support

Corporate Chairs (3–5 years renewable)

1.11.4. Structure of a Research Chair

1.11.4.1. Governance

Chair Advisory Committee (Academic + Industry)

Annual Research Plan approved by Vice-Chancellor

1.11.4.2. Academic Functions

Research publications

Policy papers

Conducting national seminars

Supervising PhD scholars

Offering specialized elective courses

1.11.4.3. Financial Plan

Endowment interest to support:

Chair Professor salary
 Research staff
 Field studies
 Events, publications
 Student fellowships

1.11.4.4. Deliverables

Annual “Chair Research Report”

At least:

3 research publications/year
 2 policy briefs/year
 1 conference/workshop
 5 student fellowships

IV. Integrated KPI Framework

Area	Key Indicators
Self-Sustainability	% IRG in total budget, cost savings, energy savings
External Revenue	Annual grants, consultancy income, CSR funds
Research Chairs	No. of chairs established, publications, sponsored projects
Industry Linkages	No. of MoUs, training programs, placements
Digital Finance	% e-procurement, % digital transactions
Governance	Audit compliance, budget utilization efficiency

V. Three-Year Roadmap

Year 1

Establish IRG Cell, CCRC, OIA
 Launch short-term certificate courses
 Proposal submissions for 5 research chairs

Year 2

Start consultancy operations
 Secure external grants
 Sign CSR MoUs
 Launch 2–3 endowed research chairs

Year 3

Achieve ≥25% IRG contribution
 Fully operational research chair ecosystem
 International collaborations generating revenue
 Publish annual sustainability index

1.12. Leadership

Promote student involvement in leadership development opportunities, community service projects, and cultural exchanges. Provide resources and support for student-led initiatives and events that promote inclusivity,

diversity, and social responsibility. Invest in sports facilities, equipment, and coaching staff to encourage student participation in

intramural and intercollegiate sports competitions. Evaluate the impact of extracurricular activities on student engagement, satisfaction, and overall

well-being through surveys, focus groups, and feedback mechanisms.

Short-term Goals · Leadership Development Programs for the training of Department Heads and Faculties on Leadership Management and Strategic Thinking. Implement formal Mentorship and handholding programs within departments and administrative units to identify potential leaders from faculty. An outcome-based approach be devised to encourage branch heads to present their Annual Plan and Targets at the start of the Calendar Year.

Mid-term Goals · Open-house or periodic meetings of the employees with University administration for addressing different concerns and inclusive crisis management. · The University shall also undertake MoUs with leading management institutions in India and other prestigious international institutions to offer periodic leadership training programs for senior academic and administrative personnel.

Long-term Goals · A Leadership Training Institute may be established in collaboration with the Parliament Secretariat, Federation of Indian Chambers of Commerce and Industry (FICCI).

1.13. Student Feedback

Short-term Goals · The University shall conduct workshops and sensitization programmes to educate students and faculty members on the importance of feedback and help them understand how it can lead to tangible effects. · A systematic institutionalized mechanism for taking students' feedback periodically to ensure the satisfaction of students and improved quality.

Mid-term Goals · A dedicated feedback analysis committee shall be established to monitor and analyse the pertinent points emerging out of the student feedback to address such issues. · Student feedback shall be used to strengthen the teaching-learning and administrative process.

Long-term Goals: Student feedback shall be thoroughly analysed using advanced software, facilitating the University to identify the areas for further improvement prioritizing the interests and needs of the students.

Feedback System:

There shall be a centralized portal to collect Feedback from all stakeholders

(Students, Faculty, Non-Teaching Staff, Alumni, and Parents) and analyse it using appropriate software.

The Feedback System is developed to collect students opinion of various parameters influencing the academic and intellectual ambiance of Sibsagari University. Questionas based on academic,

Administrative, infrastructural facilities, evaluation system, curriculum and result publications were asked to assess the teaching learning atmosphere of the University.

The purpose of Feedback is to Introspect the Academic, Administrative and Students Facilities made available by the University. Use insights from evaluations and feedback to refine and improve digital solutions, ensuring alignment with evolving needs and priorities.

1.14. Close Monitoring by IT

Developing a user-friendly online portal (SAMARTH) for Examination Management including registration, admission counseling, fee submission, filling examination form, result publication and mark-sheet preparation etc.

There are few aspects needed to explore and facilities are to be supported by ICT tools and training to teachers in order to enhance the application of online interactions, classroom interactions using digital screens more effectively to uplift the overall teaching learning ambience. Need of improving library resources of the Departments is also explored.

Smart Cards shall be issued to all University employees and students to access different services, such as IT Services and the Library.

Deployment of new age security systems. · Supplementing classroom teaching with technology assistance in virtual space.

Digital libraries shall be established with a wide range of resources, including e-books, journals, videos, and other educational materials, accessible anytime, anywhere. Data analytics and AI tools for personalized learning and informed decision-making shall be used. To Provide online platforms for course delivery, communication, and collaboration, ensuring userfriendly interfaces and accessibility for all users. To Create virtual labs with interactive simulations and experiments to supplement traditional laboratory sessions and provide remote learning opportunities. Provide training and support for faculty, students, and staff to effectively utilize digital platforms, virtual labs, and AI tools in their respective roles. Workshops, tutorials, and online resources shall be provided to build digital literacy skills and promote best practices in using technology for teaching, learning, and administration. To Establish digital libraries with a wide range of resources, including e-books, journals, videos, and other educational materials, accessible anytime, anywhere.

Chapter 2. Financial Enablers and Funding Models (Resource Generation)

The university is committed to achieving financial sustainability through diversified income streams, strong financial governance, and a structured budgeting framework. Financial Powers assigned to various University officials such as Registrar, Deans, HoDs, etc. are well documented.

2.1. Financial Sustainability Approaches

Diversity of funding sources by establishing collaborations with industry leaders, alumni networks, and government bodies to supplement existing revenue streams.

Commitment in maintaining a balanced revenue model that includes tuition fees, government grants, philanthropic donations, intellectual property royalties, and sponsored research projects to ensure long-term financial sustainability.

Robust financial forecasting and cost management practices through investments in faculty development, infrastructure expansion, and sector-specific programs in collaboration with external sponsors.

Leveraging campus resources to introduce high-demand programs by all schools of the university including data analytics, agribusiness, food processing, entrepreneurship, and other programs, while offering flexible educational formats like short-term certifications, executive education, and hybrid learning.

Establishing and supporting innovation and incubation centres that encourage faculty and students to develop entrepreneurial ventures, with revenue reinvested to strengthen academic and research ecosystems.

Prioritizing collaborations with academic, corporate, and government entities to enhance joint funding opportunities, optimize resource utilization, and reduce operational costs.

Developing a dynamic alumni engagement framework that facilitates lifelong relationships, encourages donations, and supports initiatives such as scholarships and infrastructure development through endowment funds.

Incentivizing faculty and researchers to patent and commercialize innovations, utilizing the revenue generated to fund new academic and research initiatives.

Investment in digital infrastructure to deliver scalable online and hybrid education programs by appealing to a global learner base.

As part of commitment to inclusivity and financial sustainability, the university shall offer academic programs through distance learning modes, to reach underserved and geographically remote populations. This initiative will expand access to quality education while diversifying and enhancing the revenue base of the university.

2.2. Financial Policies

2.2.1. Short-term Goals

Formulate policies to support various academic initiatives, cutting-edge research endeavours, commensurate development of the physical infrastructure to adequately support the academic activities of the university.

Expansion of academic activities shall require more space in the form of classrooms and similar such facilities. It shall require development of physical infrastructure where financial shall play a key role.

Set up a dedicated Alumni Relation Office to strengthen the alumni network and motivate them to donate for students' scholarships and infrastructural development.

2.2.2. Mid-term Goals

Enhance capital investment in the mid-term for supporting its ongoing infrastructure demands.

Organize fundraising campaign in the major cities of India and abroad through alumni network to strengthen Endowment Fund.

University shall formulate policies to promote start-ups in emerging fields of Science and Technology, aimed at attracting external funding.

2.2.3. Long-term Goals

Focus on creating new ways of fund raising through University Foundation to ensure resource mobilization.

Encourage high net worth alumni and philanthropists to create named Chairs, research fellowships, and scholarship programs.

2.3. Action Plans and Budgets

Budget items for income and expenditure to be identified (tuition fees, government grants, donations, consultancy income, project funds, Salaries, Construction, Maintenance etc).

Departmental heads to be sensitized to prepare recurring and non-recurring budgets.

Budget to be prepared as per details of different sources of income and components of expenses.

Budget proposal to be received yearly

Budget to be forecasted for subsequent year.

Funds to be kept and managed in separate accounts for fees and grants

Annual meeting of Finance Committee to be scheduled regarding budget

2.3.1. Short-term Goals

Maintenance and Audit of the assets shall be done on a regular basis. Auditing mechanism is to be aligned with budgeting.

Stock management exercise shall be aligned with budget planning to reduce wastage and environmental impact from acquisition of new assets.

Incorporate social responsibility factor in the financial action plans such as resale, donation, and re-use of end-of- life assets or depreciated assets.

2.3.2. Mid-term Goals

To align the funding sources with the institutional goals to address the additional expenses arising from internationalization, inclusivity, research, and innovation initiatives.

Identify and dispose of redundant assets in alignment with broader concepts of sustainability, the circular economy, and the SDGs.

2.3.3. Long-term Goals

Guidelines for identification of wasteful/non-fungible sources of expenses and targeted reduction in such expenses.

2.4. Main Sources of Revenue

Tuition Fees: Primary source of Income and to be kept per university guidelines.

Assessment and Certification Fees: Reasonable source of Income as fees for assessment and accreditation of Qualifications

Government Grants & Subsidies and Projects: To be received from the state government.

Consultancy Income: Departments to be guided to offer training and consultancy.

2.4.1. Short-term Goals

Regular workshops shall be conducted to raise awareness of existing government funding schemes.

Invite ideas to identify new sources of funding.

Encourage faculty members to focus on research and academic consultancies.

Faculty members and research scholars shall be encouraged and rewarded for actively contributing to the advancement of research activities.

The university shall regularly publish an Information Bulletin featuring abstract or brief overviews of ongoing research projects and consultancy activities. This initiative shall enhance visibility and attract additional research grants.

Ramping up Alumni Funds, Endowment Funds, CSR funding etc.

2.4.2. Mid-term Goals

Focus on strengthening foreign collaborations in research activities to generate external funds.

Formulate policies to develop future strategic partnerships with industries.

Establish a dedicated office for Patents, IPR and technology licensing for faster processing and monetization of Patents.

2.4.3. Long-term Goals

Research labs shall be made available for specific use of other organizations.

2.5. Liaison with GOI Ministries/Agencies and Other External Fundings

2.5.1. Short-term Goals

Common repository for International and National funding agencies by respective departments.

Mentoring programme to guide the proposer of the project funded by various funding agencies.

Department-specific awareness programme to ensure active participation of stakeholders.

Building a network with empanelled private companies and industry associations for joint and collaborative research projects.

2.5.2. Mid-term Goals

Provide training to government and corporate executives by establishing Officer Training Centres (OTCs).

