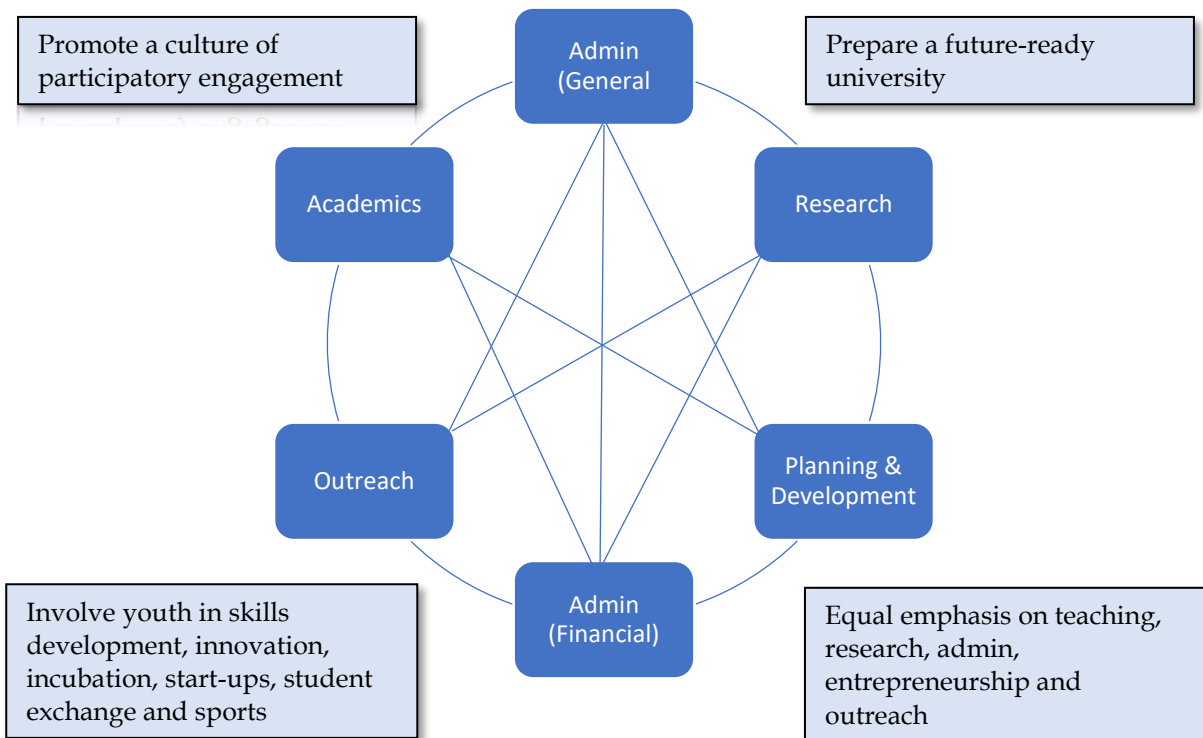


# IUST Strategy 2021-26



The expectations placed on universities by students, governments and public have changed dramatically in recent years. There is now a clear demand that universities need to play a proactive role in addressing local, national and global problems and to inform policy on addressing societal concerns – whether through human resource development or through knowledge generation and innovation. At Islamic University we are conscious of our role of meeting public expectations. Through innovation, creativity and judicious planning we are preparing ourselves to satisfactorily fulfil this role and an important element of this is having the right vision and strategy.

The Strategic Plan (2021-26) is envisioned to be a catalyst for our core activities in administration, research, academics, outreach, infrastructure development & planning and sets out a framework of actions and priorities for this purpose. The Strategic Plan will be underpinned by a more detailed Implementation Plan which will be approved by the University Executive Council and overseen by a Board chaired by the Vice-Chancellor. The overarching priorities are following:

## **Administration:**

- Review the progress of the University in every sphere during the last one decade, including funding, endowment, academics, research outcome and public perception.

- Put in a place a participatory and inclusive decision-making process.
- Identify any lacunae confronting the University system and formulate policies for addressing them.
- Formulate a clear policy for optimal and rational utilization of faculty, non-teaching and technical staff and incentivize performance in order to make the best use of human capital.
- Identify and revisit the focus areas of the University in terms of science, society, geography, culture etc. with equal emphasis on education, research, entrepreneurship and outreach.
- Focus on knowledge generation that informs policy on issues confronting the society in Jammu and Kashmir. The University shall evaluate various existing government policies to identify and address their shortcomings in order to make them effective instruments for addressing societal issues.
- Further promote ICT in improving efficiency and governance of the University administration. The ERP needs to be strengthened to include all missing services and products in the system.

