

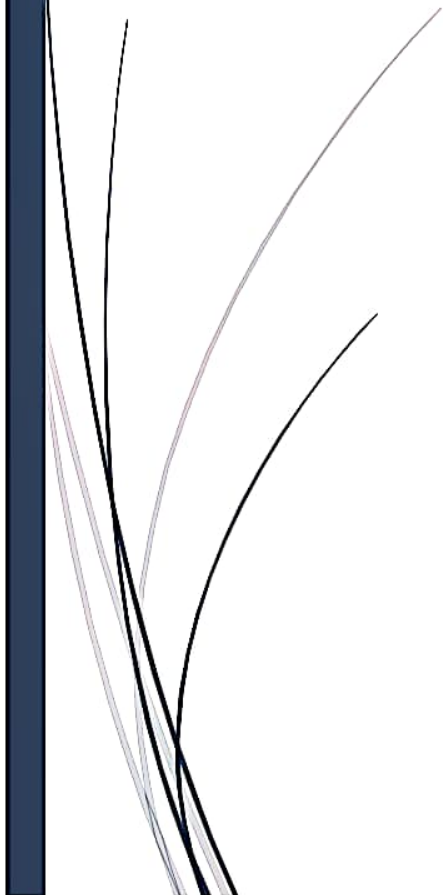


**MATS
UNIVERSITY**

ready for life

**INSTITUTIONAL
DEVELOPMENT
PLAN 2024-2034**

INSTITUTIONAL DEVELOPMENT PLAN 2024-2034





PREFACE

MATS University, established under Chhattisgarh Act No. 29 of 2006 (Chhattisgarh Private Universities Establishment and Operation Act, 2006), stands as a beacon of quality higher education in Chhattisgarh. Promoted by the Shri Bhagwan Mahaveer Jain Educational Cultural Society under the visionary leadership of Shri Gajraj Pagariya, the university is dedicated to nurturing academic excellence, leadership, and innovation. Recognized as a Minority University by the Government in 2015, MATS University has continually evolved to meet the dynamic needs of higher education in India.

As Chhattisgarh's oldest private university and one of the leading institutions in Central India, MATS University has built a reputation for excellence and transformation. Our legacy is defined by a community of exceptional faculty, students, and alumni who have consistently broken new ground in their respective fields. Our distinguished alumni include top entrepreneurs, business leaders, and accomplished professionals, all of whom exemplify the ethos of our guiding motto, "Ready for Life."

At the heart of our mission is the holistic development of our students. We empower them to thrive in a competitive global environment by fostering critical thinking, analytical prowess, and technical acumen. Our programs are designed to nurture creativity, promote innovation, and instill ethical values in every student. With well-qualified and experienced faculty and dedicated skill development trainers, MATS University ensures that every learner is equipped to seize emerging opportunities and contribute meaningfully to society.

Our strategic vision is driven by the pursuit of quality, excellence, and continuous growth. Anchored in this commitment, we strive to be a leader in higher education in the region, aligning our efforts with India's national development goals. By fostering leadership, technical knowledge, and entrepreneurial spirit, MATS University aims to produce graduates who are ready to shape a brighter, more inclusive future.

The University's Institutional Development Plan (IDP) focuses on a continuous improvement process that aligns with the operational needs and administrative priorities of the institution. Our focus areas include academic excellence, research development, governance, and infrastructure, with a particular emphasis on innovation, inclusion, and lifelong learning. As a dynamic and evolving institution, we are committed to consistently raising the bar for ourselves and our community.

MATS University remains committed to providing a transformative educational experience that inspires students to think big, aim high, and continue learning. Our vibrant academic culture, coupled with a student-centered approach, prepares graduates to become lifelong learners, innovators, and responsible leaders of tomorrow. With every passing year, we endeavor to further solidify our position as a leading institution for higher education, both regionally and nationally, while making a lasting impact on society at large.



FROM THE CHANCELLOR'S DESK

We are witnessing a phenomenal change in the education scenario. The change has been both in terms of the content as well as the reach.

The trend has been to instill the element of excellence in every field. The best in every field of knowledge is being made available for the progress of the country. There has been a great spurt in the number of universities and colleges catering to millions of aspirants. This has been a very crucial moment for us in taking important and far-reaching decisions to provide what is much needed for the students of the country.

We are aware of the needs of our country to make her a knowledge-based superpower in the next decade or two. With this in view, we have stepped in to meet the present-day academic milieu for the student community. The idea is to create opportunities in various fields by incorporating the latest specialties of learning, which would cater to the critical needs of the industry and economy.

We foresee a close interaction among the universities, industries, business houses, and associations in modeling the content and skills.

This will make education more and more vocational and skill-based. This will surely result in better employability and greater productivity ultimately contributing to the nation's economy.

The latest advances in technology and communication have provided a great impetus in designing and delivering innovative ways of learning. Distance learning and virtual education have been a boon in enlisting thousands of hitherto wasted human potentials into useful, skillful, employable citizens.

Yet another futuristic guidepost for the respective generations is the field of Entrepreneurship. Joint Group of Institutions, through its remarkable new child, MATS University, aims at crafting and nurturing budding entrepreneurs who would eventually build a new-fangled knowledge society that contributes towards the national cause.

Best Wishes

Shri Gajraj Pagariya
Chancellor, MATS University



FROM THE VICE CHANCELLOR'S DESK

Welcome to MATS UNIVERSITY - a university whose top priority is to help students fulfill their aspirations and dreams.

We work in tandem with students to design customized educational plans that meet their individual goals. Among other things, we offer our students a personalized learning environment with a great deal of flexibility and continuous mentoring. We integrate technical knowledge with strong ethics and leadership quality to churn out the best.

Our vision is to be recognized for high-quality academic programmes and research through industry programmes, excellence of our motivated faculty, and state-of-the-art facilities that we provide students. Our academic programmes prepare students better to face new challenges through stronger ethics and entrepreneurship components. We are committed to giving our students an environment, in which they develop critical-thinking and problem-solving skills.

We are committed to molding world-class leaders who make a difference to society. We inspire dreams, ignite curiosity, motivate actions, and define the vision beyond tomorrow. I am happy that you are considering MATS for your studies and I look forward to helping you take this exciting step in your life.

At MATS, students are guided and motivated to practically implement the principles learnt in classrooms through experimentation in laboratories, making them confident and skilled professionals. As we strive to be at the forefront of education. We collaborate with and maintain excellent relationships with industries and leading research centers for joint projects, training, and internships. This gives our students an edge, which reflects fully in our high placement records year after year.

Best Wishes

Prof. (Dr) K.P. Yadav
Vice Chancellor, MATS University



VISION

To become a world class centre in providing globally relevant education. MATS University will be the Global University, known for its quality academic programs and outstanding faculty, products and services to students and clients independent of place and time constraint. MATS University would be a benchmark institution for lifelong partnership with students, the workforce and public and private enterprises. Building on its proud tradition, MATS University will extend educational opportunity to those who will make our state (Chhattisgarh), our nation, and global society a better place to live and work.

MISSION

To foster an intellectual and ethical environment in which the spirit and skills within MATS University will thrive so as to impart high quality education, training, research and consultancy services with a global outlook and human values. To create and develop technocrats, entrepreneurs and business leaders who would strive to improve the quality of human life. To create truly world class schools of Management Sciences, Engineering Sciences, Education, Information Technology, Basic and Applied Sciences, Arts and Humanities, Life Science, Fashion designing and Interior Designing, Business Studies, Physical Education, Law.