2.5.3. Long-term Goals

Target large-scale research grant from various government ministries and other agencies for the development of infrastructure with latest cutting-edge technology.

2.6. Internal Revenue Generation (IRG) at Departmental Level

Departments are sensitised to map lab resources available for external users.

Consultancy Policy is in place and Departments are sensitised to offer consultancy to industry based on their strengths.

Plans to host certification programs, and provide industry-oriented consulting services are developed.

Publicity mechanisms (e.g., newspaper ads, brochures) for department capabilities are yet to be formalized.

2.6.1. Short-term Goals

Formulate strategies for generation of additional funds.

Institute/Department-specific workshops, training programs, and certificate courses to be conducted.

The Institute/Department shall activate social media platforms (YouTube Channel, Applications etc.) to post good practices evaluated by the internal committee.

2.6.2. Mid-term Goals

In-house start-ups can be enhanced by establishing the University's e-commerce venture.

Publication and dissemination of knowledge products such as Patents and IPRs for income generation.

2.6.3. Long-term Goals

Allow individual departments to generate their endowment funds through grants received from alumni, philanthropists, and industry.

2.7. Financial/Investment Committee

An Investment Committee shall be set up to look after and evaluate all the financial plans. All the financial investments, purchase etc. to be done as per state govt. rules.

2.8. Staff Providing Financial Services

A core finance team shall be constituted and the following strategies and action plans shall be adopted:

Provision of trained administrative staff for an efficient and seamless functioning of University's financial activities.

Develop appropriate guidelines and mechanisms (e.g., prepare a checklist tree for procurements and associated relevant details) through which faculty/ research scholars can access the research grant without any hassle.

There must be strong coordination between the Research Council and the University's finance section.

Chapter 3. Academic Enablers

Introduction

In alignment with NEP 2020, UGC guidelines, and the evolving socio-economic landscape of Assam and the North-East, Sibsagar University proposes to strengthen its academic ecosystem by enhancing curriculum relevance, employability orientation, and integration of emerging technologies. This Institutional Development Plan focuses on four critical sub-parameters under Academic Enablers to prepare students for professional excellence and the future of work.

3.1. Courses Catering to Professional / Future Requirements

3.1.1. Objective

To design and introduce academic programmes aligned with regional, national, and global professional demands.

3.1.2. Action Plan

Introduction of Professional and Applied Programmes

BBA, MBA (Rural & Agri-Business, Entrepreneurship)

BCA/MCA with specialization in Data Analytics

PG Diploma in Tourism & Heritage Management

Certificate Courses in Financial Literacy & GST

Skill-based short-term certification courses

Industry-Oriented Electives

Banking & Financial Services

Digital Marketing

Supply Chain Management

Environmental Impact Assessment

Public Policy & Governance

Integration of Internship & Apprenticeship

Mandatory internships in final year UG/PG programmes

Collaboration with tea industries, oil sector, MSMEs, and government departments

Entrepreneurship Development

Establishment of Innovation & Incubation Cell

Start-up mentoring and business plan competitions

Collaboration with state entrepreneurship missions

3.1.3. Expected Outcomes

Enhanced employability and industry readiness

Increased campus placements

Promotion of self-employment and start-ups

3.2. Curriculum Updated as per Industry Requirements

3.2.1. Objective

To ensure dynamic and periodic curriculum revision in consultation with industry stakeholders.

3.2.2. Action Plan

Curriculum Review Mechanism

Revision every 2–3 years.

Inclusion of industry experts in Board of Studies.

Feedback from alumni and employers.

Industry–Academia Interface

MoUs with industries and corporate houses.

Guest lectures by professionals.

Industry-sponsored projects.

Outcome-Based Education (OBE)

Clearly defined Programme Outcomes (POs), Course Outcomes (COs).

Skill mapping aligned with National Skill Qualification Framework (NSQF).

Sector-Specific Advisory Panels

Panels for IT, Banking, Tourism, Agriculture, and Public Administration.

3.2.3. Expected Outcomes

Curriculum relevance and adaptability

Stronger industry linkages

Alignment with national workforce demands

3.3. Curriculum Embedded with Employability Skills

3.3.1. Objective

To integrate transferable skills and professional competencies across disciplines.

Key Employability Skills to be Embedded

Communication Skills (English & Soft Skills)

Critical Thinking & Problem Solving

Digital Literacy

Leadership & Teamwork

Financial & Entrepreneurial Literacy

Ethics and Professional Responsibility

3.3.2. Action Plan

Compulsory Skill Enhancement Courses (SEC)

Communication & Presentation Skills

ICT Proficiency

Resume Writing & Interview Skills

Workplace Ethics

Project-Based Learning

Field surveys, case studies, live projects.

Community engagement & service-learning.

Career Development Cell Strengthening

Regular career counselling workshops.

Placement training sessions.

Mock interviews and aptitude training.

Earn While You Learn Scheme

Academic and administrative assistantships.

Campus-based employment opportunities.

3.3.3. Expected Outcomes

Improved student confidence and job readiness

Enhanced placement records

Higher progression to higher studies

3.4. Curriculum Embedded with Skill Enhancement Courses

Strategic Roadmap for SEC Integration

3.4.1. Structural Realignment (The Credit Blueprint)

Credit Locking: Strictly align with the UGC's Curriculum and Credit Framework for Undergraduate Programmes (CCFUP). Mandate the allocation of required credits (typically 10 credits across a 3 or 4-year UG program) specifically for SECs.

The Exit-Gate Strategy: For students utilizing multiple exit options, ensure a mandatory 4-credit vocational/skill course is integrated during the summer term after Year 1 (for a UG Certificate) or Year 2 (for a UG Diploma) to ensure immediate marketability.

Academic Bank of Credits (ABC) Compliance: Ensure every SEC is micro-credited and seamlessly uploadable to the ABC portal to facilitate student mobility.

3.4.2. Industry-Driven Curriculum Design

Establish Skill Advisory Boards: Move beyond the traditional, isolated Board of Studies. Create an overarching Skill Advisory Board comprising alumni, industry leaders, and representatives from Sector Skill Councils (SSCs).

National Skills Qualifications Framework (NSQF) Alignment: Standardize course outcomes to map precisely with NSQF levels. This guarantees that a certificate from your university holds standardized professional weight nationwide.

A "Three-Tier" Skill Basket: Curate a diverse pool of SECs categorized into:

Life & Soft Skills: Critical thinking, corporate communication, emotional intelligence.

Digital & Tech Skills: AI tools, data analytics, cloud computing, cyber security.

Domain-Specific Vocational Skills: Financial modeling (Commerce), medical lab technology (Science), digital journalism (Humanities).

3.4.3. Ecosystem & Faculty Cultivation

The "Professor of Practice" Model: Actively recruit industry experts, entrepreneurs, and craftspeople to teach SECs. Bypass traditional Ph.D. requirements for these roles to ensure students learn from active practitioners.

Corporate Co-Branded Labs: Partner with tech giants or local manufacturing hubs to build on-campus "Centres of Excellence" or specialized skill labs, splitting the infrastructural costs through MoUs.

Blended Learning Framework: Do not overburden physical timetables. Leverage platforms like SWAYAM or partner training companies to deliver the theoretical components of SECs online, reserving classroom time for hands-on labs.

3.4.4. Phase-wise implementation

Review existing syllabi to identify where theory can be replaced by practical skills.

Conduct a regional industry skill-gap analysis.

Secure MoUs with NSDC training partners and corporate bodies.

Set up physical/simulation labs.

Open the SEC pool to students across departments (fostering multidisciplinary choices).

Integrate mandatory internships/apprenticeships.

Pivot away from rote learning exams.

Exploring employability and placement.

3.5. Curriculum Embedded with Emerging Technologies (Future of Work)

3.5.1. Objective

To integrate modern technological competencies into academic programmes to prepare students for the digital economy.

Focus Areas

Artificial Intelligence (AI)

Data Analytics

Internet of Things (IoT)

FinTech

Renewable Energy Technology

Digital Governance

GIS & Remote Sensing

3.5.2. Action Plan

Technology-Integrated Courses

Basic AI & Machine Learning (interdisciplinary module)

Data Analysis using Excel/R/Python

Digital Tools for Research

E-Governance & Digital Public Services
Digital Infrastructure Enhancement
Smart classrooms
Learning Management System (LMS)
Virtual Labs
Access to e-journals and databases
Faculty Capacity Building
Training in AI, Data Analytics, and ICT-enabled teaching.
FDPs on blended and hybrid pedagogy.
Interdisciplinary Innovation Projects
Tech-enabled social science research.
Start-up incubation in technology-based services.

3.5.3. Expected Outcomes

Students equipped for Industry 4.0 and digital transformation

Increased research output in emerging areas

Improved adaptability to changing job markets

Implementation Timeline

Phase Duration Focus

Phase I Year 1 Curriculum revision, skill courses, faculty training

Phase II Year 2 Introduction of new professional programs, internships, LMS

Phase III Year 3 Technology integration, incubation center, industry collaboration

3.5.4. Monitoring & Evaluation Mechanism

IQAC-led annual academic audit

Feedback from students and employers

Placement and progression tracking

Periodic review by Academic Council

3.6. Centre for Curricular and Life Skills Development (CCLSD)

Sibsagar University will establish a dedicated Centre for Curricular & Life Skills Development (CCLSD) in order to enhance curricular knowledge and life skills among students. The centre will focus on providing essential life skills to the students including communication skills, leadership qualities, critical thinking, and emotional intelligence, in addition to technical and academic competencies.

Full strength of faculties: The University will take actions for recruitment of staff and establishment of infrastructure for CCLSD. Full strength of faculties will be maintained as per sanctioned posts to provide optimum support and guidance to the students.

3.7. Faculty / Teaching Staff

Qualified, experienced and committed faculty: University will initiate recruitment drive for filling the vacant positions, if any. Qualified, experienced and committed faculties will be appointed in the teaching

departments. The knowledge and delivering potency of the faculties will be tested by experts well before their appointment.

Regular upgradation of knowledge: The University will offer continuous training programmes for faculty members in order to regular upgradation of knowledge and to incorporate life skills teaching into their courses, ensuring a holistic approach to student development. Each faculty member will be encouraged to organize or participate in at least one FDP in a five-year span, promoting discipline-specific expertise.

Focus on research and innovative practices: University will encourage the students to engage in research projects outside of their regular curriculum. Departments will be entrusted to provide mentorship and support for students interested in pursuing research works. It will help in enhancing the analytical skills of the students. Moreover, students at Ph.D. level will be encouraged to take up Teaching Assistantship under the guidance of the faculty members of the department.

Departments will be encouraged for inter-institutional faculty visits under existing MoUs for collaborative curriculum development, research projects, and knowledge exchange. Departments will hold regular guest lectures by faculty from allied departments.

University will organize FDPs and workshops on the integration of technologies like AI, data analytics, and digital teaching tools, enhancing classroom engagement.

Faculties will be encouraged to undertake training in platforms such as MOOCs to integrate them into their teaching practices, supporting NEP 2020 goals; and also to adopt diverse instructional strategies such as blended learning, project-based learning, and case studies to keep pace with global educational trends.

