



OFFICE OF THE REGISTRAR : : SIBSAGAR UNIVERSITY

Ref. SU/ACR/IDP/2025/ 929

Date : 09-10-2026

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

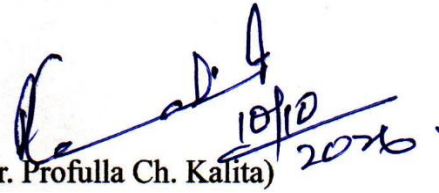
As directed by the Hon'ble Vice-Chancellor, Sibsagar University, the draft Vision Document of Sibsagar University, prepared by the Vision, Mission and Goals of Sibsagar University Formulating Committee constituted for the purpose, is hereby circulated among all stakeholders of the University, including 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 Vision Document 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 Vision Document.

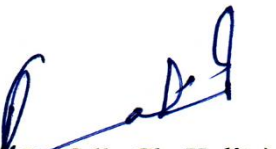
This is issued for information and necessary action by all concerned.

The draft Vision Document is enclosed.


(Dr. Profulla Ch. Kalita)
10/10/2026

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

Joysagar, Sivasagar, Assam

**The Draft
VISION DOCUMENT 2026**

Including Vision & Mission Statements

Prepared by:
**Vision, Mission and Goals
of Sibsagar University
Formulating Committee**
Sibsagar University
May 2026

1. Preamble

Sibsagar University is a vibrant institution of higher education rooted in the rich **cultural, historical, ecological, and intellectual traditions of Assam, NE India**. The University is located on the bank of historic Joysagar tank of Sivasagar, once the historic capital city of **Ahom Kingdom**, distinguished by its historical monuments, indigenous traditions, linguistic and cultural diversity, and rich ecological resources. The University is also located in the region which is closely associated with Assam's major economic and natural-resource sectors, particularly the **tea industry and the oil and petroleum sectors**. This distinctive convergence of heritage, culture, natural resources, industry, ecology, and indigenous knowledge provides the University with unique opportunities for regionally relevant education, research, innovation, entrepreneurship, and community engagement.

The University also inherits a significant institutional legacy from the erstwhile **Sibsagar College, Joysagar, established in 1947 and upgraded to an Autonomous College in 2022 and to the University status in the year 2023**. Thus, Sibsagar University is emerging as a young State University that carries forward nearly eight decades of contribution to higher education and public service.

To guide the University through academic planning, research and innovation, institutional policies, governance, infrastructure development, resource mobilisation, digital transformation, community engagement, and long-term institutional development, this Vision Document has been prepared. The Vision Document is based on the transformative goals of the **National Education Policy (NEP) 2020**, the global development aspirations initiated through the **Sustainable Development Goals (SDGs)**, the principles of **Indian Knowledge Systems (IKS)**, **Indian Value System and constitutional values**, and the emerging needs of a knowledge-driven society. These perspectives are further aligned with the broader aspirations of sustainable development and **Viksit Bharat @2047**. This Document shall be supported by **measurable priorities, time-bound action plans, and periodic review mechanisms**.

The Vision Document seeks to incorporate the core principles of **NEP 2020** by promoting holistic development and flexibility in higher education. It encourages multidisciplinary and holistic learning across **sciences, social sciences, humanities, arts, sports and other domains**, with emphasis on conceptual understanding and skill development. The Document promotes experiential, research-oriented and technology-enabled learning through the responsible use of **modern technologies, IT and AI**. It emphasises inclusion, accessibility and respect for the dignity and educational needs of **Divyangjan**. It also recognises India's diversity by integrating **local context, regional culture, indigenous knowledge and linguistic diversity** into curriculum, pedagogy, research and institutional policies.

As Sibsagar University moves towards its centenary in **2047**, it aspires to emerge as a **centre of excellence in higher education and research**, integrating heritage with modernity, indigenous knowledge with scientific inquiry, and Indian values with transformative technologies, while contributing meaningfully to the region of **Assam, NE India and the nation, and finally to the global knowledge community**.

2. About the University

Sibsagar University is a public state university established under the Sibsagar University Act, 2023 (Assam Act No. LVI of 2023) enacted by the Assam Legislative Assembly, upgrading the erstwhile Sibsagar College, Joysagar (Autonomous) into a State University. Through this Act, the erstwhile Assam Rajiv Gandhi University of Cooperative Management (ARGUCOM) was also merged with Sibsagar University to form a unified institution. The University has attained the UGC 2(f) recognition vide the UGC letter No. F.9-9/2024 (CPP-I/PU) dated 12 November, 2024. Moreover, the University has the extension of NAAC Accreditation status of 'A' Grade with CGPA 3.13 upto 31st December, 2027.