OUR VALUES

Guiding Principles

1

The Courage to dream: Neil Armstrong

2

The passion to excel: JRD Tata

3

The conviction to break free: Albert Einstein

4

The vision to build: Henry Ford

5

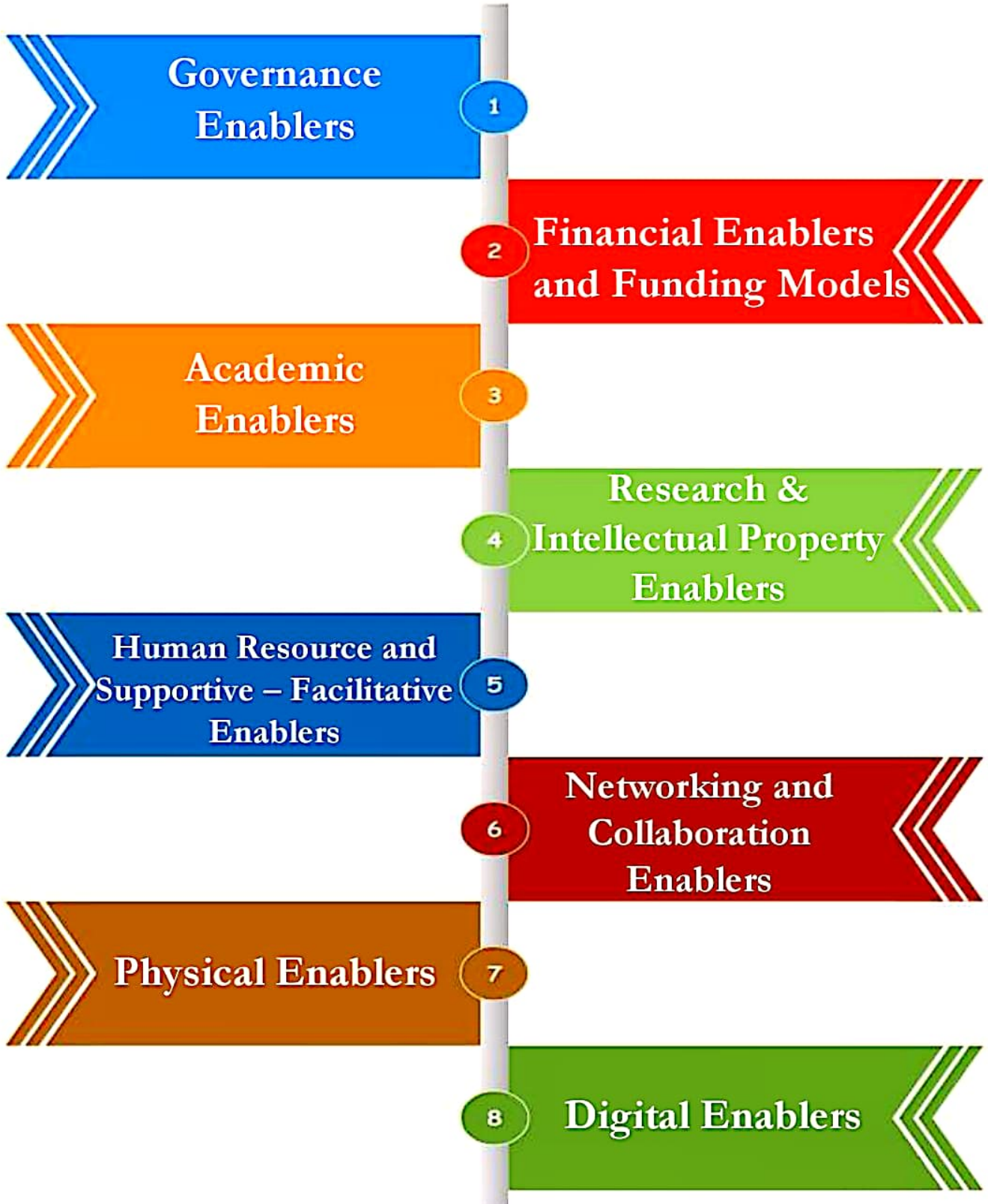
The skill to achieve: Milkha Singh

6

The character to inspire: Swami Vivekananda

7

The thirst for knowledge: Dr. C. V. Raman





1. Governance Enablers

Governance enablers play a crucial role in fostering transparency, accountability, and informed decision-making within academia. They align institutional policies and processes with the educational mission, promoting effective leadership and encouraging active participation from all stakeholders. By supporting quality assurance and continuous improvement, these enablers create a conducive environment for innovation, academic excellence, and sustainable development. Their role is fundamental in ensuring compliance with regulatory standards and securing the long-term success of academic institutions.

1. Governing Body, Academic Council, Finance Committee, and Other Statutory Bodies

The University operates through a well-documented hierarchical structure comprising its statutory bodies—Governing Body, Academic Council (AC), and Finance Committee—ensuring representation from diverse stakeholders. The University aspires to achieve the following objectives:

Phase 1 Goals

- **Advancing Digitization:** The University is dedicated to fully digitizing all administrative departments, building on current initiatives to streamline operations and enhance efficiency.
- **Improved Accessibility:** Efforts will be made to strengthen various help desks by providing appropriate helpline numbers, ensuring better accessibility for students.
- **Paperless Administration:** The University aims to transition gradually towards a paperless administration. The existing ERP system, 'JUNO' will serve as a centralized data control hub, managing all academic, administrative, and financial processes digitally.
- **Seamless Integration:** The JUNO Portal will be expanded to include all departments and Schools, and integration between all the departments and stakeholders.
- **Institutional Development Plan (IDP):** In line with the guidelines set by the UGC and the Ministry of Education, the University has developed an Institutional Development Plan. A dedicated committee may be established to periodically review the IDP, considering its dynamic nature and the need for continuous progress evaluation.

Phase 2 Goals

- **Leveraging Expertise:** The University will utilize intellectual resources from esteemed organizations and prestigious national and international institutions.
- **Regular Monitoring:** Periodic reviews will ensure the IDP initiatives remain aligned with stakeholder expectations. Adjustments will be made based on progress and feedback to achieve the intended outcomes effectively.



Phase 3 Goals

- **Strengthened Processes:** As the University expands, administrative processes will be reinforced to support the smooth functioning of multiple campuses.
- **Impact Assessment:** The University will evaluate the overall impact of the IDP on its institutional growth, ensuring sustained alignment with strategic objectives and compliance with regulatory standards.

2. Quality Assurance Goals

Phase 1 Goals

- **Strengthening Human Resources:** The University will enhance its existing HR section to oversee the recruitment, mentoring, and continuous professional development of both teaching and non-teaching staff.
- **Training for Mid-level Administrative Officers:** A structured training mechanism will be introduced for mid-ranked administrative officers, focusing on key areas such as leadership, technology, digitalization, and communication.
- **Peer Training for Junior Officers:** The trained mid-level officers will take on the responsibility of mentoring and training junior and entry-level administrative staff, fostering a culture of peer-led development.
- **Collaboration with Centres of Eminence:** The University will collaborate with national and international Centres of Eminence to offer refresher and orientation training programs for its officials and officers.
- **Admission Process Evaluation:** The University will assess its admission process to identify vacant seats across various programs and evaluate the relevance of new courses to attract more students.
- **Comprehensive Audits:** The University will conduct periodic audits every two to three years, including Academic and Administrative Audits, Transparency Audits, Social Audits, Green Audits, Diversity and Inclusion Audits, Accessibility Audits, and Technology Adoption Audits.
- **IQAC Support in Departments:** Every department of the University will have a designated committee to support and facilitate the Internal Quality Assurance Cell (IQAC).
- **Filling of Vacancies:** The University will aim to fill all existing vacancies in both teaching and non-teaching positions, ensuring a fully staffed workforce.

Phase 2 Goals

- **Interdisciplinary and Multidisciplinary Programs:** The University will expand its offerings to include inter-disciplinary and multi-disciplinary courses, in addition to traditional single-discipline undergraduate and postgraduate programs.



- **Strengthening Ph.D. Program Publications:** The University will further enhance the quality and frequency of publications required for all Ph.D. programs, ensuring they meet international research standards.
- **Inclusive Governance:** The University will promote inclusive decision-making by involving all campus stakeholders in the governance process, aligning institutional goals with the needs and aspirations of the community.

Phase 3 Goals

- **Enhancing Governance Structure:** The University will develop a mechanism to strengthen its governance framework, covering all academic and administrative areas, to ensure a sustainable and effective management model.
- **Full Automation of Administrative Processes:** The University will achieve complete automation of its administrative processes, incorporating new modules and systems to enhance quality and operational efficiency.

3. Financial Sources and Management Goals

Phase 1 Goals

- **Establishing Sponsored Chairs:** The University will engage with relevant bodies, organizations, individuals, foundations, and entities to establish sponsored Chairs that are in alignment with the University's Act, Statutes, and Ordinances.
- **Industry Partnerships for Research and Consulting:** The University will collaborate with industries to sponsor research, innovation, and consulting projects, offering students valuable practical experience.
- **Strengthening the University Foundation:** The University will work towards reinforcing the University Foundation to effectively utilize Corporate Social Responsibility (CSR) funds for various development projects.
- **Consultancy Office:** The University will establish a designated Consultancy Office to manage the all India consultancy services provided by its faculty and staff.
- **Strengthening the Endowment Fund:** Efforts will be made to further enhance and grow the University's endowment fund to support long-term institutional development.