Faculties will be provided with greater incentives for engaging in research, including access to grants and opportunities for national and international collaborations.

SMEs from the industry: The University will invite / hire qualified and skilled teachers/instructors from industry sector for knowledge exchange. Such professionals from industries will be engaged to deliver short-term workshops on life skills such as problem- solving, adaptability, and emotional intelligence.

Faculties will be the role model for students: Faculties will be encouraged for being the role model for the students by engaging themselves in continuous teaching-learning processes, research works and extracurricular activities. It will be ensured that faculties are well-versed in current trends and can bring real-world applications into the classroom. Faculties will be encouraged to have the resources and training to integrate new technologies into their teaching practices, preparing students for future needs. Faculty members will be trained to take on leadership roles within the University and in the society.

Creating new projects: Faculties will be encouraged to take part in industry-led projects, internships, and consultancy works, helping bridge the gap between academic knowledge and professional practice. Faculty mentorship programmes will be implemented where senior faculty guide junior staff on research methodologies, curriculum innovation and publication. The faculties will be encouraged for long-term partnerships with government and private sector organizations for research funding, consultancy services, and the practical application of research findings.

3.8. Centre for Faculty Development (CFD)

Exchange / internship programmes with industry: The University will focus on exchange of faculties and undertaking internship programmes with various industries. Also, the University will strengthen partnerships to create real-world projects, internships, and experiential learning opportunities where students can apply life skills in their practical situations.

Facilities to learn from the best in the world: Faculties from other institutions of national and international standards will be invited for exchange of knowledge. Exchange of best practices and integration of global standards in life skills development will ensure Sibsagar University students for being globally competitive.

3.9. Non-teaching Staff

The non-teaching staff of the University are vital to its functioning, playing a crucial role in administration, support services, and overall institutional operations. The University is committed to enhancing their skills and professional development to ensure the smooth operation of academic and administrative activities. This effort aligns with the evolving needs of modern educational institutions, where administrative efficiency, digital literacy, and communication skills are key points.

The university has planned to –

Conduct periodic training programs for administrative staff. These programs shall focus on updating staff with the latest government by laws, institutional regulations, and University procedures.

Additionally, training shall be provided on using digital tools and platforms for efficient management of University operations. ·

Organize workshops to familiarize staff with new or updated government policies, ensuring that the University's administrative practices comply with legal and regulatory changes.

Front-office staff, wardens, and administrative personnel are the face of the university. Conduct regular workshops on communication, student empathy, and grievance redressal.

Implement clear career progression pathways for non-teaching staff. Introduce performance bonuses, health insurance coverage, and tuition waivers for their children studying at the university.

3.10. Session-wise Teaching Plan

Many faculty members already provide teaching plans at the beginning of the semester, though the depth and format of these plans can vary. While some departments require faculty members to share a detailed syllabus with citations and references, others may offer only broad outlines. A more uniform and structured approach to sharing detailed monthly plans with appropriate study materials is still evolving.

To standardize curriculum delivery and ensure measurable learning outcomes the following procedures will be introduced.

Outcome-Based Education (OBE): On Day 1 of the session, every student must receive a Course Docket. This must detail the session-by-session breakdown, reading requirements, assessment rubrics, and the specific Course Outcomes (COs) they will achieve.

The Flipped Classroom Model: Mandate that at least 20% of sessions use a flipped model. Students consume foundational material (videos, readings) before the session, and classroom time is used strictly for case studies, debates, and problem-solving.

Continuous Formative Assessment: Move away from relying solely on mid-terms and finals. Integrate weekly quizzes, peer reviews, and interactive digital polls into the session plans to track comprehension in real-time.

3.11. Learning Material Like Study Books

To democratize access to high-quality, up-to-date academic resources.

Shift to Open Educational Resources (OER): To encourage faculty to adopt high-quality, peer-reviewed, and free OER textbooks instead of expensive commercial publications.

Institutional Digital Subscriptions: The university will heavily invest in the digital library. Procure campus-wide access to crucial databases (e.g., IEEE, JSTOR, Springer, PubMed) and digital textbook platforms (like VitalSource or institutional Kindle libraries).

In-House Knowledge Repository: Will develop a university intranet where faculty upload their lecture notes, recorded videos, and presentation slides, creating a centralized, accessible learning hub for all students.

University Press Initiative: For localized subjects, encourage senior faculty to author textbooks or study guides that the university will publish and provides to students at a subsidized cost.

Sub-Parameter 11: Question bank:

The university has maintained Question paper Bank as a part of its examination branch to provide students and faculty to use previous question papers. Year wise Question bank is available in library. It is a crucial academic enabler designed to enhance the quality of education and examination system of the institution.

Long run goal - Develop systems to maintain an extensive online question bank which is accessible through university website.

3.12. Assignments and Assessments

The procedures are generally established by the Departmental Council (DC) that governs assignments and evaluations at the university. Throughout the semester, many classes ask students to submit the assignments, which are commonly written in form of essays, project reports, or presentations. Midterm and end-of-semester exams, as well as internal tests like quizzes, practical, and viva voices, are typically used as assessments. Some departments also employ continuous assessment techniques, where students are evaluated based on their participation, presentations, or regular submissions. While many faculty members follow standard assessment patterns, the overall structure and implementation vary across departments.

3.12.1. The goals-

Develop assessment tools to ensure transparent and objective grading across assignments.

Align assessments closely with the course curriculum and learning outcomes based. Each department shall revise their assessment methods after a stipulated year to ensure that assignments and assessments are relevant, modern, and encourage the development of critical thinking and problem-solving skills.

3.13. Value-added Skills Enhancement Papers

Value-added skills enhancement papers at the University are offered through certain courses and departments that aim to provide students with interdisciplinary skills beyond their core curriculum. c knowledge to enhance competency, and industry-specific knowledge to enhance employability and compatibility. These courses focus on soft skills, technical pro employability and overall competency. Further, value education in the form of Value Added Courses are also provided to nurture youths to become good citizens, rooted in the Indian culture, understand and take pride in the Indian Knowledge System.

3.13.1. The goals-

The University shall take initiative to channelize MoUs with industry and societal institutions for initiating skill enhancement and value-added courses which shall be taught by skill equipped faculty as well as industry/society experts. ·

Make it mandatory for students to take a certain number of value-added skill enhancement courses to graduate. These courses shall cover both technical and soft skills relevant to each field of study.

3.14. Pedagogy

The institution has transformed its pedagogical methods by adding online and blended learning approaches, flipped classrooms providing resources like lecture notes, solved problems, videos, and study materials through various platforms such as Google Classroom and Microsoft Teams. Interactive sessions, including quizzes, discussions, presentations and group activities, foster self-assessment and critical thinking skills of students. Along with these, by organizing workshops, debates and seminars can enhance students' skills. Departments employ various strategies to improve learning outcomes, prioritizing technology, practical approaches, and diverse teaching methodologies.

3.14.1. The goals

Implement a comprehensive Outcome-Based Education (OBE) system in which learning objectives are clearly defined for every course. To guarantee that students meet these goals by the conclusion of the course, faculty members must coordinate their instructional strategies and evaluation procedure. Frequent review of these results will help guarantee that instructional strategies continue to be successful.

3.15. Other Activities as Part of Learning

Extracurricular activities like cultural events, sports, workshops, and seminars are valuable for holistic development of the students. However, there is a lack of integration between academic studies and extracurricular activities, which limits opportunities for students to apply their learning in real-world contexts. University will engage students in various extracurricular activities that will complement their academic learning.

Integration of activities: The departments will be encouraged to integrate co-curricular activities in to their academic programmes. Activities like cultural events, debates, workshops, guest lectures, field trips, etc. will be planned in students' daily routine. These will minimize their physical and mental stress and the life-style related health problems.

Proper assessment and weightage of marks: University will implement a system to regularly evaluate and gather feedback on extracurricular activities and their impact on student learning. This mechanism will help in enhancing the popularity and effectiveness of the programmes.

Additional skills development: Cultural and traditional skills will be incorporated into the curriculum in order to develop additional skills. Skilled staff having traditional knowledge will be recruited to educate the students.

Activities in teams or groups: Sibsagar University will introduce community service projects to be carried out in groups or teams which will encourage them to apply their skills in real-world settings. Departments will collaborate with local organizations for students to participate in volunteering activities, which can enhance their understanding of societal issues and social responsibilities.

All-round development of students: Sibsagar University will organize University wide competitions and festivals including academic competitions, art shows, sports events and cultural events and will encourage the students to participate in these events. It will help in all-round development and improvement of creativity of the students.

To support students from financially weaker background: University will establish a sustainable model for supporting students from financially weaker background in order to ensure that all students get equal academic and extracurricular benefits from the institution and no one is deprived because of his / her financial background. A team of senior members will be entrusted to formulate the model.

3.16. Earn While Learn Facility & Flexibility

To foster financial independence, professional experience, and academic flexibility for students Earn while learn facility have been introduced in the university.

To create designated part-time roles for students within the university (e.g., Library Assistants, IT Helpdesk Staff, Research Assistants etc).

Partner with local businesses or alumni to create a "Gig Portal" where students can take up short-term, paid projects (e.g., web design, market research, content writing) that align with their coursework.

Implement a flexible credit system (like an Academic Bank of Credits) that allows working students to take a lighter course load during busy work periods and catch-up during summer or winter terms.

Initially the programme started with 20 students per semester which will be increased so that all economically weaker students of the university can cover under the scheme.

3.17. Flexibility and Multidisciplinarity

Design and implementation of UG / PG programmes as per requirement of students: The University will implement a flexible course selection process that allows students to enroll in courses from other departments or disciplines without excessive prerequisites. This will encourage students to search knowledge outside their primary field of study. Mentors / advisors shall be trained to help the students in effective navigation through multidisciplinary academic pathways.

In line with the flexibility and multidisciplinary of course selection by the students, the University will implement a comprehensive evaluation system to assess the effectiveness of multidisciplinary initiatives and flexible learning options.

Additional certificate programmes: The University will develop short-term and long-term certificate programmes focused on specific life skills, allowing students to enhance their employability by acquiring practical qualifications together with their degree.

Certificate programmes by having MoUs: The University will sign MoUs and establish partnerships with other universities and research institutions to create collaborative programmes which will allow students to take courses across disciplines.

UG / PG students to explore and work independently on their projects / research: The University will create formal interdisciplinary programmes and encourage collaborative projects between different departments where students from diverse disciplines can work together on research.

3.18. Opportunities to Develop & Utilize Research & Innovative Thinking Skills

To transition the institutional culture from purely instructional to research-driven and entrepreneurial. In this regard the university is planned to adopt.

Undergraduate Research Fellowships (URF): Introduce a micro-grant system where students can pitch innovative ideas to an internal jury to receive seed funding and faculty mentorship for small-scale projects.

Establish a Maker Space / Tinkering Lab: To create a 24/7 accessible physical space equipped with 3D printers, basic robotics kits, and coding workstations where students from any discipline can prototype ideas.