3. Vision Statement

“The vision of Sibsagar University is to transform as a centre of excellence in higher education and research, nationally and globally recognized and locally rooted, by harmoniously integrating traditional wisdom, indigenous knowledge, human values, scientific inquiry, and transformative technologies to foster intellectual, cultural, ethical, and professional excellence for sustainable societal development.”

4. Mission

Sibsagar University is dedicated to providing high-quality, inclusive, and multidisciplinary education that seamlessly integrates scientific inquiry, transformative technologies, and modern professional skills with the rich historical, cultural, and ecological heritage of Assam and Northeast India. We commit to nurturing an environment of critical thinking, creativity, and ethical values, empowering diverse learners to become skilled leaders and entrepreneurs. Through solution-oriented research, industry-academia-community partnerships, and the preservation of indigenous knowledge systems, the University strives to drive sustainable socio-economic development regionally, contribute to nation-building, and participate meaningfully as one of the global leaders in higher education.

4.1. Mission-Mode Priorities

Sibsagar University shall strive to actualize its overarching Mission through the following eight strategic, interconnected priorities. These priorities are organized in alignment with the major enablers of the UGC framework for Institutional Development Plans (IDP) and shall be implemented through measurable, outcome-oriented, and time-bound action plans:

4.1.1. Governance Enabler: in order to develop a learner friendly and transparent technology-enabled governance and administrative systems, University shall enhance institutional mechanisms for quality assurance, stakeholder participation and grievance redressal.

4.1.2. Financial Enabler: for sustainable resource mobilization, prudent financial management and effective utilization of resources, University will promote appropriate partnerships, consultancy, externally funded projects and other legitimate channels for augmenting the University's resource base.

4.1.3. Academic Enabler: for quality, inclusive, flexible, multidisciplinary, interdisciplinary, trans-disciplinary and technology-enabled education, leading to conceptual understanding, scientific and critical thinking, creativity, digital literacy, ethical awareness, skill

development and lifelong learning, University shall promote holistic learning through experiential, research, skill-based and value-based education in sciences, social sciences, humanities, arts and sports. Moreover, University will strive to make learning accessible to all including *Divyangjan* and promote respect for linguistic, cultural, social and regional diversity.

4.1.4. Research, Intellectual Property and Supportive Enabler: to foster research, innovation and knowledge creation addressing regional, national and global challenges, the University will promote and upgrade the research infrastructure, intellectual property creation, entrepreneurship, innovation and start-up ecosystem, and develop linkages between contemporary scholarship and Indian Knowledge Systems, indigenous knowledge and ecological wisdom.

4.1.5. Human Resources Enabler: to enhance the professional skills, academic qualifications, leadership skills and competencies of the faculty, technical and administrative staff, the University will organise training, capacity building programs, mentoring, counselling, and promote awareness of health, yoga, sports and wellness.

4.1.6. Networking and Collaborations Enabler: to nurture national and international linkages for academic excellence, research, cultural exchange, faculty and student development as well as knowledge sharing, university will strengthen the industry-academia, government, community and institutional partnerships to promote employability, entrepreneurship, employability, skills development, internships, innovation and sustainable socio-economic development.

4.1.7. Physical Enabler: for inclusive, accessible, sustainable, climate-responsive and future-ready academic, research, residential, sports, healthcare and other institutional infrastructure, University will create an eco-friendly campus by promoting sustainable resource management, energy efficiency, water conservation, biodiversity conservation, waste management and other appropriate green-campus initiatives.

4.1.8. Digital Enabler: to integrate Information Technology, Artificial Intelligence and emerging digital technologies into teaching, learning, research, governance, administration, knowledge dissemination and community engagement in a responsible and ethical manner, the University will strengthen digital infrastructure, digital literacy, e-governance, data-driven decision-making, cybersecurity, data privacy and responsible use of AI and other emerging technologies.

5. Institutional Goals

The institutional goals of Sibsagar University enshrined in this Vision Document represent the outcome-based targets that provide a sense of direction and purpose to the strategies and roadmap articulated by the document. The goals stem from the eight value systems of the University, viz., Academic Excellence, Innovation and Creativity, Sustainability, Collaboration, Inclusivity, Integrity and Ethics, Cultural Preservation, and Social Responsibility, and its three-phase fifteen-year implementation roadmap that highlight the expected achievements during the period. Each goal reflects the University's aspiration to contribute to the advancement of knowledge, innovation, sustainability, and social responsibility while balancing its regional, traditional, and contemporary dimensions.

5.1. Academic Excellence: to achieve and sustain academic excellence through continuous curriculum reform, flexible and multidisciplinary education, learner-centric and outcome-based pedagogy, conceptual and experiential learning, skill development, technology-enabled teaching, faculty development, and robust quality assurance aligned with NEP 2020 and national and international standards.