**Administration (Financial aspects):**

- Set up an Endowment Fund for the University that would raise funds from the alumni and corporations and seek matching grants from the Government, if possible.
- Have projected budget requirements for 3-years from departments/centers and to permit them to raise money through consultancy, training workshops, MOOC programs etc.
- Minimize red tape and revisit the funding expenditure/approval by different authorities (HODs, Dean, Registrar, and DAA) as provided in the GFR rules 2017 and enhance efficiency of the financial system through the use of digital signatures etc.
- In tandem with external audit, prioritize a comprehensive internal audit plan for every unit of the University

**Research**

- Increase investment in research to promote incubation, enterprise and innovations in the University through seed grants, grant writing workshops
- Encourage faculty to take up projects that deal with addressing issues of societal importance.
- Strengthen academic-industry-government cooperation in areas of mutual interest which would lead to financing of mega research projects.

- Promote research and courses in new technologies like artificial intelligence, machine learning, space technology, big data, data analytics in order to attract students and research investment in these priority areas
- Establish various working groups in the University, with membership from academia, government and industry, on issues related to environment, disasters, climate change, water resources, skill development, tourism, horticulture etc.
- Further prioritize environmental sustainability and a carbon neutral campus and set an example for other universities in the country.
- Promote innovation, incubation, entrepreneurship, and start-ups in the areas of environment, horticulture, agriculture, water resources, health, smart city and livelihood enhancement. The university shall also promote certification in green infrastructure, organic foods, GI, handicrafts etc. The objective is to build the capacity of the state so that it is able to meet its own food, energy and water requirement.
- Promote the establishment of central instrumentation facility to ensure the optimal utilization and management of the cutting-edge research infrastructure and equipment.
- Strive for entering into partnerships and collaborations with national and international academic institutes and industry on equal footing to be able to compete for the national and international funding opportunities in areas where the University has established its name.

#### **Academics:**

- Review and revise course curricula to make them NEP-2000 compliant with equal emphasis on pedagogy that keeps pace with changing technology.
- Utilize MOOCs and other platforms for innovative and important courses like conflict management; environment; climate change; disaster vulnerability through hybrid mode of teaching.
- Strengthen linkages with colleges and schools in the catchment area through internships etc.
- Strengthen capacity building programs for teachers.
- Improve academics in the university through regular academic audits.

#### **Outreach**

- Start Lifelong Learning programs for skills enhancement of students and community members.
- Augment University's outreach activities further by having a Dean Outreach position for this purpose.

- Organize annual Open Days for prospective students, parents and civil society to familiarize them with the University and the opportunities it offers.
- Start inter-university collaboration within Jammu and Kashmir and beyond for optimal utilization of resources and facilities among the universities in the region involving some concrete steps like initiation of collaborative research projects, joint grant writing proposals; working groups; joint courses on conflict management and environmental resources
- Start SkillsGov flagship program with focus on building the technical skills of government departments.
- Start short-term courses and Learning by Doing workshops to enhance employability and communication skills, innovation, creativity and entrepreneurship among the students.
- Promote student and faculty exchange with national and international institutions.

#### **Infrastructure Planning and Development:**

- Constitute a Campus Planning and Development Board to oversee the University Master Plan and ensure environmentally friendly infrastructure planning and development of campus. The Master Plan would ensure adaptable building environment which is easy to change with the use of minimum resources
- Restructure and supplement both the civil and electric engineering branches of the University.
- Finalize infrastructure projects only after going through a process of “what if scenarios” based on rigorous consultation process. Uncertainties in the future prediction need to be minimized by spreading out risks or by research.
- Create a digital repository of the University resources like land, buildings, equipment, other assets named IUST Infrastructure Information System (IUST-IIS) comprising of i) atlas of the maps of University campus along with physical infrastructure, space inventory b) building-wise infrastructure data including labs and equipment in labs.
- Create a formal enquiry and feedback channel using online Facilities Management System
- Establish a multi-use Education Resource Centre in the university with Wi-Fi facility, coffee shops, canteens, snack bars, stationery and souvenir shops, documentation center etc.
- Make the campus fully residential for students and faculty