Industry-Problem Hackathons: Shift away from theoretical assignments by partnering with local industries to host semesterly hackathons. Students must solve real problems faced by these companies, fostering applied innovative thinking.

Incentivize Faculty Research: Tie faculty promotions and appraisals not just to teaching, but to publishing in high-impact journals, securing patents, and mentoring student startups. To encourage the faculty for research in-house research funding has been introduced.

3.19. International Exposure

The objective is to build a globally competent student body and elevate the university's international reputation. The university has developed a plan for this.

Collaborative Online International Learning (COIL): Before investing heavily in physical exchange programs, partner with foreign universities for virtual exchanges. A class in your university and a class abroad can collaborate on a joint digital project for the semester.

To establish Memorandums of Understanding (MoUs) with international institutions allowing students to go abroad.

Global Guest Lecture Series: Utilize alumni networks and virtual platforms to host monthly seminars with international industry leaders, researchers, and academicians.

Foreign Language & Culture Center: To offer credit-based courses in highly sought-after languages (e.g., Mandarin, Spanish, German, Japanese) to prepare students for global job markets.

Chapter 4. Research & Development Ecosystem

4.1. Foundational Vision

4.1.1. Vision

To establish a dynamic, ethically grounded, innovation-driven, regionally responsive, and globally connected research ecosystem that transforms the university into a centre of excellence.

Core Philosophy

Research with regional relevance and global standards

Innovation linked with societal impact

Intellectual property and commercialization culture

Digital monitoring and accountability

Inclusive and student-centric research participation

4.2. Research Ecosystem Architecture

The Research Ecosystem shall function through:

Research & Development Cell (RDC) – Apex Policy and Monitoring Body

Office of Research, Innovation & Development (ORID) – Operational Wing

Technology Transfer & Intellectual Property Office (TTO/IP Cell)

Innovation & Incubation Centre (IIC)

Research & Publication Support Cell (RPSC)

Thematic Research Clusters

Doctoral & Post-Doctoral Research Board

Industry & CSR Research Partnership Cell

Digital Research Monitoring Dashboard (AI-enabled in long term)

4.3. Phase I: 0–5 Years

FOUNDATION & SYSTEM ESTABLISHMENT

Governance & Policy Framework

Draft and approve University Research Policy aligned with NEP 2020

Establish Research & Development Cell (RDC)

Define SOPs for proposal submission, ethics clearance, IP filing

Introduce Research Integrity & Plagiarism Policy

Target: Full research governance structure operational within 2 years.

Digital Research Monitoring

100% registration of research projects

Faculty Research Dashboard (ORCID integration)

Central digital repository for publications

Research MIS for tracking grants, patents, PhD progress

Research Culture Building

Mandatory Research Methodology course (PG & 4-year UG)

Capstone research projects for Honours with Research

Seed Grant Scheme for early-career faculty

Annual Research Conclave

5-Year Target:

3 publications per faculty (average)

15–20 patent applications

30% faculty with funded projects

Thematic Research Clusters (Initial 6–8)

Based on regional and national priorities:

Environment & Sustainability

Rural Development & Livelihood

Indigenous Knowledge & Cultural Studies

Science & Emerging Technologies

Governance & Social Justice

Education & Pedagogy Innovation

Ph.D. & Research Expansion

Increase Ph.D. intake gradually

Introduce Post-Doctoral Fellowships

Establish inter-university MoUs

Doctoral Mentorship Scheme

Innovation & IP Ecosystem

Establish Innovation & IP Facilitation Cell

Create Technology Transfer Office

Royalty Policy: 40% Inventor | 30% Department | 30% University

4.4. Phase II: 5–10 Years

EXPANSION, CONSOLIDATION & NATIONAL POSITIONING

Centres of Excellence

Upgrade strong clusters into Centres of Excellence (3–5 centres)

Create interdisciplinary mega-projects

Target:

50+ cumulative patents

25% funding from industry/CSR

5–10 incubated start-ups

Funding Diversification

Dedicated Research Proposal Development Unit
Industry Research Chairs
Alumni Research Endowment Fund
International grant collaborations
Research Infrastructure Development
Advanced laboratories
Central Instrumentation Facility
Innovation Prototyping Labs
Field Research Stations
Research Monetization
Licensing of technologies
Consultancy services
Industry testing facilities
Target: Research generates 10–15% of university annual budget.
Academic Integration
50% UG students engaged in research-based credits
Mandatory IPR certification
Annual International Conference
Faculty Performance Framework
API-linked research incentives
Reduced teaching load for funded researchers
Annual Research Excellence Awards

4.5. Phase III: 10–20 Years

GLOBAL RESEARCH UNIVERSITY TRANSFORMATION

AI-Enabled Research Governance
Predictive analytics for funding
Citation and collaboration intelligence mapping
Real-time research productivity tracking
Financial Sustainability Model
40% research funding from industry & international sources
Endowed research chairs
Recurring royalty revenue
Research-based spin-off companies
Global Research Ecosystem
Joint international Ph.D. programmes
Visiting Global Scholar Scheme

Participation in international consortia

Global ranking visibility

Innovation Valley Model

Fully functional Incubation Park

Rural Technology Demonstration Hub

Indigenous Knowledge Documentation Centre

Social Innovation Accelerator

Research Output Indicators (20-Year Vision)

Indicator	5 Years	10 Years	20 Years
Patents	20	50+	100+
Industry Funding	10%	25%	40%
Centres of Excellence	1–2	3–5	6–8
Start-ups	2–3	5–10	20+
International Collaborations	Emerging	Structured	Mature Global Network

4.6. Cross-Cutting Strategies

Inclusive Research Model

Earn While Learn linked to research projects

Funding support for economically weaker students

Multilingual publications

Ethical & Quality Assurance

Mandatory plagiarism checks

Research Ethics Committee

COPE-aligned SOPs

Capacity Building

Regular workshops on:

Patent drafting

Proposal writing

Data analytics

AI in research

4.7. Transformational Outcome (20 Years)

The newly upgraded university shall evolve into:

A Research-Intensive University

A Regionally Rooted Knowledge Hub

A Financially Sustainable Innovation Institution

A Globally Networked Academic Centre

A Leader in Indigenous & Sustainable Research

Chapter 5. Human Resources and Supportive-Facilitative Enablers

5.1. Student and Learner Enablers:

5.1.1. Holistic Admissions Framework

Short-term Goals Strengthen the existing admission portal to provide clear and real-time updates on application status, selection criteria, and seat availability. The University leverages the diversity and inclusion dashboard on the Samarth e-Gov portal to monitor key metrics. To enhance its effectiveness, the University aims to strengthen data tracking to improve diversity and inclusivity efforts. Conduct targeted outreach programs to underrepresented regions, communities, and economically weaker sections, promoting awareness about University's admission policies and scholarships. The University shall augment various scholarship and endowment programs to support economically disadvantaged and marginalized students. The University shall strengthen the Mentor - Mentee programme as per the UGC guidelines. Develop internship and job-focused counselling strategies, and hire career advisors in select departments to pilot the initiative. Implement a system where leadership skills shall be considered to enable involvement of the students into assignment concerning team building and making teaching-learning a more meaningful experience. Mid-term Goals Create partnerships with schools and educational organizations to identify talented students from diverse backgrounds, offering them preparatory guidance for admission process. Create specific scholarships or support systems aimed at promoting diversity by providing additional incentives to applicants from under-represented backgrounds. · Hold periodic data reviews to monitor progress toward diversity goals. Launch of new scholarship programs and expansion of financial aid to include merit-cum-means support. Identify and reach out to alumni to mentor students. Provide career advisors and organise workshops on interdisciplinary career paths, resume building, and networking. Long-term Goals Implement data analytic tools to assess students' holistic profiles, identifying potential candidates who excel in both academics and extracurriculars, while also promoting diversity. Assess students' progression in academics and extracurricular activities to measure the effectiveness of holistic admissions and continuously refine selection criteria.

Expand admissions to include a greater number of international students from diverse cultural backgrounds, enriching the global experience for students Leverage data from the dashboard to implement policies that foster long-term inclusivity and ensure that diversity goals are continually met. Regularly review and expand scholarship programs based on evolving student needs and demographics. Continuously improve the mentorship program by addressing gaps and ensuring alignment with students' academic and professional goals. · Build a well-established career counselling infrastructure that continuously adapts to industry changes and helps students transition smoothly into the workforce.

5.1.2. Merit and Equity-Based Financial Aid

Expand scholarships for economically weaker sections, SC/ST/OBC categories, and female students. Provide financial incentives for students excelling in academics, sports, and cultural activities to build a diverse student body.

5.1.3. Academic Success Programs

Strengthen mentoring and counselling services with faculty advisors assigned to support students in academic and personal growth. Develop specialized programs for academic tutoring, language proficiency, and research skill-building. Utilize Learning Management System (LMS) to offer digital resources for uninterrupted learning.

5.2. Staff Empowerment Enablers:

5.2.1. Competency-Based Recruitment

Short-term Goals Organise workshops and training programs to enhance teaching methodologies, research capabilities, and digital proficiency. Encourage faculty to attend professional development programs and provide necessary support for the same. . Conduct recruitment drives that align staff skills with the operational goals of schools like Business Studies, Engineering, and Social Sciences. . Incorporate dynamic selection criteria reflecting institutional needs and focus on candidates with expertise in interdisciplinary research. Mid-term Goals Promote faculty exchange programs in collaboration with national and international universities, facilitating knowledge sharing and global exposure. Promote cross-departmental collaboration by encouraging faculty to participate in interdisciplinary / multi-disciplinary projects and research initiatives.

Long-term Goals Integrating leadership training and advanced certifications into career advancement frameworks. Channelising funds for faculty empowerment, enhancing academic prowess and innovation. . Position the University as a hub for global academic excellence, for faculty development through interactions with international academicians.

5.2.2. Professional Development and Growth

Host regular faculty development programs (FDPs) focusing on ICT tools, pedagogy, and subject-specific advancements. Facilitate external collaborations and workshops through partnerships with academic and research bodies.

5.2.3. Inclusive Induction Protocols

Organize comprehensive orientation programs that emphasize SU's values, policies, and expectations. Ensure new staff are well-acquainted with the facilities, including the digital library, student-centric services, and safety protocols.

Protocols, fostering a sense of belonging and commitment to the HEI's mission.

5.3. Faculty and Researcher Enablers:

Short-term Goals Strengthen the centralised Human Resource (HR) portal that facilitates real-time communication between Employers and prospective candidates. Automation of application screening to ensure quick and unbiased shortlisting based on required competencies and qualifications. Provide clear communication to applicants at every stage of the recruitment process with real-time updates. Strengthening the structured rotation system, where faculty members periodically switch roles in committees and societies, allowing for equitable distribution of responsibilities. Mid-term Goals Transition fully to digital platform for job applications. Develop personalized features that provide tailored advice to candidates based on their qualifications and application progress. Integrate chatbots or virtual assistants to respond to common queries and provide instant responses. Long-term Goals Create a holistic recruitment-to-retirement talent management system that can help employees and employer at large. Position the University as a globally competitive employer by adopting global best practices in recruitment and engaging top talent from international academic and research communities. Encourage faculty members to take on roles that align with their professional growth and leadership development goals.