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- 5.1.1. **Continuously update curricula** in accordance with NEP 2020 and emerging academic and societal needs.
 - 5.1.2. **Promote multidisciplinary, interdisciplinary and flexible** academic programmes.
 - 5.1.3. Strengthen **learner-centric, outcome-based, experiential and skill-oriented** teaching-learning.
 - 5.1.4. Expand **digital, blended and technology-enabled** learning facilities.
 - 5.1.5. Strengthen **faculty development, academic mentoring and professional capacity building**.
 - 5.1.6. Improve academic quality through **continuous assessment, academic audit, benchmarking and accreditation**.
 - 5.1.7. Provide **adequate facilities for research and experimental learning**.
 - 5.1.8. Improve the Central and Departmental **library facilities** by facilitating **good infrastructure, increase reading materials, digital archives** for easy access of information to learners and scholars.
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5.2. Innovation and Creativity: To establish a vibrant ecosystem of research, innovation, creativity and entrepreneurship by strengthening research infrastructure, interdisciplinary research, innovation and incubation, intellectual property generation, technology transfer, start-ups and socially relevant knowledge creation addressing regional, national and global challenges. Specified goals are:

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- 5.2.1. Strengthen **research infrastructure, laboratories and interdisciplinary research facilities**.
 - 5.2.2. Establish and **develop Innovation, Incubation and Entrepreneurship Centres**.
 - 5.2.3. Promote student and **faculty innovation, creativity, critical inquiry and problem-solving**.
 - 5.2.4. Increase **research publications, patents, copyrights and other intellectual property** outputs.
 - 5.2.5. Facilitate **technology transfer, commercialisation and industry-linked innovation**.
 - 5.2.6. Promote **start-ups, entrepreneurship, hackathons, innovation challenges and technology-based enterprises**.
 - 5.2.7. Encourage **research and innovation addressing regional, national and global challenges**.
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5.3. Sustainability: to To develop a sustainable, green, climate-resilient, digitally smart and learner-friendly campus through renewable energy, energy and water conservation, biodiversity protection, sustainable waste management, smart resource management, sustainable infrastructure and wellness-oriented planning, with measurable progress towards resource efficiency and Net Zero emissions, aligned with relevant United Nations

Sustainable Development Goals (SDGs) and supported by sustainability indicators, environmental audits and periodic reporting. In order to achieve the sustainability, University has set the following specific goals:

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- 5.3.1. Develop a **green, climate-resilient and environmentally responsible campus.**
 - 5.3.2. Increase the use of **renewable energy** and **improve institutional energy efficiency.**
 - 5.3.3. Strengthen **water conservation, rainwater harvesting** and **sustainable water management.**
 - 5.3.4. Protect **campus biodiversity** and promote **ecological restoration.**
 - 5.3.5. Establish efficient systems for **waste reduction, segregation, recycling** and **resource recovery.**
 - 5.3.6. Promote **smart** and **sustainable infrastructure** using appropriate **digital** and **IoT-based technologies.**
 - 5.3.7. Progress towards **Net Zero** emissions through measurable **sustainability targets, environmental audits** and **periodic reporting.**
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5.4. Collaboration: to establish Sibsagar University as a regionally rooted and globally connected institution through meaningful national and international collaborations, joint research and academic programmes, faculty and student exchange, industry-academia partnerships, community engagement, and collaboration with government, research institutions, industries and other stakeholders for knowledge exchange, innovation and institutional development. Specified goals are:

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- 5.4.1. Establish strategic **academic partnerships** with reputed national and international institutions.
 - 5.4.2. Promote **joint research, publications, academic programmes** and **knowledge-sharing** initiatives.
 - 5.4.3. Facilitate **faculty and student exchange, mobility** and **internship** opportunities.
 - 5.4.4. Strengthen **industry-academia partnerships** for research, skill development, internships and employability.
 - 5.4.5. Develop **partnerships** with government agencies, research organisations, industries and communities.
 - 5.4.6. **Participate in academic networks, consortia** and **Centres of Excellence.**
 - 5.4.7. Convert **collaborations** into measurable academic, research, innovation and societal outcomes.
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5.5. Inclusivity and Equity: to ensure inclusive and equitable access to quality higher education and institutional opportunities through flexible and accessible learning pathways, bridging the digital divide, barrier-free and *Divyangjan*-friendly environments, academic and well-being support, gender equity, social justice, and equal opportunity, dignity and respect for all. The Specified goals are:

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- 5.5.1. Ensure **equitable access to quality higher education** for learners from diverse backgrounds.
 - 5.5.2. Provide **flexible** and **accessible learning** opportunities for different learner needs.
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- 5.5.3. **Bridge the digital divide** through affordable digital resources and connectivity.
- 5.5.4. Develop **barrier-free** and **Divyangjan-friendly** academic and residential facilities.
- 5.5.5. Strengthen **academic mentoring, counselling, health and well-being** support systems.
- 5.5.6. Promote **gender equity, social justice, dignity and non-discrimination**.
- 5.5.7. Ensure **inclusive participation** in academic, administrative and institutional activities.