Phase 2 Goals

- **Promoting Cost-effective Sustainability:** The University will promote sustainability measures such as the Green Campus Initiative, including solar power, water conservation, and waste recycling projects, which will not only contribute to the environment but also lead to cost savings.



- **Executive Education Programs:** The University will design executive education and professional development programs targeting mid-career professionals to offer them opportunities for continuous learning and career advancement.
- **Online & Distance Education Programs:** The University will Continue.

Phase 3 Goals

- **Enhancing International Student Enrollment:** The University will develop strategies and mechanisms aimed at increasing the enrollment of international students, fostering a diverse and global academic environment.

4. Leadership Goals

Phase 1 Goals

- **Leadership Development Programs:** The University will implement training programs focused on leadership, management, strategic thinking, and conflict resolution for Department Heads, Senior Professors, Professors, and Principals.
- **Formal Mentorship Programs:** Formal mentorship and guidance programs will be introduced within departments and administrative units to identify and nurture potential leaders from among the faculty.
- **Outcome-based Annual Planning:** An outcome-based approach will be adopted to encourage department heads to present their Annual Plans and Targets at the beginning of each calendar year, ensuring alignment with institutional goals.

Phase 2 Goals

- **Employee Engagement and Inclusive Decision-making:** The University will facilitate open-house sessions or periodic meetings between employees and the University administration to address concerns, foster inclusive decision-making, and manage crises effectively.
- **Collaborations for Leadership Training:** The University will establish Memoranda of Understanding (MoUs) with leading management institutions in India and prestigious international institutions to offer periodic leadership training programs for senior academic and administrative personnel.

Phase 3 Goals

- **Establishment of a Leadership Training Institute:** The University will explore the possibility of establishing a Leadership Training Institute in collaboration with entities such as the Parliament Secretariat, the Federation of Indian Chambers of Commerce and Industry (FICCI), the Associated Chambers of Commerce and Industry of India (ASSOCHAM), and the Department of Personnel and Training (DoPT), Government of India.

5. IT/Web-based Management Information System (MIS) Goals

Phase 1 Goals



- **Centralized Feedback Portal:** A centralized portal will be established to collect feedback from all stakeholders—students, faculty, non-teaching staff, alumni, and parents. The feedback will be analyzed using appropriate software to derive actionable insights.
- **Enhanced Campus Security:** The number of CCTV cameras across the campus will be increased to ensure enhanced safety and security for all members of the University community.

Phase 2 Goals

- **Smart Card Implementation:** Smart cards will be issued to all University employees and students, providing access to various services such as the Health Centre, IT services, and the library.

Phase 3 Goals

- **Advanced Security Systems:** The University will implement new-age security systems to further strengthen the campus's safety infrastructure.
- **Integration of Technology in Classroom Teaching:** Classroom teaching will be supplemented with technology-assisted learning in virtual spaces, ensuring a more interactive and accessible educational experience.

6. Risk Management Analysis Goals

Phase 1 Goals

- **Comprehensive Risk Assessment:** The University will conduct a comprehensive risk assessment, analysis, and management review across the institution and its constituent colleges to identify potential risks and develop mitigation strategies.
- **Cybersecurity Awareness Workshops:** Periodic workshops on cybersecurity awareness will be organized for students, faculty, and staff to ensure the protection of digital assets and information.
- **Green Awareness Workshops:** The University will conduct workshops on environmental sustainability to raise awareness and mitigate environmental risks within the campus community.

Phase 2 Goals

- **Policy Formulation for Risk Assessment:** The University will develop and implement policies for regular risk assessment, ensuring that risk management practices are integrated into all operational levels.

Phase 3 Goals

- **Environmental Sustainability Initiatives:** The University will work towards becoming a single-use plastic-free campus, aiming to reduce its environmental footprint and promote sustainable practices.

7. External Advisory Boards Goals



Phase 1 Goals

- **Expert Inclusion in Departmental Committees:** Departmental committees will work towards co-opting members and experts from organizations and institutions of national and international repute, enhancing the quality of decision-making and research.

Phase 2 Goals

- **Involvement of Renowned Academicians and Regulatory Representatives:** Nationally and internationally renowned academicians, along with representatives from relevant regulatory bodies, will be engaged in an advisory capacity at various levels within the University.

Phase 3 Goals

- **Establishment of an Advisory Council:** An Advisory Council will be established, comprising representatives from government, education, industry, and social sectors. This council will provide diverse perspectives to help the University address evolving societal and economic challenges.

8. Student Feedback Goals

Phase 1 Goals

- **Workshops and Sensitization Programs:** The University will organize workshops and sensitization programs to educate both students and faculty on the importance of feedback and its potential to drive meaningful improvements.
- **Institutionalized Feedback Mechanism:** A systematic, institutionalized mechanism will be implemented to collect student feedback periodically, ensuring student satisfaction and the continuous improvement of quality.

Phase 2 Goals

- **Feedback Analysis Committee:** A dedicated committee will be established to monitor and analyze key insights from student feedback, addressing any emerging issues promptly.
- **Utilizing Feedback for Process Improvement:** Student feedback will be actively used to enhance both teaching-learning processes and administrative practices within the University.

Phase 3 Goals

- **Advanced Feedback Analysis:** Student feedback will be thoroughly analyzed using advanced software tools, enabling the University to identify key areas for improvement and prioritize actions based on students' needs and interests.



2. Financial Enablers and Funding Models

1. Financial Policies Goals

Phase 1 Goals

- **Policy Formulation for Academic and Infrastructure Support:** The University will formulate policies to support various academic initiatives, cutting-edge research endeavors, and the development of physical infrastructure that adequately supports the University's academic activities.
- **Infrastructure Development for Expanding Academic Activities:** As academic activities expand, there will be a need for more classroom space and related facilities. Financial policies will play a crucial role in the development of the necessary physical infrastructure.
- **Establishment of an Alumni Relations Office:** A dedicated Alumni Relations Office will be established to strengthen the alumni network and encourage them to contribute to student scholarships and infrastructure development.

Phase 2 Goals

- **Increased Capital Investment for Infrastructure:** The University will increase capital investment in the mid-term to support its ongoing infrastructure needs.
- **Fundraising Campaigns Through Alumni Network:** Fundraising campaigns will be organized in major cities across India and internationally through the alumni network to strengthen the University's Endowment Fund.
- **Promoting Start-ups in Science and Technology:** The University will develop policies to promote start-ups in emerging fields of science and technology, aimed at attracting external funding and fostering innovation.

Phase 3 Goals

- **Innovative Fundraising Mechanisms:** The University will focus on creating new avenues for fundraising through the University Foundation to ensure continued resource mobilization.
- **Encouraging Philanthropy for Research and Scholarships:** The University will encourage high-net-worth alumni and philanthropists to create named Chairs, research fellowships, and scholarship programs to support academic excellence.



2. Action Plan and Budgets Goals

Phase 1 Goals

- **Regular Maintenance and Auditing of Assets:** The University will ensure regular maintenance and auditing of its assets, with an auditing mechanism aligned with the budgeting process to ensure financial accountability.
- **Stock Management and Budget Alignment:** Stock management will be integrated into the budget planning process to minimize wastage and reduce the environmental impact associated with acquiring new assets.
- **Incorporating Social Responsibility in Financial Plans:** Social responsibility will be incorporated into financial action plans by promoting the resale, donation, and reuse of end-of-life or depreciated assets.

Phase 2 Goals

- **Aligning Funding Sources with Institutional Goals:** The University will align its funding sources with institutional goals, addressing the additional expenses related to internationalization, inclusivity, research, and innovation initiatives.
- **Sustainable Disposal of Redundant Assets:** The University will identify and dispose of redundant assets in line with sustainability principles, the circular economy, and the United Nations Sustainable Development Goals (SDGs).

Phase 3 Goals

- **Identifying and Reducing Wasteful Expenses:** The University will establish guidelines for identifying non-essential or wasteful sources of expenses, with targeted efforts to reduce such costs for improved financial efficiency.