5.3.1. Continuous Professional and Pedagogical Development

Encourage participation in national and international conferences, supported by SU research funding provisions. Provide training in advanced technologies and digital tools for enhancing teaching effectiveness.

5.3.2. Tenure and Promotion Mechanisms

Strengthen promotion policies that recognize contributions across teaching, research, and community engagement. Create pathways for interdisciplinary research funding, leveraging SU partnerships with research councils and academic institutions.

5.4. Cross-Functional Enablers:

5.4.1. Recognition and Reward Systems

Introduce awards such as “Best Teacher,” “Innovative Researcher,” and “Community Leadership” to encourage excellence. Recognize contributions to institutional projects such as environmental sustainability initiatives and regional outreach programs.

5.5. Cross-Functional Enablers:

Resilience and Well-Being Programs Strengthen mental health services and wellness workshops through the university’s health center. Strengthen grievance redressal mechanisms for staff and students to address challenges.

5.6. Cross-Functional Enablers:

5.6.1. Leadership and Collaborative Opportunities

Develop leadership programs and collaborative platforms that allow staff and faculty to lead initiatives, drive change, and engage in cross-disciplinary projects.

5.7. Strategic Funding and Emotional Support Enablers:

5.7.1. Innovative Funding Strategies

Cultivate partnerships with industries for project sponsorships and scholarships. Enhance alumni engagement for endowment funds and infrastructure development.

5.8. Strategic Funding and Emotional Support Enablers:

5.8.1. Emotional Intelligence and Support Networks

Train faculty and staff in emotional intelligence to support a positive academic environment. Establish peer-support networks for new students to ease their transition into university life.

5.9. Enablers for Pedagogical Innovation:

5.9.1. Pedagogical Excellence Initiatives

Provide necessary facility and support for faculty involved in innovative pedagogical methods Help to connect with government institutions that are working towards generation of online courses.

5.10. Enablers for Pedagogical Innovation:

By integrating these enablers into a cohesive HR strategy, HEIs can ensure they not only meet but exceed the expectations of their diverse stakeholders, positioning themselves at the forefront of higher education and research. The commitment to comprehensive HR practices is essential in cultivating an environment where every member of the institution can thrive and contribute to the HEI's overarching goals of innovation, inclusion, and excellence.

Supportive- Facilitative Enablers: The Sibsagar University (SU) recognizes that, its greatest strength lies in developing the human resources. By fostering a culture of continuous professional development, skill enhancement, and emotional well-being, the University is committed to create a dynamic and inclusive environment that empowers its faculty, staff, and students for continued excellence in their respective fields. To fulfil these objectives, the University enlists the following measures:

5.11. Accessibility/ Proximity

5.11.1. Short-term Goals

Open Office Hours: Implement open office hours for the leaders to set aside specific times in every week for drop-in meetings with students, faculty, and staff. This will create a welcoming environment for the spontaneous interactions. **Feedback Forums:** Establish regular feedback forums, both in-person and online, where the university community can share their thoughts and suggestions directly with leadership. **Anonymous Suggestion Boxes:** Place suggestion boxes around the campus for anonymous submissions of ideas, concerns, or feedback. Leaders should regularly review and address these submissions. **Mentorship Programs:** Develop and sustain mentorship programs where leaders are paired with students or junior staff members to provide long-term guidance and support. **Mid-term Goals: Strengthen Mentorship Programs:** Formalize mentorship programs with structured guidelines, regular check-ins, and measurable outcomes. **Inclusive Leadership Training:** Train leaders on inclusive decision-making and accessibility to ensure diverse perspectives are considered in all decisions. **Long-term Goals: Campus-wide Accessibility Audit:** Conduct a comprehensive audit to ensure that all campus facilities are accessible to students and staff with disabilities. **Sustainable Feedback Culture:** Foster a culture where feedback is continuously sought, valued, and acted upon, ensuring long-term improvements in accessibility and proximity.

5.12. Rich Communication

5.12.1. Short-term Goals

Regular Newsletters and Updates: Send out regular newsletters and updates via email or the university intranet to keep everyone informed about important events and announcements. **Interactive Learning Management Systems (LMS):** Implement or upgrade to an LMS that supports real-time communication features, such as discussion forums, live chat, and virtual classrooms. **Mid-term Goals: Digital Communication Hub:** Develop a centralized digital communication hub that integrates all communication channels, including newsletters, LMS, and social media. **Faculty Training on Communication Tools:** Provide training for faculty on how to use communication tools to enhance student engagement and learning effectively.

5.12.2. Long-term Goals

AI-driven Communication Systems: Implement AI-driven communication systems that personalize updates and notifications based on individual preferences and needs. **Global Communication Network:** Establish a global communication network that connects students, faculty, and alumni.

5.13. Role Model

5.13.1. Short-term Goals

Leadership Workshops: Conduct workshops focused on leadership skills, vision setting, and motivational techniques for emerging leaders. **Vision Sharing Sessions:** Organize sessions where current leaders share the university vision and strategic goals with faculty, staff, and students. **Strategic Planning Involvement:**

Involve emerging leaders in the university strategic planning processes to give them a sense of ownership and understanding of the broader vision. Mid-term Goals: Leadership Development Programs: Develop comprehensive leadership development programs that focus on strategic thinking, innovation, and visionary leadership. Performance Metrics and Accountability: Establish clear performance metrics and accountability measures for leaders, with regular evaluations and constructive feedback. Long-term Goals: Global Leadership Network: Create a global leadership network that connects university leaders with international institutions and organizations for collaborative leadership initiatives

5.14. Institutional value (Core Values)

5.14.1. Short-term Goals

Visible Signage and Communication: Display the core values prominently around the campus through posters, digital screens, and other visual aids. Regularly communicate these values through newsletters, emails, and social media. Orientation Programs: Integrate core values into orientation programs for new students and staff to ensure everyone knows the institution's belief system from the start. Curriculum Integration: Integrate core values into the curriculum across various disciplines through case studies, projects, and discussions. Mid-term Goals: Core Values Assessment: Conduct regular assessments to evaluate how well the core values are being implemented across the university. Faculty Training on Core Values: Provide training for faculty on how to incorporate core values into their teaching and research.

5.15. Vision

5.15.1. Short-term Goals

Vision Statement Communication: Clearly communicate the vision statement through various channels, such as the university website, newsletters, social media, and campus signage. Strategic Planning Sessions: Organize strategic planning sessions to align short-term goals and initiatives with the university's vision. Vision-Aligned Programs and Initiatives: Create and implement programs and initiatives that directly support the university's vision, such as new academic programs, research initiatives, and community engagement projects.

5.15.2. Mid-term Goals

Vision Review and Update: Regularly review and update the vision statement to ensure it remains relevant and ambitious. Leadership Development Programs: Invest in leadership development programs to cultivate future leaders who are committed to the university vision. Long-term Goals: Alignment of University Vision with Global Trends: Align the university vision with global trends and challenges, ensuring it remains a leader in higher education on the international stage. Visionary Research Hubs: Establish research hubs that focus on cutting-edge research and innovation aligned with the university vision.

5.16. Trust among stakeholders and outsiders

5.16.1. Short-term Goals

Transparent Communication: Regularly update all stakeholders on important decisions, changes, and developments within the university through newsletters, emails, and town hall meetings. Open Forums and Feedback Sessions: Organize open forums and feedback sessions where stakeholders can voice their opinions, concerns, and suggestions. Strategic Planning Involvement: Engage stakeholders in the strategic planning process to ensure their perspectives and contributions are considered in the university long-term goals. Mid-term Goals: Stakeholder Engagement Platforms: Develop digital platforms for continuous

stakeholder engagement, allowing real-time feedback and collaboration. Trust-building Initiatives: Implement initiatives that build trust among stakeholders, such as transparency reports and regular updates on university progress. Long-term Goals: Global Trust Network: Establish a global trust network that connects the university with international stakeholders, fostering collaboration and mutual trust. Trust Metrics and Accountability: Develop metrics to measure trust among stakeholders and implement accountability measures to ensure continuous improvement.

5.17. Institutional Tradition Rituals

Upholding the traditions, established by the institution as emotional bonds among stakeholders and enhance commitment to the institution.

5.18. Alternative strategy & Support network

5.18.1. Short-term Goals

Annual Celebrations: Organize annual events such as Homecoming, and cultural festivals to celebrate the university's history and traditions. Alumni Engagement: Invite alumni to participate in events and share their experiences and memories with current students. Cultural Centers: Establish cultural centers on campus that showcase the university traditions, history, and achievements through exhibitions, lectures, and workshops.

5.18.2. Mid-term Goals

Alumni Mentorship Programs: Develop formal alumni mentorship programs that connect current students with alumni for career guidance and support. Cultural Exchange Programs: Establish cultural exchange programs that allow the students to engage with different cultures and traditions. Long-term Goals: Alumni Network: Create a global network connecting alumni from different regions and promoting collaboration and support. Cultural Heritage Preservation: Develop initiatives to preserve and promote the university cultural heritage.

5.18.3. Short-term Goals

5.18.4. Goal-Setting Workshops

Conduct workshops that teach students to set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals.

5.18.5. Career Counseling Sessions

Offer one-on-one career counseling sessions to help students identify their interests, strengths, and career aspirations.

5.18.6. Guest Speaker Series

Invite successful alumni and industry professionals to speak about their career journeys and the importance of goal

5.19. Goal setting in

5.19.1. setting. Mid-term Goals

5.20. every student

5.20.1. Individual Development Plans (IDPs)

Encourage students to create personal development plans (IDPs) that outline their academic, career, and personal goals.

5.20.2. Career Development Center

Establish a career development center that offers workshops and counseling services focused on goal setting, career planning, and professional development.

5.20.3. Long-term Goals

5.20.4. Global Network

Create a global network that connects students with mentors and resources to help them achieve their long-term goals.

5.20.5. Emergency Response Training

Provide training for students and staff on emergency response procedures and crisis management.

5.21. Safety & Security

5.21.1. Short-term Goals

Enhanced Security Measures: Increase the presence of security personnel on campus and install additional security cameras in key locations. Improved Lighting: Ensure that all areas of the campus, including parking lots, walkways, and building entrances, are well-lit to enhance visibility. Safe Transportation Services: Provide safe transportation options, such as shuttle services or escort programs, for students and staff traveling on campus during late hours. Mid-term Goals: Regular Safety Audits: Conduct regular safety audits and assessments to identify potential risks and areas for improvement. Emergency Response Training: Provide training for students and staff on emergency response procedures and crisis management. Long-term Goals: Smart Security Systems: Implement smart security systems that use AI to monitor and respond to security threats in real time.