5.6. Integrity and Ethics: To uphold integrity, ethics, transparency, accountability and institutional efficiency through effective governance, cybersecurity and data protection, responsible Artificial Intelligence, transparent e-governance, administrative reforms, grievance redressal, ethical review and stakeholder participation, ensuring fairness, privacy, academic integrity and responsible use of technology. The specified goals are

- 5.6.1. Strengthen **transparent, accountable and participatory** governance.
- 5.6.2. Expand **secure and transparent e-governance** across institutional operations.
- 5.6.3. Establish robust **cybersecurity** and institutional **data-protection** mechanisms.
- 5.6.4. Develop and implement **policies** for **responsible and ethical use** of Artificial Intelligence (AI) technology.
- 5.6.5. Strengthen **academic integrity, ethical research and responsible conduct**.
- 5.6.6. Ensure **effective grievance redressal, feedback** and stakeholder participation.
- 5.6.7. Promote **privacy, fairness, transparency and human oversight** in technology-enabled systems.

5.7. Cultural Preservation and Heritage: To establish Sibsagar University as a centre for the preservation, documentation, research and promotion of the historical and cultural heritage of Assam and Northeast India by strengthening a Centre for History and Archaeology and developing a museum of national standard. The University shall integrate Indian Knowledge Systems, indigenous knowledge, traditional ecological wisdom, regional languages, oral traditions and classical traditions into teaching, research, documentation and community engagement. The specified goals are:

- 5.7.1. Establish and a museum-cum-information centre called **The Centre for History and Archaeology**.
- 5.7.2. Facilitate **preservation and public interpretation** of the heritage in the museum-cum-information.
- 5.7.3. **Document and digitally archive** the archaeological, historical and cultural heritage of Assam and Northeast India.
- 5.7.4. **Promote research on the history and heritage** of the **Ahom Kingdom** and the wider Northeast.
- 5.7.5. Integrate **Indian Knowledge Systems**, indigenous knowledge and traditional ecological wisdom into education and research.
- 5.7.6. Preserve **regional languages, oral traditions, manuscripts, folk traditions** and other cultural resources by establishing a **Tai Language Research Centre**.
- 5.7.7. **Engage local communities and heritage** institutions in preservation, research and dissemination.

5.8. Social Responsibility and Regional Development: to contribute to the socio-economic, scientific and sustainable development of Assam and Northeast India by identifying regional socio-economic, environmental, technological, agricultural, health and scientific challenges as priority areas for interdisciplinary and solution-oriented research. The University shall translate research outcomes into appropriate technologies, policies, innovations, skills and community interventions through collaboration with government, industry, communities and other stakeholders, while strengthening employability, entrepreneurship, rural innovation, community outreach and inclusive infrastructure in support of Viksit Bharat @2047. The specified goals are:

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- 5.8.1. **Identify** major socio-economic, environmental, technological, agricultural, health and scientific **challenges** of Assam and Northeast India.
 - 5.8.2. Develop identified regional challenges as **priority areas for interdisciplinary research**.
 - 5.8.3. Promote **solution-oriented research** addressing local and regional needs.
 - 5.8.4. **Translate research outcomes** into appropriate technologies, policies, innovations, skills and community interventions.
 - 5.8.5. Strengthen **industry-academia-government-community partnerships** for regional development.
 - 5.8.6. Promote **employability, entrepreneurship, agricultural innovation** and **rural livelihood** development.
 - 5.8.7. Expand **community outreach, extension** and **socially relevant academic programmes**.
 - 5.8.8. Contribute to **inclusive regional development** and the broader aspirations of Viksit Bharat @2047.
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6. Core Values

The University shall uphold the following core values identified from the institutional goals set for overall development and progress are:

1 Academic Excellence	: Pursuit of quality in teaching, learning, and research across all disciplines.
2 Innovation and Creativity	: Encouragement of critical inquiry, new ideas, and technology-driven discovery.
3 Sustainability	: Promotion of environmentally responsible and digitally conscious practices.
4 Collaboration	: Building partnerships for academic, technological, and societal advancement.
5 Inclusivity and Equity	: Respect for diversity and equal access to digital and academic opportunities for all.
6 Integrity and Ethics	: Commitment to honesty, accountability, transparency, and responsible use of AI.
7 Cultural Preservation	: Protection and promotion of indigenous heritage, languages, and traditions.
8 Social Responsibility	: Commitment to community welfare, regional development, and nation-building.