3. Harnessing Different Sources of Revenue Goals

Phase 1 Goals

- **Awareness Workshops on Government Funding:** Regular workshops will be conducted to raise awareness about existing government funding schemes, helping faculty and researchers tap into available resources.
- **Encouraging New Funding Ideas:** The University will actively invite ideas to identify new and innovative sources of funding to diversify its revenue streams.
- **Promoting Research and Academic Consultancies:** Faculty members will be encouraged to engage in research and academic consultancy projects, providing valuable external revenue while enhancing academic credibility.



- **Rewarding Research Contributions:** Faculty members and research scholars will be incentivized and rewarded for their active contributions to advancing research activities within the University.
- **Regular Publication of Research Bulletins:** The University will regularly publish an Information Bulletin that features abstracts or overviews of ongoing research projects and consultancy activities. This initiative will enhance visibility and attract additional research grants.
- **Strengthening Alumni and CSR Contributions:** Efforts will be made to ramp up contributions to Alumni Funds, Endowment Funds, and Corporate Social Responsibility (CSR) funding to bolster financial support.

Phase 2 Goals

- **Strengthening Foreign Research Collaborations:** The University will focus on establishing and strengthening international research collaborations to generate external funds and enhance global visibility.
- **Formulating Industry Partnership Policies:** The University will develop policies to foster strategic partnerships with industries, opening new avenues for funding and collaboration in research and development.
- **Establishing a Patents and IPR Office:** A dedicated office for Patents, Intellectual Property Rights (IPR), and technology licensing will be established to streamline the processing and monetization of patents.

Phase 3 Goals

- **Monetizing Research Labs for External Use:** The University will explore opportunities to make its research labs available for use by external organizations, generating additional revenue while facilitating collaborative innovation.

4. Close Liaison with GOI Ministries/Agencies and Others for Funding and Access to External Grants and Funding Goals

Phase 1 Goals

- **Repository of Funding Agencies:** The University will create a centralized repository for national and international funding agencies, categorized by respective departments, to streamline access to external grants.
- **Mentorship for Funded Projects:** A mentoring program will be established to guide project proposers seeking funding from various agencies, helping them navigate the process effectively.
- **Translation Services for National Institutes:** University language experts will offer translation services to national institutes and departments, assisting in the preparation of both academic and administrative documents.



- **Department-Specific Awareness Programs:** Awareness programs will be conducted at the departmental level to ensure active participation from all stakeholders in seeking and utilizing external funding opportunities.
- **Building Networks for Collaborative Research:** The University will initiate the process of building a network with empanelled private companies and industry associations, fostering joint and collaborative research projects.

Phase 2 Goals

- **Training for Government and Corporate Executives:** The University will provide training to government and corporate executives through the establishment of Officer Training Centres (OTCs), enhancing their capacity for managing and securing funding.

Phase 3 Goals

- **Large-Scale Research Grants for Infrastructure Development:** The University will target large-scale research grants from various government ministries and other agencies, aiming to develop infrastructure equipped with the latest cutting-edge technology.

5. Staff Providing Financial Services

The following strategies and action plans will be adopted to ensure effective management of the University's financial services:

Trained Administrative Staff: The University will ensure the provision of well-trained administrative staff to facilitate the efficient and seamless functioning of financial activities across departments.

Guidelines for Accessing Research Grants: Appropriate guidelines and mechanisms will be developed, such as a detailed checklist for procurements, to simplify the process for faculty and research scholars in accessing research grants without delays.

Coordination Between Research Council and Finance Department: Strong coordination will be established between the Research Council and the University's finance department to streamline financial processes related to research funding and ensure proper management of resources.



3. Academic Enablers

1. Courses Catering to Professional/Future Requirements

The University has a robust and fully functional academic structure, supported by key academic bodies, which play a crucial role in ensuring that the courses offered meet educational standards and align with the University's strategic goals. The implementation of the **Undergraduate Curriculum Framework (UGCF) 2022** reflects the University's commitment to promoting holistic student development by focusing on skill enhancement, value addition, and overall capacity building. This initiative emphasizes preparing students to become professional achievers and informed citizens, ready to engage in a dynamic and complex global environment.

Phase 1 Goals

1. **Extension of NEP 2020 Framework to Postgraduate Programs:** The University aims to extend the NEP 2020 framework to its postgraduate programs, including Ph.D. courses, by developing a comprehensive curricular framework.
2. **Creation of Skill Enhancement and Value Addition Courses:** Committees will identify and design skill enhancement and value addition courses, in collaboration with industry and societal experts, to cultivate life and soft skills.
3. **Academic Pathways and Employment Opportunities:** Departments will develop clear flowcharts outlining academic pathways for each program and associated employment opportunities, helping students make informed choices.
4. **Employability Communication through Workshops and Seminars:** The employability potential of various courses will be highlighted through workshops and seminars conducted with industry and societal leaders.
5. **Evaluation of Mentor-Mentee System:** The effectiveness of the mentor-mentee system will be evaluated through student satisfaction surveys and feedback.
6. **Leveraging Teaching Learning Centres (TLCs):** The University will leverage the expertise of institutions like TLCs, MMTTCs, ILL, and SOL to design new MOOCs that enhance student employability and address the skill development needs of high-demand sectors.

Phase 2 Goals

1. **Continuous Program Evaluation and Industry Alignment:** Regular reviews of academic programs will be conducted to ensure they stay relevant to industry standards. The University will seek accreditation from national and international bodies to enhance program credibility.



2. **Introduction of Interdisciplinary Programs:** New interdisciplinary programs will be developed to provide students with diverse skill sets and perspectives, meeting the evolving demands of the job market.
3. **Expansion of Industry Partnerships for Internships and Placements:** Broader industry and organizational partnerships will be formed to facilitate internships, placements, and collaborative research, ensuring students gain real-world experience.
4. **Ongoing Professional Development for Faculty:** The University will implement continuous professional development programs for faculty to update teaching methodologies, curriculum design, and research initiatives, ensuring alignment with emerging trends.
5. **Enhanced Student Support Services:** Comprehensive student support services will be developed, including career counseling, mental health resources, and academic advising, to support students in their academic and professional journeys.

Phase 3 Goals

1. **Establishing Research and Innovation Hubs:** The University will transform into a leading research and innovation hub by establishing research centres focused on societal challenges and fostering collaboration among faculty, students, and industry.
2. **Embedding Sustainability and Social Responsibility:** Sustainability and social responsibility will be integrated into the curriculum and institutional practices, encouraging active participation in initiatives that address environmental and social issues.
3. **Full Integration of Digital Technologies:** Digital technologies will be fully embedded into teaching, learning, and administrative processes, creating a smart campus environment that enhances both educational and operational experiences.
4. **Development of Interactive Learning Materials:** Professors and retired faculty will be engaged in developing a repository of recorded video lectures and academic compendiums. This content will leverage the latest technological innovations (e.g., AR/VR/XR) to create interactive and user-friendly learning experiences.
5. **Positioning University MOOCs on Global Platforms:** The University will position its MOOCs on global platforms, offering high-quality, internationally recognized courses. This will enhance the University's global reach, reputation, and attract international students.
6. **Fostering Continuous Innovation in Course Design:** A culture of continuous innovation in course design and content development will be fostered across all institutional centres, ensuring the University remains at the forefront of educational trends and industry needs.

2. Curriculum Aligned with Industry Requirements

The University has made significant strides in aligning its curriculum with the evolving demands of the industry. In response to changing market needs, the University has revamped its courses to focus on skill development, value



addition, and enhancing employability. Dedicated committees for **Skill Enhancement Courses (SEC)** and **Value Addition Courses (VAC)** are working in close collaboration with industry professionals to design programs that emphasize essential life skills, soft skills, and industry-specific knowledge. Furthermore, the University is incorporating digital learning opportunities to ensure that students are equipped with the necessary skills for the modern workplace.

The **National Education Policy (NEP) 2020** provides an opportunity to strengthen the link between academia and industry, addressing existing gaps. The curriculum integrates research, innovation, and extension activities, encouraging critical and innovative thinking among students. Through continuous feedback and collaboration with industry partners, the University is committed to reshaping its curriculum and creating new opportunities for students and faculty.