5.22. Search for proximity (Local friends/ Food/culture)

5.22.1. Short-term Goals

Welcome Events: Organize welcome events such as orientation week, icebreaker activities, and social gatherings to help new students meet and connect with their peers. Cultural Nights: Host cultural nights where students can experience local cuisine, music, dance, and traditions to help them appreciate and engage with the local culture. Interest-Based Clubs: Encourage the formation of clubs and societies based on common interests, such as sports, arts, and hobbies, to provide opportunities for students to connect with like-minded individuals. Annual Cultural Festival: Establish an annual cultural festival that celebrates the

diversity of the student body and the local culture, including performances, food stalls, and cultural exhibitions. Mid-term Goals: Local Community Partnerships: Build partnerships with local businesses, cultural organizations, and community leaders to enhance student engagement with the local culture. Cultural Immersion Programs: Develop programs that allow students to immerse themselves in local traditions, such as internships with local organizations or participation in community events. Long-term Goals: Sustainable Cultural Initiatives: Develop sustainable cultural initiatives that preserve and promote local traditions while fostering a sense of pride and connection among students.

5.23. Legacy of the system

5.23.1. Short-term Goals

Tradition Week: Designate a week each year to celebrate the university traditions with activities such as historical tours, traditional games, and alumni reunions. Mid-term Goals: Digital Legacy Archive: Create a digital archive of the university history, traditions, and achievements to preserve its legacy for future generations. Long-term Goals: Legacy Endowment Fund: Establish a legacy endowment fund to support long-term projects that preserve and enhance the university's traditions and values.

5.24. Legacy of the system

Ensuring that every individual stakeholder has a positive perception of the institution and holds it in high regard as their alma mater.

5.25. Openness in terms of information

5.25.1. Short-term Goals

Transparent Admission Processes: Clearly outline the admission criteria, processes, and timelines on the university website, ensuring the selection process is fair and unbiased. Accessible Teaching and Examination Information: Make teaching schedules, course syllabi, and examination timetables easily accessible online, with prompt communication of any changes. Feedback Mechanisms: Implement robust feedback mechanisms where students, faculty, and staff can provide input on various aspects of university operations, with regular reviews and actions taken to improve transparency and accountability.

5.25.2. Mid-term Goals

Ethical Guidelines and Policies: Clearly communicate the university ethical guidelines and policies regarding academic integrity, research conduct, and financial management, ensuring they are easily accessible and understood by all members of the university community. Long-term Goals: Global Transparency Standards: Align the university transparency practices with global standards, ensuring it is recognized as a leader in open and accountable governance. Continuous Improvement in Transparency: Foster a culture of continuous improvement in transparency by regularly reviewing and updating policies and practices based on feedback and best practices.

5.26. The Ability of the institution to deliver on promises

5.26.1. Short-term Goals

Clear Communication Channels: Establish clear and accessible communication channels for students, faculty, and staff to report issues or concerns, such as dedicated email addresses or online portals. Regular Feedback Mechanisms: Implement regular feedback mechanisms, such as surveys and suggestion boxes, to gather input from the university community and identify areas for improvement. Mid-term Goals:

Empowerment and Autonomy: Empower departments and staff with the autonomy to resolve issues within their scope of work, reducing bureaucratic approval processes and speeding up resolution times.

Recognition and Rewards: Recognize and reward individuals and teams who demonstrate excellence in addressing and resolving issues, building a culture of accountability and responsiveness.

Long-term Goals: Sustainable Service Excellence: Develop sustainable systems and processes that ensure the university consistently delivers on its promises, fostering long-term trust and confidence among stakeholders.

5.27. Accountability measures

5.27.1. Short-term Goals

Clear Accountability Framework: Develop a comprehensive accountability framework that outlines the roles, responsibilities, and expectations for all stakeholders, including students, faculty, staff, and administration.

Regular Audits and Reviews: Conduct regular audits and reviews of academic, administrative, and financial processes to ensure compliance with policies and standards, using the findings to make necessary adjustments and improvements.

Mid-term Goals: Transparent Decision-Making: Promote transparency in decision-making processes by involving stakeholders in discussions and providing clear explanations for decisions, helping build trust and understanding.

Continuous Improvement: Foster a culture of continuous improvement by regularly reviewing and refining accountability measures, using data and feedback to make informed decisions and implement best practices.

Long-term Goals: Sustainable Accountability Systems: Develop sustainable systems and processes that ensure long-term accountability and transparency across all aspects of the university operations.

5.28. Mental Health

5.28.1. Short-term Goals

Counselling Services: Establish a dedicated counselling centre with trained mental health professionals who can provide individual and group therapy sessions, ensuring these services are easily accessible and confidential.

Mental Health Awareness Programs: Organize workshops, seminars, and campaigns to raise awareness about mental health issues, reduce stigma, and promote a culture of openness and support.

Peer Support Networks: Create peer support groups where students can share their experiences and support each other, with peer mentors trained to provide initial support and refer students to professional services when needed.

Mid-term Goals: Stress-Relief Activities: Offer regular stress-relief activities such as yoga, meditation, and mindfulness sessions, providing spaces on campus where students can relax and unwind.

Training for Faculty and Staff: Provide training for faculty and staff on how to recognize signs of mental health issues and how to support students in distress, encouraging a supportive and empathetic approach.

Long-term Goals: Inclusive Policies: Develop and implement policies that promote mental health and wellbeing, such as flexible deadlines for assignment submissions and accommodations for students with mental health conditions.

Global Mental Health Partnerships: Partner with international mental health organizations to provide additional resources and support for students, ensuring the university remains at the forefront of mental health care in higher education.

While preparing the IDP on above-mentioned parameter, sub-parameters and sub-points, the members of the Work Group need to take into account that the same should be aligning with National Education Policy 2020, National Credit Framework (NCrF), and Sustainable Development Goals (SDG) of India and Sibsagar University's educational and research activities and social objectives. Further, the Work Group needs to adhere to the UGC Guidelines for Institutional Development Plans for Higher Education Institutions (HEIs).

Chapter 6. Networking and Collaboration

Action plan:

6.1. Professional Development and Employment

6.1.1. Short-term Goals

Establish a Career Development Cell Within the University

Launch a career development website and online platform for student and alumni organize career fairs, job fairs and industry specific fairs

To promote collaboration, appoint experienced professionals from both academic and industry

Set up MoUs with industries/institutes that specify precise goals for collaborative research projects

Increase the emphasis on campus placement initiatives by establishing partnership with diverse corporate sectors/research institutions/commercial organizations.

6.1.2. Mid-term Goals

Establish research centers on campus supported by industries/other organization to promote collaboration among University stuff, students and industry professionals

Establish mentorship programs guided by industry professionals to develop commercial and patentable outcomes

6.1.3. Long-term Goals

To support graduates in their career development, develop a broad range of career advancement structure that incorporates ongoing training, mentorship program, additionally create long term partnership with companies/commercial organizations/industries

6.1.4. Current status

A Career counseling cell of the University exists which arrange career counseling programs for students

MoUs have signed with different institutions/industries for internship program of UG students

6.2. Quality and Credibility

6.2.1. Short-term Goals

The University shall seek recognition and accreditation from national recognition from national accreditation bodies to strengthen institutional credibility, enhance brand value.

The University shall adopt nationally accepted quality assurance frameworks and best practices to improve internal quality benchmarks.

6.2.2. Mid-term Goals

All individual research laboratories shall be facilitated and supported to obtain accreditation from relevant national accreditation bodies

Secure accreditation of academic programs, in alignment with regulatory and quality assurance norms.

6.2.3. Long-term Goals

The university shall strive to emerge as a centre of excellence with national and global recognition, characterized by robust quality assurance systems, credible academic programs and a culture of continuous improvement in teaching, research and innovation.

6.2.4. Current status

The University is currently accredited with NAAC A.

An Internal quality assurance cell (IQAC) exists in the University which looks all quality and standards.

6.3. Strategic Collaborations

6.3.1. Integrated Partnership

Short Term Goals

Integrating academic coursework with community service to provide hands-on experience

To include community engagement activities into curriculum such as organizing blood drives, voter registration drives, disaster relief, hosting health camps, literacy drives, environmental awareness programs, agricultural initiatives in rural areas etc. Conducting community-based participatory research to solve local challenges, providing vocational training to local youth, organizing workshops, and offering digital literacy classes like computer/device use, internet searching, email, security, and creating digital content, with programs offered by providers like Microsoft

To co-host Joint Events and Conferences to increase the engagement of students from different academic institutions.

Mid & Long Term Goals

To collaborate with industries for various specialized training programs, certifications, and workshops conducted by industry partners to make students "industry-ready" reducing training time and effort for employers.

To collaborate with the other educational institutions across the nation and align the academic programs through MoUs to foster innovation among the students by promoting multidisciplinary research hubs, joint research, facilitating the creation of translational research offices.

Continuous feedback from industry partners must be taken which will help the University to refine programs to keep them relevant.

6.4. Alumni Networks

Short Term Goals

Alumni Networks must be created by engaging dedicated alumni, staff, or faculty members to lead the initiative.

To develop by-laws or a constitution to structure the Alumni association and to guide its activities.

To engage current students early by introducing them to the network during orientation or fresher's receptions, ensuring they view themselves as future alumni.

6.4.1. Medium Term Goals

To make a secure database to collect alumni contact information, using tools like LinkedIn, social media handles (Facebook, WhatsApp), alumni portals, surveys, or institutional records.

In order to strengthen the Alumni Engagement , digital platforms offer convenient and accessible ways for alumni to stay in touch, participate in events, and access resources. These platforms also allow institutions to share news, updates, and achievements with their alumni community, keeping them informed and involved.

To organize events, such as a reunion or networking webinar, to introduce the network and encourage participation.

6.4.2. Long Term Goals

To create Special Interest Groups (SIGs) among the Alumni based on industry, location (local chapters), or shared interests (job fields) that will help student career development, or boost institutional reputation.

To engage Alumni in career services, fund raising, financial contributions to the University, mentorship programs, guest lectures, advisory boards and industry connections where alumni can share their knowledge and experience with current students. This will provide insights into industry trends and help students develop the skills and knowledge needed to succeed in their chosen fields.

To hosts programmes for the alumni networks for showcasing the achievements of their members. By highlighting the successes of alumni, these networks inspire current students and recent graduates to strive for excellence in their careers. Success stories shared within the alumni community can serve as powerful motivation and provide valuable insights into the strategies and practices that lead to success.

6.5. Industry Integration

Short Term Goals

These partnerships must include guest lectures, industry visits, and collaborative projects, which will enrich students' learning experiences and keep them update of industry developments.

Involving industry leaders in curriculum design that will ensure academic goals to align with industrial needs enhancing emerging trends, skill gaps, and necessary updates to course content.

6.5.1. Medium- and Long-Term Goals

To bring about MoU and agreement with various industrial organizations.

Collaborative projects needs to be established to solve technological problems, with industry support for labs and research of the University.

Latest industry trends and technologies must be introduced to the students to foster entrepreneurial mindset including establishment of an Incubation Centre .

6.5.2. Current Status

Mentors from industry are already incorporated in the Bos of the departments like Woolah tea, etc.

6.6. Practical Exposure and Experience

6.6.1. Hands on Learning

Short Term Goals

Students must have mandatory regular visits to the industry to understand work culture and professional expectations and needs.

To organize competitions or events to develop leadership and practical problem-solving skills enabling students to develop specific skills relevant to their fields

6.6.2. Medium Term Goals

Mandatory or elective internships must be adopted where students can apply classroom learning in real-world professional environments that will develop practical skills and familiarity with industry-standard tools.