6.1. Strategic Priorities (based on the core values)

Based on the Mission and the specific Institutional Goals under Section 4 & 5, Sibsagar University shall adopt the following strategic priorities under its eight Core Values:

6.1.1. Academic Excellence

Sl.	Specific Priorities	Remark
6.1.1.1.	Curriculum and Programme Reform	Continuous revision of curricula to promote flexible, multidisciplinary, interdisciplinary, transdisciplinary, skill-based and outcome-based education aligned with NEP 2020.
6.1.1.2.	Learner-Centric Education	Promote conceptual, experiential, project-based, field-based, research-oriented and skill-oriented learning.
6.1.1.3.	Assessment and Academic Quality	Strengthen competency-based assessment, continuous evaluation, academic feedback, academic audits and quality assurance mechanisms.
6.1.1.4.	Digital and Blended Learning	Develop LMS, digital classrooms, blended learning, learning analytics and technology-enabled academic support.
6.1.1.5.	Faculty Development	Strengthen professional development, pedagogical innovation, mentoring and academic leadership.
6.1.1.6.	Academic Benchmarking	Promote accreditation, benchmarking, institutional quality enhancement and national/international academic standards.
6.1.1.7.	Research and Experimental Learning Facilities	Strengthen and expand laboratories, research facilities, field-study resources and other infrastructure to support research, experimentation, practical learning and innovation across disciplines.
6.1.1.8.	Library and Knowledge Resources	Strengthen Central and Departmental Libraries through improved infrastructure, updated print and electronic resources, digital libraries and archives, scholarly databases and efficient information-access systems for learners, researchers and faculty.

6.1.2. Innovation and Creativity

Sl.	Specific Priorities	Remark
6.1.2.1.	Research Infrastructure	Strengthen laboratories, research facilities, digital repositories and interdisciplinary research centres.
6.1.2.2.	Innovation and Incubation	Establish Innovation and Creativity Hubs, incubation centres, maker spaces and entrepreneurship support systems.
6.1.2.3.	Research and Emerging Technologies	Promote research in emerging technologies and interdisciplinary areas relevant to regional and global challenges.
6.1.2.4.	Intellectual Property and Technology Transfer	Strengthen patent, copyright, intellectual property management, technology transfer and commercialisation.
6.1.2.5.	Start-up and Entrepreneurship Development	Facilitate mentoring, innovation challenges, seed-funding linkages, start-ups and technology-based enterprises.
6.1.2.6.	Student and Faculty Innovation	Encourage creativity, critical inquiry, problem-solving, original ideas and innovative academic practices.
6.1.2.7.	Responsible Innovation	Promote ethical, socially relevant, sustainable and culturally grounded innovation.

6.1.3. Sustainability

Sl.	Specific Priorities	Remark
6.1.3.1.	Green and Climate-Resilient Campus	Develop environmentally responsible, climate-resilient and sustainable campus infrastructure.
6.1.3.2.	Energy and Water Management	Promote renewable energy, energy efficiency, water conservation and rainwater harvesting.
6.1.3.3.	Biodiversity and Ecosystem Conservation	Protect and enhance campus biodiversity and ecological resources.
6.1.3.4.	Waste and Resource Management	Promote waste reduction, segregation, recycling, resource recovery and circular-economy practices.
6.1.3.5.	Smart Sustainable Campus	Use IoT, digital monitoring and appropriate technologies for efficient resource management.
6.1.3.6.	Sustainability Education and Research	Integrate sustainability, climate change, environmental ethics and SDGs into teaching, research and outreach.
6.1.3.7.	Net Zero and Sustainability Monitoring	Progress towards Net Zero emissions through carbon accounting, environmental audits, sustainability indicators and periodic reporting.

6.1.4. Collaboration

Sl.	Specific Priorities	Remark
6.1.4.1.	Academic Partnerships	Establish strategic partnerships with universities and reputed academic and research institutions.
6.1.4.2.	Joint Academic and Research Programmes	Promote joint research, publications, academic programmes, shared facilities and knowledge exchange.
6.1.4.3.	Faculty and Student Mobility	Strengthen exchange, internships, training, mobility and collaborative learning opportunities.
6.1.4.4.	Industry-Academia Linkages	Develop partnerships for curriculum development, research, internships, skill development, consultancy and innovation.
6.1.4.5.	Government and Community Partnerships	Collaborate with government agencies, local communities, NGOs and other stakeholders for regional development.
6.1.4.6.	National and International Networks	Participate in academic networks, consortia, Centres of Excellence and international collaborations.
6.1.4.7.	Outcome-Oriented Collaboration	Monitor collaborations based on measurable academic, research, innovation, employability and societal outcomes

6.1.5. Inclusivity and Equity

Sl.	Specific Priorities	Remark
6.1.5.1.	Equitable Access	Improve access to quality higher education for economically and socially disadvantaged and underrepresented groups.
6.1.5.2.	Flexible Learning Pathways	Develop flexible, accessible and learner-centred academic pathways.
6.1.5.3.	Digital Inclusion	Bridge the digital divide through affordable devices, connectivity, digital resources and digital literacy.