Phase 1 Goals

1. **Collaboration with Industry Experts:** Collaborate with industry professionals to identify gaps in the current curriculum and make updates to meet immediate market needs.
2. **Launch Industry-Relevant SEC and VAC:** Introduce new **Skill Enhancement Courses (SEC)** and **Value Addition Courses (VAC)** that provide specialized, industry-relevant knowledge.
3. **Digital Skills for the Workplace:** Develop skill course modules that focus on digital competencies, ensuring students are prepared for the demands of the modern workplace.
4. **Workshops, Guest Lectures, and Seminars:** Organize workshops, guest lectures, and seminars led by industry professionals, offering students practical insights into current market trends and expectations.
5. **Principal Internship Programs (PIP/S):** Encourage colleges to establish **Principal Internship Programs (PIP/S)**. This allows students to earn while they learn, contributing to various activities such as admissions, office management, faculty-led projects, and events that benefit both students and the institution.

Phase 2 Goals

1. **Curriculum Review and Industry Needs Alignment:** Conduct a comprehensive review of all academic programs to ensure that the curriculum remains aligned with long-term industry needs, including emerging fields like AI, data analytics, and sustainability.
2. **Interdisciplinary Courses:** Introduce interdisciplinary programs that blend technical skills with industry knowledge, allowing students to explore cross-disciplinary fields such as business and technology or health and data sciences.
3. **Strengthened Industry Partnerships:** Enhance partnerships with companies to provide more internships, real-world projects, and industry-based research opportunities embedded in the curriculum.



4. **Continuous Professional Development for Faculty:** Implement professional development programs to ensure that faculty members stay updated with industry trends, integrating this knowledge into their teaching.

Phase 3 Goals

1. **Centres of Excellence for Research and Innovation:** Establish **centres of excellence** focused on research and innovation in key industries, promoting collaboration between academia, industry, and government on projects that impact future sectors.
2. **Lifelong Learning Programs:** Develop and offer **lifelong learning programs**, including advanced certifications and diplomas, enabling alumni and professionals to return to the University to upskill and remain competitive in their fields.
3. **Global Recognition of Programs:** Position the University's academic programs for global recognition, ensuring that graduates are prepared for both local and international job markets while adapting to global industry trends.
4. **Continuous Curriculum Revision:** Implement a system for continuous curriculum revision, conducted in consultation with industry experts, to keep programs dynamic and responsive to technological advancements and changing market conditions.

3. Curriculum Embedded with Employability Skills

The MATS University has proactively integrated employability skills into its curriculum through various initiatives designed to enhance the practical application of knowledge. By adopting an interdisciplinary and multidisciplinary approach, the University equips students with a diverse skill set that goes beyond traditional learning. This innovative teaching strategy, extending beyond the classroom, is directly aimed at improving students' employability and preparing them for future professional challenges. These efforts ensure that the University's programs are continuously aligned with the evolving demands of the job market, thereby producing graduates who are well-prepared for professional success.

Phase 1 Goals

- **Expand Interdisciplinary Courses:** Develop and expand interdisciplinary courses that integrate multiple fields of study, enhancing critical thinking and adaptability, and addressing immediate industry needs.
- **Strengthen Industry Collaborations:** Foster deeper partnerships with industries for guest lectures, short-term projects, and workshops, providing students with valuable insights into evolving job markets.
- **Skill-based Workshops:** Introduce skill-based workshops focused on practical applications in areas like **data analytics, coding, entrepreneurship, and digital marketing**, to further enhance employability.
- **Innovative Teaching Methods:** Encourage faculty to implement innovative teaching methods such as **case-based learning, flipped classrooms, project-based learning, and simulations**, promoting real-world problem-solving skills.



Phase 2 Goals

- **Review Course Integration of Employability Skills:** Conduct a comprehensive review of all programs to ensure that employability skills are embedded at every level, ensuring alignment with the latest industry trends.
- **Formal Industry Partnerships for Internships:** Establish formal collaborations with businesses to offer more structured internships and apprenticeships, providing students with hands-on industry experience.
- **Institutional Framework for Employability Skills:** Create a framework that guides departments in embedding core employability skills such as **communication, teamwork, problem-solving, and digital literacy** into the curriculum.
- **New Courses in Emerging Fields:** Develop and introduce courses in emerging fields such as **AI, machine learning, sustainability, and data science** to prepare students for technological advancements and industry shifts.

Phase 3 Goals

- **Integrate Employability Skills Across All Programs:** Make employability skills a core component of all academic programs, with continuous curriculum revisions to ensure alignment with both local and global job market demands.
- **Establish a Centre for Industry-Academia Collaboration:** Establish a dedicated **Centre for Industry-Academia Collaboration** to promote research, skill development, and innovation that directly influence curriculum design and enhance student employability.
- **International Partnerships for Curriculum Alignment:** Build partnerships with international universities and industries to align curriculum standards globally, ensuring that students gain internationally recognized and valued skills.
- **Lifelong Learning Programs for Alumni:** Develop **lifelong learning programs** that allow alumni to return to the University for upskilling and reskilling, ensuring graduates continue to meet evolving industry demands throughout their careers.

4. Curriculum Embedded with Skill Enhancement Courses (SECs)

The **MATS University** has actively embedded **Skill Enhancement Courses (SECs)** into its curriculum under the **Undergraduate Curriculum Framework (UGCF) 2022**, in alignment with the principles of **NEP 2020**. These courses aim to provide students with essential, practical, and employable skills, ensuring their adaptability in a rapidly evolving job market. SECs emphasize hands-on training in critical areas such as **communication, data analysis, digital literacy, and entrepreneurship**, among others. The University collaborates with industry experts to design courses that address current workforce demands, equipping students with skills that extend beyond traditional academic knowledge. Through a blend of **classroom instruction, projects, internships, and workshops**, students gain a competitive edge in their professional careers.



Phase 1 Goals

- **Introduction of New SECs in Emerging Fields:** Launch new SECs in areas like **Artificial Intelligence (AI), Data Science, Digital Marketing, and Entrepreneurship** to address the immediate demands of industry and prepare students for high-growth sectors.
- **Industry-Driven Curriculum Updates:** Establish partnerships with industry leaders to ensure SECs remain up-to-date with the latest trends and incorporate in-demand skills, making graduates more job-ready.
- **Short-term Certification Programs & Workshops:** Provide short-term certification programs and workshops as add-ons to existing SECs, enhancing students' credentials and improving their employability prospects.
- **Digital Literacy & Workplace Skills Integration:** Promote the use of platforms and tools like **coding environments, online project management tools, and collaborative workspaces** to strengthen students' digital literacy and workplace readiness.
- **Skill Mapping by Departments:** Each department will identify the key skills required for students in their respective fields and design SECs accordingly, in line with the **National Council for Vocational Education and Training (NCVET)** and the **National Skills Qualification Framework (NSQF)**. The courses will foster a **multidisciplinary approach** that promotes flexibility and cross-functional learning.

Phase 2 Goals

- **Periodic Review and Relevance Assessment of SECs:** Conduct a detailed review of all SECs to ensure they remain aligned with **local, national, and global industry needs**. The review will ensure a balanced mix of **soft skills** (like teamwork, problem-solving, and leadership) and **technical skills** (like programming, financial modeling, and data visualization).
- **Mandatory Internships or Industry Projects:** Integrate internships or industry-based projects into the SEC curriculum, enabling students to gain practical experience and **earn academic credit** for their work.
- **Development of Hybrid SECs (Technical + Industry-Specific Knowledge):** Create SECs that merge technical skills with industry-specific knowledge. For instance:
 1. **Data Analytics + Business Management**
 2. **Health Sciences + Technology**
 3. **Media Studies + Digital Content Creation**
- **Faculty Development Programs (FDPs) for Skill Teaching:** Provide ongoing professional development programs for faculty to ensure they stay current with emerging skills, tools, and industry practices.



- **Industry-Recognized Certification for SECs:** Collaborate with leading industry bodies to certify certain SECs. Students will earn **dual certifications** — **academic credits** and **industry-recognized certificates** — boosting their employability and making them more competitive in the job market.

Phase 3 Goals

- **Centres for Employability & Skill Development:** Establish dedicated **Centres of Excellence** that focus on **employability, skill development, research, and industry collaboration**. These centres will drive the continuous evolution of SECs in line with emerging industry technologies, providing students with access to the latest tools, resources, and experiential learning opportunities.
- **Global Collaboration for SECs:** Collaborate with **international institutions, universities, and industry players** to develop globally recognized SECs. This will prepare students to compete in international job markets, fostering an **internationally benchmarked curriculum**.
- **Upskilling & Reskilling for Alumni:** Offer SECs as part of a **lifelong learning program** for alumni, enabling them to return to the University for **upskilling and reskilling**. This ensures that graduates remain industry-relevant throughout their careers.
- **System for Continuous SEC Updates:** Create a dynamic system for **periodic updates of SECs** based on feedback from **industry experts, alumni, employers, and technological advancements**. This agile approach will ensure that SECs are always aligned with **changing workforce needs**, thereby enhancing the University's responsiveness to market trends.