Mandatory internship programs, seminars or workshops with industry experts must be included in the course curriculum that dedicates about 20% of credits to work-based learning.

6.6.3. Long Term Goals

To collaborate with industry partners to design, test, and refine products. Industry-relevant projects must be added in the academic curriculum to simulate real-world challenges in students.

To collaborate with advanced laboratories across the nation

6.6.4. Current Status

Regular field visits under Programmes are conducted for the students.

6.7. Earn While Learn Initiatives

Short Term Goals

To offer hands on experience to the students to prepare them for jobs in future.

To enable meritorious and needy students to earn a reasonable amount every month to meet their expenses.

To encourage involvement of students in management which will further contribute towards the development of University as well.

6.7.1. Medium Term Goals

To offer work in the areas including Laboratory (equipment handling, maintenance), Library (arrangement and display of books, issue and return of books, etc), office administration especially the student section (data handling, data preparation, filing work, drafting work)

The students can be engaged in the Laboratories for making them responsible for handling the equipment/machinery after proper training, its maintenance and upkeep, storage of equipment and up keep of Laboratories/Workshops. Preparing protocol handouts for practical and research work.

The students must be engaged for library jobs such as cataloguing, marking replacement of books, journals in shelves, display of books and, scribe for Specially abled.

The students can also be engaged for performance of various office jobs like preparation of statements, data entry, translation, Editing and publishing, compilation and analysis of data, maintenance of student and faculty data and help in preparation of reports.

6.7.2. Long Term Goals

The students can be engaged in media and Computer Centre App development, programming languages, Social media promotion, video making, graphic designing, content writer, digitization Hostel/Mess Maintenance of hostel records such as student's attendance, general cleanliness in the mess and hostel.

Other activities such as event management, fund raising activities, Eco guide and tourism can also be assigned as tasks to the students in this scheme.

6.7.3. Current Status

Earn while you learn initiative is taken up by the University for engaging students for different activities

Students have already developed and have successfully implemented the Election software and Examination Scheduling software

6.8. Academic and Research Excellence

Short Term Goals

Create awareness among students regarding membership of institutions like- National Library, American Library, NDLI etc.

Make Shodhganga, Shodhsindhu, e-Pathshala etc. recurrent terms in the classroom

Get institutional access to Springer, Research gate and others for the university students. If necessary, make them available to the collaborating institutions also.

Make provisions for Library and Laboratory visits in other institutions

Get access to e-resources and databases of the collaborating institutions

6.8.1. Medium Term Goals

Approach progressive higher education and research institutions for academic as well as research collaborations

Create an atmosphere of research in and around the university, and encourage students both in the university campus and the affiliating colleges to partake research initiatives

Following the MAKE IN INDIA campaign, a campaign titled, MAKE IN SU can be launched for inventions, innovations and renovations.

Adopt research projects to be conducted by investigators/students from both the institutions. Mechanisms may be prepared to pursue funds.

Student and faculty exchange programmes may be initiated

6.8.2. Long Term Goals

Special courses may be designed to which instructors from both the institutions will contribute as per their expertise and students from both the collaborating institutions as well as affiliated colleges will avail benefits.

While pursuing a course at a university physically, a student may pursue another parallel course (preferably in blended/correspondence mode) in the collaborating institution. For this purpose, e-materials should be sufficiently provided.

Seek funding from funding agencies to conduct joint projects/research works, or to organise conference, symposium, seminar, workshop, lecture series etc.

6.9. Community Engagement and Service

Short Term Goals

Participate in local bodies like Gaon Panchayat, Zilla Parishad, and Municipality etc. to understand concepts like local self administration, rural development, human resource management, and people's representation and learn activities there that foster development.

Learn about mechanisms in local bodies and tackle how to kickstart developmental activities through education and field-based works.

6.9.1. Medium and Long Term Goals

Collaborate with NGOs and social service organisations for rural outreach and fieldwork. Students can take part in such collaborative programmes either as part of their charitable-benevolent activities or as partial fulfilment of their community work, internship or capacity building. Collaborate with such organisations for vocational or entrepreneurship skill development for a self-reliant future.

Participate in government programmes like Unnat Bharat Abhiyan, Viksit Bharat Young Leaders' Conclave etc.

6.10. Innovation and Entrepreneurship

Short Term Goals

Transform the existing Institution's Innovation Council (IIC) into a high-activity, outcome-driven platform with clearly defined annual innovation targets.

Conduct a minimum of 8–10 structured activities per academic year including idea competitions, hackathons, prototype exhibitions, innovation workshops and expert lectures.

Inclusion of experiential learning, project-based learning and industry internships.

Incentive policy for faculty and students for patent publications and startup creation.

Joint research and consultancy projects to translate academic research into viable enterprises.

Outreach programmes to encourage rural and women entrepreneurship.

6.10.1. Medium and Long Term Goals

Annual innovation and startup policy review.

Creation of a University Innovation and Incubation Centre (UIIC) to support ideation, prototyping and commercialization.

Provision of co-working spaces, seed funding facilitation, mentorship and legal/IPR advisory support.

Registration under MSME/Startup India frameworks to enable access to government schemes.

Introduction of credit-based courses on Innovation, Design Thinking, Entrepreneurship Development, and Intellectual Property Rights (IPR).

Inclusion of experiential learning, project-based learning and industry internships.

Encouragement of interdisciplinary capstone projects addressing local socio-economic challenges.

MoUs with industries, MSMEs, tea and agro-based sectors and technology enterprises in Assam.

Industry mentorship programmes and startup networking platforms.

Establishment of an IPR Cell for patent filing, copyright and technology transfer facilitation.

Chapter 7. Physical Enablers

7.1. Smart Campus

Campus-wide high-speed Wi-Fi with secure access for students, faculty, and staff

Smart ID cards for attendance, library access, and cashless transactions.

CCTV-enabled safety system with centralized monitoring.

Solar-powered smart streetlights with motion sensors.

Mobile app for campus navigation, notices, bus tracking, and academic updates.

Digital signage boards for announcements and event schedules.

7.2. Green / Sustainable Buildings

Use of locally available eco-friendly materials for construction.

Rainwater harvesting tanks in each block.

Rooftop solar panels covering at least 30% energy requirement.

Waste segregation units and composting pits.

Natural ventilation designs reducing AC dependency.

LED lighting and water-saving fixtures in all buildings.

7.3. Infrastructure to Commute

Shuttle e-bus services connecting hostels, the main gate, and academic blocks.

Dedicated cycle lanes and cycle-sharing system.

Adequate pedestrian pathways and disabled-friendly ramps.

EV charging points in parking zones.

7.4. Administrative Block (Admission & Counselling Area)

Separate reception and help-desk with a token system for students.

Digital admission counters with document-scanning facility.

Counselling rooms for academic, career, and psychological guidance.

Waiting area with seating and drinking water facility.

7.5. Library / Digital Resource Centre

Central library with RFID- enabled book issue/return system.

E-library access to journals (INFLIBNET, JSTOR, Scopus- indexed collections).

Dedicated reading halls for UG/PG/research scholars.

Digital learning lab with computers for online databases.

Reprography (photocopy/printing) facilities.

Quiet study zones and group discussion rooms.

7.6. Lecture Complex, Classrooms

Smart classrooms with projectors, digital boards, and sound systems.

Acoustically designed lecture theatres.
Adequate ventilation, ergonomic seating, and charging points.
Wi-Fi-enabled classrooms for blended learning.

7.7. Tutorial Rooms

Small rooms for mentoring, discussion sessions, and remedial classes.
Whiteboards and movable chairs for flexible seating.
Audio-visual systems for small-group teaching.

7.8. Examination Branch

Secured document storage with restricted access.
Strong room for question papers and answer scripts.
Computerized seating arrangement and admit card generation system.
Separate confidential printing room.
CCTV cameras installed in sensitive areas.

7.9. Facilities for Faculty and Staff

Well-equipped faculty rooms with individual workstations.
Staff lounge with pantry and resting area.
Research cubicles with computers and high-speed internet.
Day-care/childcare support for staff children.

7.10. Meeting Rooms

Conference-style meeting rooms with video-conferencing facility.
Projector, digital board, and acoustic soundproofing.
Seating arrangement for committee and board meetings.

7.11. Office Rooms

Department-wise offices with space for faculty interaction with students.
Filing cabinets and digital record-keeping systems.
Dedicated office assistants and administrative support systems.

7.12. Laboratories and Research Centres

State-of-the-art labs for science, engineering, and humanities research.
Safety equipment: fume hoods, fire extinguishers, eyewash stations.
Research centres focusing on tea science, petroleum studies, biodiversity, and culture of Assam.
Grant support office to help faculty apply for research funding.
Centralized research centres.

7.13. Computer Centre/Multimedia Studies

Central computing facility with high-performance servers.

24x7 access for research students.
Licensed software (MATLAB, SPSS, ArcGIS, etc.).
Cyber security and data backup systems.
Studio with green screen, cameras, lights, and editing suites.
Podcast recording rooms.
Training facilities for digital content creation and media literacy.
Courses on film studies, journalism, and digital media tools.

7.14. Cafeteria/Dining Room/Mess Facility

Hygienic multi-cuisine food court for students and staff.
Digital payment options and subsidized student meals.
Proper ventilation, waste disposal, and seating capacity.
Separate mess for boys' and girls' hostels.
Nutritional meal planning and weekly menu rotation.
Purified drinking water and hygiene audit system.
Fire-safe kitchen equipment.

7.15. Games & Sports Facility

Indoor sports complex (badminton, table tennis, gym).
Outdoor facilities (football field, cricket ground, basketball court).
Running track and yoga/meditation hall.
Certified coaches for training.

7.16. Auditorium and Conference Rooms

800–1000 seating capacity central auditorium with high-quality acoustics.
Mini-auditoriums for departmental events.
Digital stage lighting, sound system, and projection screen.

7.17. Hostels

Separate hostels for boys, girls, and international students.
Study rooms, recreation rooms, and Wi-Fi access.
Wardens and resident tutors for student support.
Laundry facility and solar water heating system.

7.18. Parking

Dedicated parking zones for students, staff, and visitors.
Covered parking for bicycles/two-wheelers.
CCTV surveillance and security personnel.

7.19. Examination Hall

Large multipurpose hall for offline exams.

Adequate ventilation, CCTV monitoring, and PA system.

Seating arrangements compliant with examination norms.

7.20. Guest Accommodation

Guest house for visiting faculty, examiners, and parents.

Fully furnished rooms with Wi-Fi, dining, and conference area.

7.21. Commercial Shops / Centres

Stationery and photocopy centres.

Bookstore, mini-mart, and essential services.

7.22. Health and Well-being Centre

On-campus health centre with full-time nurse and visiting doctor.

Emergency ambulance service.

Counselling and mental health support services.

Tie-up with local hospitals in Sivasagar district.

7.23. Student Recreation Facilities

Open-air theatre for cultural events.

Common rooms with indoor games.

Music, art, and dance practice spaces.

Community event zones.