6.1.5.4.	Divyangjan Accessibility	Develop barrier-free infrastructure, accessible digital content, assistive technologies and appropriate academic support.
6.1.5.5.	Student Support and Well-being	Strengthen mentoring, counselling, academic support, health, psychological and wellness services.
6.1.5.6.	Gender Equity and Social Justice	Promote gender equality, equal opportunity, dignity, non-discrimination and social justice.
6.1.5.7.	Inclusive Campus Culture	Promote linguistic, cultural, regional and socio-economic diversity and equal participation.

6.1.6. Integrity and Ethics

Sl.	Specific Priorities	Remark
6.1.6.1.	Transparent Governance	Strengthen transparent, accountable, participatory and learner-friendly governance.
6.1.6.2.	E-Governance and Administrative Reform	Expand technology-enabled administration, digital services, institutional efficiency and evidence-based decision-making.
6.1.6.3.	Cybersecurity and Data Protection	Establish robust cybersecurity, data protection, privacy and digital resilience mechanisms.
6.1.6.4.	Responsible Artificial Intelligence	Develop policies and ethical frameworks for responsible use of AI in teaching, research, assessment, administration and decision-making.
6.1.6.5.	Academic and Research Integrity	Strengthen mechanisms for academic integrity, ethical research and responsible scholarly conduct.
6.1.6.6.	Grievance Redressal and Feedback	Ensure effective grievance redressal, stakeholder feedback and participatory decision-making.
6.1.6.7.	Ethical Institutional Culture	Promote fairness, transparency, privacy, accountability and responsible use of technology.

6.1.7. Cultural Preservation and Heritage

Sl.	Specific Priorities	Remark
6.1.7.1.	Centre for History and Archaeology	Establish and strengthen a dedicated Centre for History and Archaeology for research, documentation and preservation of the historical and archaeological heritage of Assam and Northeast India.
6.1.7.2.	Heritage Museum	Develop a museum of national standard for the systematic preservation, interpretation and public dissemination of the archaeological, historical and cultural heritage of the region.
6.1.7.3.	Heritage Documentation and Digital Archiving	Systematically document, digitise and preserve manuscripts, artefacts, historical records, oral histories, folk traditions and other tangible and intangible cultural resources.
6.1.7.4.	Ahom and Regional Heritage Research	Promote interdisciplinary research on the Ahom Kingdom and the historical, archaeological, cultural and intellectual heritage of Assam and Northeast India.
6.1.7.5.	Indian Knowledge Systems and Indigenous Knowledge	Integrate Indian Knowledge Systems, indigenous knowledge and traditional ecological wisdom into teaching, research, documentation and community engagement.

6.1.7.6.	Tai Language and Cultural Studies	Establish and develop a Tai Language Research Centre to promote research, documentation, preservation, teaching and dissemination of the Tai language, literature and associated cultural traditions.
6.1.7.7.	Regional Languages and Oral Traditions	Promote the preservation and scholarly study of regional languages, oral traditions, folk literature, classical traditions and indigenous cultural practices through academic and community-based initiatives.
6.1.7.8.	Community and Institutional Heritage Engagement	Strengthen collaboration with local communities, cultural organisations, heritage institutions and other stakeholders for heritage conservation, knowledge transmission, cultural education and public outreach.

6.1.8. Social Responsibility and Regional Development

Sl.	Specific Priorities	Remark
6.1.8.1.	Regional Problem Identification	Identify priority socio-economic, environmental, agricultural, technological, health and scientific challenges of the region.
6.1.8.2.	Priority Regional Research	Develop identified challenges as interdisciplinary and solution-oriented research priorities.
6.1.8.3.	Research-to-Society Translation	Translate research outcomes into appropriate technologies, policies, innovations, skills and community interventions.
6.1.8.4.	Rural and Agricultural Innovation	Promote agricultural education, climate-resilient practices, rural innovation, agripreneurship and sustainable livelihoods.
6.1.8.5.	Employability and Entrepreneurship	Strengthen industry-oriented skills, career development, internships, entrepreneurship and placement support.
6.1.8.6.	Community Outreach and Extension	Expand community-engaged learning, extension activities, public participation and socially relevant programmes.
6.1.8.7.	Regional Partnerships	Collaborate with government, industry, communities, NGOs and other stakeholders for regional development.
6.1.8.8.	Inclusive Institutional Development	Strengthen academic, digital, sports, healthcare, research and community-oriented infrastructure contributing to regional development and Viksit Bharat @2047.

7. Institutional Development Plan: SWOC Analysis and Time-Bound Implementation Framework

The Vision and Mission of Sibsagar University can be comprehended only through a systematic, evidence-based and time-bound Institutional Development Plan (IDP). The IDP shall clearly defined programmes, measurable outcomes, institutional responsibilities and resource requirements. The implementation framework shall be guided by a periodic and dispassionate **SWOC** (Strengths, Weaknesses, Opportunities and Challenges) analysis to ensure that the institutional aspirations are aligned with available capacities, regional requirements and emerging national and global developments.