5. Curriculum Embedded with Emerging Technologies to be Integrated with Future of Work

The MATs University is committed to embedding emerging technologies into its curriculum to prepare students for the dynamic future of work. Through the implementation of the **Undergraduate Curriculum Framework (UGCF) 2022**, the University is incorporating cutting-edge fields such as **Artificial Intelligence (AI), Machine Learning (ML), Data Analytics, Blockchain, Cybersecurity, and Digital Marketing** into its programs. These forward-thinking initiatives ensure that students acquire essential technical skills that align with global industry trends. Courses on these technologies are developed in collaboration with industry experts, ensuring students gain the necessary skills to thrive in the future workforce.

Phase 1 Goals

- **Introduction of Courses in Emerging Technologies:** Launch new courses focused on **AI, Blockchain, Data Science, Machine Learning, and Cybersecurity** to meet immediate workforce needs. These courses will focus on both theoretical understanding and practical application.



- **Curriculum Enhancement for Advanced Tech Skills:** Strengthen the curriculum to ensure students acquire **cutting-edge skills** in areas like **cloud computing, AR/VR (Augmented Reality/Virtual Reality), IoT (Internet of Things), and digital marketing**, which are crucial for future employability.
- **Partnerships with Tech Companies & Startups:** Establish strategic collaborations with **leading tech companies, start-ups, and industry experts** to facilitate **guest lectures, industry talks, and hands-on workshops**. This approach will bridge the gap between classroom learning and real-world applications.
- **Hands-on Learning via Bootcamps, Hackathons, & Short Projects:** Offer hands-on learning experiences such as:
 - **Coding Bootcamps** for AI, data science, and software development
 - **Hackathons** that challenge students to solve real-world problems using emerging technologies
 - **Capstone Projects** to apply their learning and gain practical experience
- **Certification Programs in Emerging Technologies:** Offer **short-term certification programs** for students in areas like **AI, Cloud Computing, and Blockchain**. These certifications will fast-track students' employability and offer a **competitive advantage** in job markets.
- **Student-Led Innovation & Application Development:** Encourage students to leverage their learning by developing innovative applications for the University or community, which may lead to **patents, intellectual property (IP), or revenue-generating initiatives**. The University will provide the necessary **infrastructure, mentorship, and incubation support** to facilitate this.

Phase 2 Goals

- **Interdisciplinary Programs Combining Technology & Other Disciplines:** Develop interdisciplinary programs that integrate emerging technologies with diverse fields such as:
 - **Business & Data Analytics** (for careers in FinTech, consulting, etc.)
 - **Healthcare & AI** (to address the growing need for AI-driven healthcare solutions)
 - **Environmental Science & Technology** (for sustainable innovations and green technology)
- **Curriculum Review & Alignment with Emerging Trends:** Conduct periodic reviews of the curriculum to ensure it remains relevant to emerging **technological advancements**. Incorporate topics such as **Robotics, Quantum Computing, Green Technology, and Sustainability**.
- **Internships & Industry-Led Projects:** Establish **mandatory internships or industry-led projects** focused on the practical application of **emerging technologies**. Students will get opportunities to work with industry partners, tackle **real-world challenges**, and gain valuable work experience.



- **Centre for Emerging Technologies and Applications (CETA):** Establish a dedicated **Centre for Emerging Technologies and Applications (CETA)**. This centre will focus on the **practical application and integration of new technologies** and will promote **multidisciplinary research**. The centre will collaborate with:
 - **Tech Companies** (for industry insights)
 - **University Faculties & Research Centres** (for academic inputs)
 - **Government Bodies** (for funding and policy alignment)
- **Continuous Professional Development for Faculty:** Launch **continuous professional development (CPD) programs for faculty** to ensure they remain updated on the latest technological advancements. Faculty members will gain expertise in emerging tools, software, and platforms, which will be integrated into classroom teaching.
- **Global Collaborations for Research & Student Exchange:** Form partnerships with **international universities, multinational corporations (MNCs), and global research institutions**. These collaborations will enable:
 - **Joint research initiatives** in AI, robotics, and other emerging fields
 - **Student exchange programs** to give students **global exposure**
 - **Cross-border collaborations** for students and faculty in high-demand technologies

Phase 3 Goals

- **Twinning Programs & Dual Degrees with International Institutions:** Design and implement **twinning programs and dual degrees with foreign universities and premier national institutions** in technology-related disciplines. Students will have the chance to earn dual qualifications, enhancing their **global employability** and exposure.
- **Centres of Excellence for Research in Emerging Technologies:** Establish **Centres of Excellence** dedicated to **AI, Machine Learning, Quantum Computing, and Renewable Energy**. These centres will act as **hubs of research, innovation, and industry collaboration**, focusing on both academic and applied research.
- **Continuous Curriculum Updates:** Implement a system for the **regular update of the curriculum** to ensure it stays aligned with:
 - **Industry demands** (based on feedback from industry experts)
 - **Technological developments** (to ensure students stay ahead of the curve)
 - **Student and alumni feedback** (to incorporate lessons from industry placements)



- **Global Recognition of University's Tech Programs:** Position the University as a **global leader in technology education** by aligning its curriculum with **international accreditation standards**. The goal is to have graduates recognized as highly skilled professionals with expertise in emerging technologies that are valued globally.
- **Lifelong Learning Opportunities for Alumni:** Offer alumni access to **upskilling and reskilling opportunities** in emerging technologies through **short-term courses, certifications, and diploma programs**. This will help alumni remain competitive in the job market while enhancing the University's **alumni engagement strategy**.

6. Faculty / Teaching Staff

The faculty at MATS University play a transformative role in shaping students' academic and holistic development. With the implementation of the **National Education Policy (NEP) 2020** and the **Undergraduate Curriculum Framework (UGCF) 2022**, the University is committed to enhancing faculty skills, fostering interdisciplinary research, and promoting industry-academia collaborations. Faculty members contribute to curriculum design, development of **Skill Enhancement Courses (SECs)**, **Value Addition Courses (VACs)**, and **MOOCs**, along with generating digital learning content. To meet the growing demands of modern education and research, the University offers opportunities for **upskilling, professional development, and international collaborations**.



The University provides continuous support through **Faculty Development Programs (FDPs)**, conferences, research opportunities, and grants, encouraging a culture of lifelong learning. This comprehensive approach enables faculty members to stay abreast of emerging pedagogical trends and research standards, ensuring that students receive a holistic, industry-aligned education.

Phase 1 Goals

- **Comprehensive Lesson Plans & Resources:** Each department shall prepare **detailed lesson plans, assessment modules, and reading lists** for all new courses. These learning resources will be made available on the **institutional website** to facilitate student access and transparency.
- **Mandatory Faculty Development Programs (FDPs):** Each faculty member will be required to **organize or participate in at least one FDP every five years**, fostering discipline-specific expertise and promoting continuous professional development.
- **Inter-Institutional Faculty Visits:** Under existing **MoUs with other institutions**, faculty members will engage in **exchange programs** for collaborative curriculum development, research projects, and knowledge exchange. **Weekly guest lectures** will be held by faculty from allied departments, encouraging a **multidisciplinary educational approach**.
- **Technology Integration Workshops:** Conduct **workshops and FDPs** to train faculty on the use of emerging technologies such as **Artificial Intelligence (AI), Data Analytics, and digital teaching tools**. This initiative aims to equip faculty with the skills to use **blended learning, interactive teaching methods, and digital classroom tools** for enhanced student engagement.
- **MOOCs Integration:** Faculty will be encouraged to **undergo training on MOOCs** and integrate **MOOC platforms** like SWAYAM, Coursera, or edX into their teaching. This aligns with **NEP 2020 goals** of using diverse online learning platforms to support hybrid learning models.
- **Innovative Pedagogy:** Faculty will adopt **diverse instructional strategies** such as **blended learning, project-based learning, flipped classrooms, and case-based learning** to foster **real-world problem-solving skills** in students.
- **Research & Incentive Opportunities:** Faculty will have access to **research grants, seed funds, and national/international project opportunities**. Greater incentives will be provided for **research publications, student project mentorship, and participation in start-up incubation activities**.