7.24. International Student Centre

Orientation and integration support for foreign students.

Assistance with visas, accommodation, and welfare.

Language and cultural training workshops.

7.25. Incubation Centre and Research Park

Integrated centralized incubation centre.

Seed funding support and mentoring.

Collaboration with industries of Upper Assam (oil, tea, tourism).

Space for student entrepreneurship and product development.

7.26. Botanical Park / Garden

Medicinal plant section with species native to Assam.

Greenhouse for conservation research.

Teaching space for Botany, Zoology and Environmental Studies.

7.27. Vocational Education, Training and Skilling Infrastructure

Skill development laboratories for hospitality, tourism, handloom, food processing.

Tie-ups with Assam Skill Development Mission.

Short-term certificate courses using NSDC standards.

Training halls for professional development, soft skills, career counselling.

Placement cell with interview rooms and seminar spaces.

Skill-based workshops for local community outreach.

Chapter 8. Digital Enablers

8.1. Internet Usage

The internet is essential for an educational institute because it provides instant access to vast information, fosters interactive and collaborative learning, and supports modern teaching, research, and administrative efficiency.

Increase of internet uses is essential for:

Access to Information and Resources

Interactive and Flexible Learning

Collaboration and Communication

Administrative operations

Research Advantages

Inclusivity and Accessibility - bridges educational divides, distance learning and online courses etc.

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	1. Establish high-speed broadband connectivity in main academic and administrative areas. 2. Introduce internet usage policies and digital ethics guidelines. 3. Bandwidth monitoring system.	To be estimated
Phase I (2025-30)	1. Establish high-speed broadband connectivity in main academic and administrative areas. 2. Introduce internet usage policies and digital ethics guidelines. 3. Bandwidth monitoring system.	To be estimated
Phase I (2025-30)	1. Establish high-speed broadband connectivity in main academic and administrative areas. 2. Introduce internet usage policies and digital ethics guidelines. 3. Bandwidth monitoring system.	To be estimated
Phase II (2030-35)	1. Expand high-speed internet to all hostels, all classrooms and laboratories, canteen, guest houses. 2. Introduce load balancing, secure VPNs for faculty and students.	To be estimated
Phase II (2030-35)	1. Expand high-speed internet to all hostels, all classrooms and laboratories, canteen, guest houses. 2. Introduce load balancing, secure VPNs for faculty and students.	To be estimated
Phase III (2035-40)	Upgrade to 5G/6G-ready infrastructure, smart bandwidth distribution using AI, and campus-wide IoT integration.	To be estimated

8.2. Website

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Dynamic, bilingual website with academic, admission, and contact info. CMS-based maintenance.	To be estimated
Phase II (2030-35)	Add interactive dashboards, chatbot support, alumni portal, accessibility for Divyang users.	To be estimated
Phase III (2035-40)	AI-driven personalization, multilingual automatic translation, real-time data integration with ERP.	To be estimated

8.3. Online Messaging Stakeholders' Groups

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Use WhatsApp/Telegram/email groups for faculty, students, admin communication.	To be estimated
Phase II (2030-35)	Develop a university-owned messaging app with secure login via ERP.	To be estimated
Phase III (2035-40)	Integrate AI chat assistants, auto-circular generation, and real-time alerts for emergencies.	To be estimated

8.4. Online Blogs & Sites for Every Course

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Each department creates course-wise blogs using free platforms like WordPress/Google Sites. Departments can post news about workshops, seminars, field visits, and academic deadlines. Teachers can upload lecture notes, PPTs, assignments, important links, and previous year questions	To be estimated
Phase II (2030-35)	Introduce official LMS-based course pages with uploads, quizzes, and discussions. Students can comment, ask questions, and participate in discussions through blog comment sections or embedded forms.	To be estimated
Phase III (2035-40)	AI-assisted content generation, peer-review system, student-contributed knowledge repositories.	To be estimated

8.5. Wi-Fi Campus

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Wi-Fi in library, main academic block, admin. Secure login via OTP.	To be estimated

Phase II (2030-35)	100% campus Wi-Fi (hostels, labs), firewall-based security.	To be estimated
Phase III (2035-40)	Smart Wi-Fi with analytics, adaptive bandwidth, biometric authentication.	To be estimated

8.6. Online Study Materials

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Teachers upload PDFs, PPTs on Google Drive/ERP.	To be estimated
Phase II (2030-35)	LMS integrated e-notes, video lectures, e-assignments.	To be estimated
Phase III (2035-40)	AI-curated resources, AR/VR-based learning content.	To be estimated

8.7. Digital Library

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Subscription to N-List, NDLI, e-journals. Barcode-based book issue.	To be estimated
Phase II (2030-35)	Details to be customized as per requirement	To be estimated
Phase III (2035-40)	AI-based book recommendation system, digital thesis repository.	To be estimated

8.8. Digital Publications

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Online newsletters, departmental e-reports.	To be estimated
Phase II (2030-35)	University e-journal with DOI and plagiarism check.	To be estimated
Phase III (2035-40)	Indexed international digital journals and open-access platforms.	To be estimated

8.9. Paperless Office

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	E-file movement, digital signatures in administration.	To be estimated
Phase II (2030-35)	Full ERP integration for HR, finance, exams, procurement.	To be estimated
Phase III (2035-40)	AI-enabled decision dashboards, blockchain-based document records.	To be estimated

8.10. Paperless Exams

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	MCQ-based online internal	To be estimated

	assessments.	
Phase II (2030-35)	Digital question paper distribution, on-screen evaluation.	To be estimated
Phase III (2035-40)	Full digital examination system with remote proctoring and analytics.	To be estimated

8.11. Online Evaluation

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)		To be estimated
Phase II (2030-35)		To be estimated
Phase III (2035-40)		To be estimated

8.12. Website Based Result Announcement

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	PDF-based results uploaded online. Students can download PDF marksheet, scorecard with grading. Past results remain available in a Result Archives section for students and departments.	To be estimated
Phase II (2030-35)	ERP integrated marks portal with login-based access. Mobile-Friendly Interface so students can check results easily on smartphones.	To be estimated
Phase III (2035-40)	Blockchain-secured digital mark sheets with QR authentication. SMS result notification Email result announcement	To be estimated

8.13. NAD Markscards Facility

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Registration of university with NAD/ABC Instant availability of mark sheets during admissions or job applications. Enhanced convenience for students in rural or remote areas.	To be estimated
Phase II (2030-35)	Uploading past 5-year markscards and migration certificates. Integration with AI-based verification systems.	To be estimated
Phase III (2035-40)	Fully automated NAD integration for all graduating students.	To be estimated

8.14. Online Admission Test

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Google Form-based/simple online tests.	To be estimated
Phase II (2030-35)	Secure online proctored exams via	To be estimated

	third-party platforms.	
Phase III (2035-40)	AI remote proctoring, adaptive entrance tests.	To be estimated

8.15. Education ERP

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Admission, attendance, fee modules.	To be estimated
Phase II (2030-35)	HR, hostel, exam, result, grievance, alumni.	To be estimated
Phase III (2035-40)	AI-powered predictions, mobile app integration, analytics-based planning.	To be estimated

8.16. Plagiarism Software Facility

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Use free plagiarism tools.	To be estimated
Phase II (2030-35)	Subscription to Turnitin/Urkund for theses and research.	To be estimated
Phase III (2035-40)	AI-based originality checker integrated with university repository.	To be estimated

8.17. Online Digital Magazine & Student Publication

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	PDF-based online magazines.	To be estimated
Phase II (2030-35)	Interactive e-magazine platforms with student login.	To be estimated
Phase III (2035-40)	ISSN-registered student e-journals and multimedia publications.	To be estimated

8.18. Online Placement (Project, Internship & Final)

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Google Form-based placement registration. Create a structured digital platform connecting students and recruiters. Develop industry partnerships through online engagement. Web-based internships (remote internships) with flexible schedules. Virtual mentorship and industry-supervised reviews.	To be estimated
Phase II (2030-35)	Placement portal with resume builder, recruiter login. A unified AI-driven Placement Portal for project, internship, and final placement. Integration with national and global job platforms for wider access.	To be estimated
Phase III (2035-40)	AI-based job matching, virtual career	To be estimated

	fairs, alumni mentorship portal. Self-learning AI career advisors that evolve with each student's performance and interests.	
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8.19. Video Documentation of Each Course & Each College

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Record classroom teaching and events.	To be estimated
Phase II (2030-35)	Hosted on university YouTube/website with playlists.	To be estimated
Phase III (2035-40)	Indexed digital archive with metadata, subtitles, multilingual availability.	To be estimated

8.20. Video Documentation of Online Public Platforms

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Social media uploads of seminars, conferences- To record and preserve academic events, seminars, workshops, cultural programmes, and outreach activities. To enhance institutional branding by showcasing achievements, best practices, and student/faculty excellence.	To be estimated
Phase II (2030-35)	Dedicated university media repository-Create a dedicated Digital Media Studio with AI-supported editing tools, green screens, podcast setup, and automated recording systems. Use machine-learning tools for noise removal, captions, subtitles, and translations.	To be estimated
Phase III (2035-40)	Collaboration with Doordarshan/Edusat for broadcast. AI systems will deliver customized notifications to students, parents, and alumni based on their interests and video content will be auto-customized with subtitles and formats suitable for different viewers.	To be estimated

8.21. Social Media Based Promotions

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Facebook-Announcements, event coverage, photo galleries, live streams. Instagram-Campus life (Reels), Student clubs, Festivals, Visual tours, "Day in the Life" stories.	To be estimated

	YouTube updates-Detailed lectures, Virtual campus tours, Webinar recordings, Alumni success stories (Long-form). LinkedIn-Research outcomes, Placement stats, MoUs, Corporate partnerships, Executive education.	
Phase II (2030-35)	Dedicated digital media team and content calendar.	To be estimated
Phase III (2035-40)	AI analytics, targeted promotions, influencer collaborations.	To be estimated

8.21.22. Use of ICCT underlying technologies like AI, BA, CC, DS, MB, OC, VR & AR

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Introductory workshops and pilot projects.	To be estimated
Phase II (2030-35)	Curriculum integration and research labs.	To be estimated
Phase III (2035-40)	Patented innovations, startup incubation using ICCT technologies.	To be estimated

8.22. Studio for Video Online Classes

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Basic recording room with webcam/mic.	To be estimated
Phase II (2030-35)	Smart studio with green screen, teleprompter, soundproofing.	To be estimated
Phase III (2035-40)	Multi-camera live streaming studio with post-production units.	To be estimated

8.23. Video Conference Facilities

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Use Zoom/Google Meet.	To be estimated
Phase II (2030-35)	Smart classrooms with high-end conferencing systems.	To be estimated
Phase III (2035-40)	Virtual campus environment with holographic meetings.	To be estimated

8.24. Online Open Publication System

Phase	Work / Activities	Cost (₹ Lakhs)
Phase I (2025-30)	Repository for faculty publications.	To be estimated
Phase II (2030-35)	Open Journal System (OJS) setup for research publications.	To be estimated
Phase III (2035-40)	Global research collaboration and open science platforms.	To be estimated