7.1. Institutional SWOC Analysis

Strengths	Weaknesses
1. Nearly eight decades of institutional legacy through the erstwhile Sibsagar College, established in 1947. 2. Unique location in the historical and cultural heartland of the Ahom Kingdom. 3. Rich regional ecosystem of history, archaeology, culture, indigenous knowledge, biodiversity and natural resources. 4. Existing academic base across diverse disciplines and potential for multidisciplinary education. 5. Existing institutional recognition and accreditation status. 6. Strong potential for community engagement and regionally relevant research. 7. Proposed institutional focus on IKS, heritage, sustainability, innovation and regional development.	1. Young State University with evolving institutional systems and structures. 2. Need for further strengthening of advanced research infrastructure and specialised facilities. 3. Need for expansion and modernisation of library, digital and knowledge resources. 4. Need to strengthen research intensity, innovation, intellectual property and technology-transfer capacity. 5. Need for greater resource mobilisation through consultancy, sponsored research, partnerships and other legitimate sources. 6. Need for further strengthening of digital, administrative and data-driven institutional systems. 7. Need for systematic expansion of national and international academic and research networks.
Opportunities	Challenges
1. NEP 2020 provides opportunities for flexible, multidisciplinary and holistic higher education. 2. The University's location provides exceptional opportunities for research in history, archaeology, heritage, IKS, environment, agriculture and regional development. 3. Potential partnerships with universities, research institutions, industries, government agencies and communities. 4. Emerging opportunities in AI, geospatial technology, digital humanities, sustainability and other interdisciplinary areas. 5. Development of a Centre for History and Archaeology, museum and Tai Language Research Centre can create distinctive academic identity. 6. Scope for externally funded research, consultancy, entrepreneurship, incubation and technology transfer. 7. SDGs and Viksit Bharat @2047 provide broader frameworks for institutional and regional development.	1. Rapid technological change, particularly in AI and digital technologies, requires continuous institutional adaptation. 2. Limited financial and human resources may constrain rapid expansion of infrastructure and programmes. 3. Competition among higher education institutions for students, faculty, research funding and collaborations. 4. Climate change, floods, environmental degradation and other regional vulnerabilities require sustained research and institutional preparedness. 5. Maintaining academic quality while rapidly expanding programmes, infrastructure and institutional responsibilities. 6. Preserving indigenous knowledge and cultural heritage amid rapid socio-economic and technological transformation. 7. Ensuring equitable access, inclusion, cybersecurity, data privacy and ethical use of emerging technologies.

7.2. Time-Bound Institutional Development Framework

The University shall implement its Vision and Mission through **Short-Term, Medium-Term and Long-Term development phases**. Each phase shall contain defined priorities, activities, responsible institutional units, resource requirements, measurable targets and expected outcomes.

7.2.1. **Short-Term Goals:** *Foundation and Capacity Building (0 – 5 Years)*

1. Strengthening governance, quality assurance, e-governance and institutional data systems.
2. Undertaking curriculum and academic reforms in accordance with NEP 2020.
3. Strengthening laboratories, research facilities, experimental learning infrastructure and library resources.
4. Establishing or strengthening Innovation and Incubation Centres and research support mechanisms.
5. Developing policies for cybersecurity, data protection, responsible AI, research ethics and academic integrity.
6. Initiating renewable energy, water conservation, waste management, biodiversity and green-campus measures.
7. Strengthening accessibility and Divyangjan-friendly infrastructure and student support systems.
8. Initiating the **Centre for History and Archaeology, Tai Language Research Centre** and planning for a heritage museum.
9. Identifying priority regional problems for interdisciplinary and solution-oriented research.
10. Expanding strategic MoUs and partnerships with government, industries, research institutions and academic organisations.

7.2.2. **Medium-Term Goals:** *Expansion and Consolidation (5 – 10 Years)*

1. Expansion of multidisciplinary, interdisciplinary and flexible academic programmes.
2. Development of advanced research laboratories, interdisciplinary research centres and Centres of Excellence.
3. Increased research publications, patents, externally funded projects, consultancy and technology-transfer activities.
4. Development of a functional innovation, incubation, entrepreneurship and start-up ecosystem.
5. Expansion of national and international academic collaborations, faculty and student mobility and joint programmes.
6. Significant improvement in digital learning, learning analytics, digital repositories and smart institutional systems.
7. Development of a sustainable and climate-resilient campus with measurable improvement in energy, water, waste and biodiversity indicators.
8. Development and strengthening of the Centre for History and Archaeology, Tai Language Research Centre and heritage museum initiatives.
9. Translation of priority regional research into technologies, policies, innovations, skills and community interventions.
10. Strengthening employability, entrepreneurship, internships, rural innovation, agricultural innovation and community engagement.