Phase 2 Goals

- **Industry Collaboration for Faculty Upskilling:** Establish **industry partnerships** for continuous **upskilling of faculty** in emerging areas like **AI, blockchain, climate change, and sustainability**. Industry experts will conduct **guest lectures, industry visits, and skill-building workshops** for faculty, keeping them updated with real-world market trends.



- **Faculty Participation in Industry-Led Projects:** Encourage faculty to participate in **consultancy projects, industry internships, and joint research initiatives** with industry partners. This approach ensures that faculty stay connected with practical industry challenges and incorporate them into their teaching.
- **Global Faculty Exchange Programs:** Establish **global partnerships with international universities** for **faculty exchange programs, research collaborations, and participation in global academic conferences**. Such initiatives will enable the sharing of international best practices and improve the University's **NIRF ranking**.
- **Centres of Excellence for Faculty Development:** Develop **Centres of Excellence** in key areas such as **Artificial Intelligence, Sustainability, Interdisciplinary Studies, and Digital Education**. These centres will provide **high-impact research platforms** and promote **faculty-industry collaborations** for the development of **industry-relevant curriculum**.
- **Resource Allocation for New Technologies:** Ensure that faculty are well-equipped with the resources and training required to integrate **advanced technologies** into their classrooms, aligning with industry demands. Faculty will receive support to create **AR/VR/XR-based educational content** to make learning **more interactive and engaging**.
- **Faculty Mentorship Program:** Implement a **mentorship program** where senior faculty members guide junior staff on **research methodologies, curriculum development, and publications**. This program will foster **academic excellence** and create a culture of **collaboration and innovation**.
- **Incentive-Based Schemes for Faculty Contributions:** Introduce **incentive schemes** for faculty engaged in the development of **online content, student mentoring, and project supervision**. Special incentives will be offered to faculty involved in **start-up incubation, content creation for MOOCs, and the development of patents and IPRs**.

Phase 3 Goals

- **Global Leadership in Higher Education:** Position the MATS University as a **global leader in higher education** by nurturing world-class faculty with expertise in **cutting-edge fields like AI, Data Science, and Sustainability**. The University aims to facilitate **global research collaborations** and foster participation in **global academic networks**.
- **System for Lifelong Learning & Continuous Faculty Upskilling:** Establish a system of **lifelong learning** for faculty, enabling them to undergo **advanced training, certifications, and upskilling programs** on a regular basis. This will ensure that the University remains on the cutting edge of **global trends in pedagogy and research methodologies**.
- **Research & Consultancy Collaborations with Government and Industry:** Forge **long-term partnerships** with government and private sector organizations for joint research, consultancy, and



practical applications of **faculty-led research**. Establish pathways for **patent filing, product development**, and the commercialization of university innovations.

- **Develop Leadership Roles for Faculty:** Provide **leadership training programs** for faculty to take on **academic leadership roles** at the University, such as department chairs, deans, and other key administrative positions. Train faculty to contribute to **national and international education policy** and position the University as a key stakeholder in India's higher education sector.
- **Policy Reform Participation:** Create opportunities for faculty to **engage in policy-making processes** at the **national and international levels**. Faculty will be actively involved in shaping **curriculum reform, education policy design, and regulatory frameworks**, allowing them to contribute to the University's strategic direction.
- **Recognition of Faculty Contributions:** Implement a **system for faculty recognition and awards** for exceptional contributions to teaching, research, curriculum design, and **University rankings**. Recognize and reward faculty for their achievements in **patent generation, industry collaboration, and student mentoring**.

7. Continuous Faculty Development

The MATS University, through its **MATS Faculty Training and Resource Centre (MFTRC)**, is committed to the **continuous professional development** of its teaching staff. These centres are pivotal in enhancing faculty skills, knowledge, and pedagogical techniques, ensuring that faculty members stay aligned with evolving educational trends and industry needs. The University aims to expand its faculty development initiatives to provide **modern teaching methodologies**, industry-specific skills, and global best practices for an increasingly dynamic educational landscape.

Phase 1 Goals

- **Industry-Informed Faculty Development Programs (FDPs):** The University will **leverage its industry connections** by inviting **industry experts** across disciplines to participate in **FDPs and workshops**. Faculty will gain hands-on experience with **modern technologies**, emerging **industry trends**, and **practical skills** that are directly applicable to the workforce, aligning their teaching methods with current market demands.
- **Frequent and Multidisciplinary FDPs:** **MFTRCs** will **increase the frequency** of FDPs, with a focus on **multidisciplinary approaches**. Emphasis will be placed on teaching **digital literacy**, integrating **modern pedagogical tools**, and adapting to **technology-enhanced learning** environments, enabling faculty to **adapt quickly to evolving teaching landscapes**.

Phase 2 Goals

- **Advisory Body for Faculty Development:** **MFTRCs** will establish an **advisory body** comprising **industry leaders, academic experts, and policymakers**. This body will help in aligning faculty



development programs with current **industry needs, trends, and skills**. It will also play a role in providing **insights on curriculum updates, training needs, and emerging pedagogical practices** to keep faculty members at the forefront of **academic and industry developments**.

- **Specialized FDPs by Department: MFTRCs** will develop **specialized FDPs** tailored to the needs of **specific departments**. These programs will focus on the **latest developments** in each discipline, ensuring that faculty are trained in **specialized areas**, fostering **depth of knowledge**, and maintaining **discipline-specific expertise**.

Phase 3 Goals

- **International Collaboration in Faculty Development:** The University will aim to position itself as a **global leader in faculty development** by **collaborating with international institutions and accrediting bodies**. These collaborations will enable faculty members to gain access to **international teaching certifications, advanced leadership training, and global best practices**. Faculty will be encouraged to engage in **international exchanges**, attending **global conferences and research symposia**, thus broadening their professional networks and enhancing their teaching methodologies.
- **Continuous Learning System for Faculty:** The University will establish a **systematic framework for continuous faculty learning**, which will include **regular assessments** of faculty members' **skills and teaching methods**. This system will ensure that faculty members are **updating their knowledge and teaching techniques** in response to **technological advancements, pedagogical shifts, and industry trends**. It will promote a culture of **ongoing professional growth**, ensuring that faculty can adapt to the evolving demands of both academia and the workforce.

8. Non-Teaching Staff Development

The **non-teaching staff** at the MATS University plays an indispensable role in ensuring the smooth and efficient functioning of the institution. From administrative officers to support staff, each individual contributes to various essential services and processes. To meet the evolving demands of modern educational institutions, the University is committed to enhancing the skills and professional development of its non-teaching personnel. This commitment aligns with the increasing **digitalization of administrative processes**, the **complexity of government regulations**, and the need for **strong communication skills**.

Phase 1 Goals

- **Training Programs on Government By-Laws and University Procedures:** The University will conduct **periodic training sessions** for **administrative staff** to ensure they are well-versed in the **latest government policies, institutional regulations, and University procedures**. Training will also include the use of **digital tools and platforms** to enable efficient **management of administrative tasks** and ensure smooth functioning in an increasingly **digital environment**.
- **Workshops on Legal and Regulatory Compliance:** The University will **organize workshops** aimed at **familiarizing staff with new or updated government policies**. This will ensure that all **administrative**



processes are in compliance with legal and **regulatory changes**, keeping the University aligned with national and institutional standards.

Phase 2 Goals

- **Soft Skills, Human Resource Management, and Conflict Resolution Training:** The University will implement **training modules** that enhance **soft skills** for non-teaching staff, particularly those in direct contact with students and the public. Key areas will include **human resource management, conflict resolution, and effective communication**, ensuring staff are well-equipped to handle a variety of situations, contributing to a **positive University experience** for all stakeholders.

Phase 3 Goals

- **Career Progression Pathways and Leadership Development:** The University will develop structured **career progression pathways** for non-teaching staff, particularly focusing on **middle and senior administrative roles**. This will involve the creation of **leadership development programs**, helping staff members **advance their careers** within the University while encouraging **retention** of talented personnel. By fostering **professional growth opportunities**, the University will ensure a motivated and capable workforce, supporting its goals.