7.2.3. Long-Term Goals: Excellence, Recognition and Regional Leadership (10 – 15 Years)

1. Achieving sustained academic excellence through nationally and internationally benchmarked programmes and quality systems.
2. Establishing nationally recognised research centres and Centres of Excellence in selected areas of institutional strength.
3. Building a strong innovation, intellectual property, technology-transfer and entrepreneurship ecosystem.
4. Achieving substantial national and international research and academic collaborations.
5. Developing Sibsagar University as a recognised centre for the history, archaeology, culture, IKS and indigenous knowledge of Assam and Northeast India.
6. Establishing the heritage museum and associated digital repositories as major resources for research, education and public dissemination.
7. Developing a highly sustainable, climate-resilient and digitally smart campus with progressive movement towards Net Zero emissions.
8. Establishing the University as a significant contributor to evidence-based solutions for priority regional challenges.
9. Strengthening the University's position in national and international academic, research, innovation and sustainability networks.
10. Building a strong institutional ecosystem capable of contributing to Viksit Bharat @2047 while retaining its regional identity and social responsibility.

7.3. Key Performance Indicators for Implementation Mechanism

To make the implementation genuinely measurable, the following broad KPI indicators may be considered:

Area	Indicative KPIs
1. Academic Excellence	New/revised programmes, multidisciplinary programmes, student progression, learning outcomes, faculty development, accreditation/quality indicators
2. Innovation & Creativity	Research projects, publications, patents, copyrights, incubation activities, start-ups, technology transfer
3. Sustainability	Renewable-energy share, energy consumption, water conservation, waste recycling, biodiversity indicators, carbon emissions
4. Collaboration	Active MoUs, joint publications/projects, exchanges, internships, industry partnerships, externally funded collaborations
5. Inclusivity & Equity	Participation of disadvantaged groups, accessibility measures, Divyangjan facilities, scholarships/support, gender-equity indicators
6. Integrity & Ethics	E-governance coverage, grievance resolution, cybersecurity audits, data-protection compliance, academic-integrity measures
7. Cultural Preservation	Heritage documentation, research outputs, museum development, Centre activities, Tai language programmes, IKS initiatives
8. Social Responsibility	Regional problem-based projects, community interventions, rural/agricultural initiatives, employability, entrepreneurship and outreach outcomes

8. Conclusion

As a newly established State University, the Sibsagar University requires a systematic, phased, and forward-looking approach to institutional development. The Institutional Development Plan (IDP) shall provide a structured roadmap encompassing clearly defined priorities, targets, measurable outcomes, and long-term goals. Development shall be planned progressively through an initial five-year phase, followed by subsequent ten-year phases, with periodic review and refinement. This approach will ensure coordinated and sustainable growth across academic, research and innovation, infrastructure, administration, management, technology, finance, and community engagement, enabling the University to realize its vision and emerge as a nationally and globally recognized institution rooted in its rich regional heritage.

This Vision Document reflects the aspiration of Sibsagar University to become a vibrant, inclusive, sustainable and future-ready centre of higher education and research. Rooted in the heritage of Assam and Northeast India, the University seeks to integrate scientific inquiry, Indian Knowledge Systems, human values and modern technologies through multidisciplinary education, research, innovation, cultural preservation and community engagement. The Vision and Mission shall be implemented through eight Institutional Goals and Strategic Priorities, supported by a time-bound Institutional Development Plan (IDP). Short-, medium- and long-term goals, guided by SWOC analysis and measurable KPIs, shall provide a clear framework for implementation, monitoring and continuous improvement.

Moving towards 2047, Sibsagar University aspires to achieve academic and research excellence while contributing to the sustainable, inclusive and knowledge-driven development of Assam, Northeast India and the nation, in support of Viksit Bharat @2047.

Sibsagar University - Rooted in Heritage, Empowered by Knowledge, Guided by Values and Driven by Technology.

Submitted by
Dr. Utpal Dutta
Chairperson

Manash Pratim Gogoi
Member Secretary

Vision, Mission and Goals of Sibsagar University Formulating Committee The members of the Vision, Mission and Goals of Sibsagar University Formulating Committee

Members:

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| 1. Dr. Utpal Dutta | - Dean, Faculty of Science Chairperson |
| 2. Mr. Manash Pratim Gogoi, | - Assistant Professor Member Secretary |
| 3. Dr. Pradip Goswami, | - Associate Professor Member |
| 4. Dr. Sangita Phukan, | - Associate Professor Member |
| 5. Dr. Bokul Ch. Patar, | - Associate Professor - Member |
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| 12. President, SUSU | - Member |
| 13. General Secretary, SUSU | - Member |
| 14. Mr. Ranjit Baruah, | - President, Employees' Association - Member |

Special Invitee:

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