9. Session Wise Teaching Plan

A **Session Wise Teaching Plan** is critical for ensuring that faculty members follow a structured, transparent, and consistent approach to delivering course content. Although many faculty members at the MATS University already provide teaching plans, there is variability in their depth and format. The University aims to enhance the quality and consistency of these plans, ensuring better coordination across departments and improved accessibility for students. A **standardized system** is necessary to ensure that all faculty adhere to a unified approach.

Phase 1 Goals

- **Standardization of Session-Wise Teaching Plans:** The University will **standardize the session-wise teaching plans** across all departments to ensure consistency in the content delivery format. The goal is to ensure that **study materials, resources, and links** are easily accessible for all students and that the plans are comprehensive and easy to follow.
- **Improving Communication and Faculty Training:** **Regular communication** between departments will be prioritized to ensure faculty members are aligned in their approach. **Continuous training** for faculty members will be implemented to improve the quality of session planning. **Deadlines** for submitting teaching plans will be enforced, promoting **timely and consistent planning**.

Phase 2 Goals



- **Incorporating Student Feedback: Continuous feedback** from students will be integrated into the session plans during the **mid-semester review**. This feedback will help identify areas of improvement and allow for **adjustments** in teaching methodologies and content delivery.
- **Digital System for Session Plans:** The University will create a **digital system** for faculty to upload and share their session plans and associated study materials. This system will enhance the quality of the materials and make it easier for students and faculty to access and track academic progress.

Phase 3 Goals

- **Rationalizing Session Plans Across Central Universities:** The University aims to lead efforts to **rationalize session plans** across all **Central Universities (CUs)**. This would help **streamline academic calendars** and align teaching methodologies and plans across institutions.
- **Centralized Initiative for Academic Planning:** A **centralized initiative** will be established to streamline **academic planning** across all Central Universities, promoting a **multiple entry and exit scheme**. This will enhance **coordination** between universities and create a more flexible academic structure for students.

10. Comprehensive Learning Resources for Students

At MATS University, providing **comprehensive learning resources** is crucial for supporting students in their academic journey. Currently, students rely on a combination of **external textbooks**, **faculty-curated study materials**, and **digital platforms**. The University's existing infrastructure, including its **library system** and **Learning Management Systems (LMS)** like Google Classroom, already provides valuable resources for academic success. However, there is an opportunity to enhance and streamline these resources, making them more accessible and aligned with current curriculum and industry trends.

Phase 1 Goals

- **Collaboration with Established Organizations for Textbook Distribution:** The University will **partner with established organizations** to efficiently produce and distribute textbooks for undergraduate and postgraduate courses. These collaborations will ensure that **course material is easily accessible** and affordable for students.
- **Departmental Content Development Committees:** Each department will form a **content development committee** to create **learning materials**, including:
 - Question banks
 - Lecture notes
 - Multidisciplinary study guides.
 - Faculty teams will work on compiling **comprehensive study materials** aligned with the current curriculum.



- **Improving Access to Digital Resources:** Enhance access to digital resources and learning materials through the University's digital portals such as Google Classroom and LMS. Faculty members will be encouraged to regularly upload course materials, reading lists, and supplementary notes on these platforms.
- **Creating a Repository of Past Question Papers:** Each department will create a repository of question papers from the last five years for each course. These will be made accessible through the department websites for easy student access.

Phase 2 Goals

- **Develop University-Specific Curriculum-Based Study Materials:** The University will develop its own curriculum-based study material for national distribution and adoption, particularly for new or emerging subjects. Faculty members will create annual reading lists for each course (especially for PG levels), ensuring that they are updated to reflect recent developments and publications. Collaboration with bodies like the University Grants Commission (UGC) and other central universities will be pursued.
- **Centralized Digital Repository of Study Resources:** The University will create a centralized digital repository of:
 - Question banks
 - Compendiums
 - Previous years' exam papers.
 - This repository will be made available through a University-wide portal, ensuring accessibility to all students.
- **Development of Diverse Question Sets:** Departments will create diverse sets of questions each year, specifically designed to support slow learners and ensure that all students can engage meaningfully with the course material.

Phase 3 Goals

- **Peer Review System for Study Material:** The University will establish a peer review system for rationalizing study material every three years. National and international subject experts will be involved in reviewing and updating course content, ensuring that it meets global academic standards.
- **Collaboration with UGC and Other Academic Bodies:** The University will work with the UGC and other academic bodies to ensure that University-produced books and resources can be adopted nationwide. This collaboration will also help align curricula and ensure that resources are relevant across institutions.
- **Digital Publishing and Open Access Resources:** The University will transition towards digital publishing for textbooks and study materials. These materials will be made available through open access,



allowing all students, both within and outside the University, to benefit from **free access** to quality academic resources.

11. Assignments and Assessments at the MATS University

At the MATS University, assignments and assessments play a crucial role in evaluating student performance and ensuring that learning outcomes are met. The University aims to enhance the consistency, transparency, and diversity of assessment methods, in alignment with the evolving educational environment and student needs. To achieve this, Phase 1, Phase 2, and Phase 3 goals are set to refine the structure and implementation of assignments and assessments.

Phase 1 Goals

- **Standardize Assignment Guidelines Across Departments:** Ensure that all faculty members follow **uniform guidelines** for structuring assignments. Guidelines will clearly outline **objectives, evaluation criteria, and deadlines** and will be made available to students at the start of the semester.
- **Create a Centralized Portal for Assignment Submissions:** Develop an online **portal** for assignment submissions. The portal will allow students to **submit assignments online, track deadlines, and receive structured feedback** from faculty members. Integrate this portal with existing **LMS platforms** such as Google Classroom.
- **Diversify Assessment Formats:** Introduce a **mix of assessment formats**, including **written assignments, presentations, group projects, and multimedia submissions**. This diversification will accommodate various learning styles and provide students with opportunities to showcase different skills.
- **Provide Sample Assignments:** Each department will create a repository of **sample assignments** from previous years. These samples will be made available through the department's website or the University's LMS platform to give students a clear idea of expectations.

Phase 2 Goals

- **Teaching Skills in Ph.D. Coursework:** Incorporate **teaching skills development** as part of **Ph.D. coursework**. Research scholars will support faculty members as **Teaching Assistants** for **tutorials and assignment evaluation**, and will assist with **remedial lectures**.
- **Implement Continuous Assessment:** Introduce a **system of continuous assessment** to reduce reliance on traditional exams. Assessments will be conducted regularly through **quizzes, projects, and participation** throughout the semester, contributing to students' final grades.
- **Formalized Feedback Mechanism:** Implement a formal **feedback system** for assignments, where faculty members provide **constructive feedback** on each submission. Feedback will be given within a **set timeframe** (e.g., two weeks after submission).



- **Repository of Past Assessments:** Departments will establish a **repository of assessments**, including **past question papers** and **sample assignments**. These will serve as **reference materials** for students in preparing for future assessments.
- **Peer Review Assignments:** Introduce **peer-reviewed assignments** where students are encouraged to review and provide feedback on each other's work under **faculty supervision**. This approach will promote **collaboration** and improve **critical thinking skills** among students.

Phase 3 Goals

- **Develop Rubric-Based Assessment Tools:** Establish **rubric-based assessment tools** to ensure **transparent and objective grading** across assignments. Faculty will be trained to use these rubrics, which will provide **clear grading parameters** and minimize subjectivity in evaluations.
- **Transition to Online Assessments:** Move towards **online assessments**, including quizzes, assignment submissions, and online exams. The University will invest in **proctoring technologies** and other **digital tools** to ensure the **integrity of the assessment process**.
- **Align Assessments with Course Curriculum and Learning Outcomes:** Assessments will be revised every **three years** to ensure that they are aligned with **course curricula** and **learning outcomes**. This revision will ensure that assessments are **modern, relevant**, and encourage the development of **critical thinking** and **problem-solving skills**.
- **Collaborate with International Institutions on Assessment Standards:** The University will collaborate with **international institutions** to develop **global assessment standards** for key subjects. This collaboration will help ensure that the University's assessment system aligns with **global best practices**.

12. Pedagogical Teaching Methods

The MATS University is committed to transforming its pedagogical methods to enhance student learning outcomes. By integrating **digital tools**, **blended learning**, and **active learning techniques**, the University aims to create a more engaging and effective learning environment. The focus is on catering to different **learning styles** and **student engagement**, while ensuring that faculty members are well-equipped with modern teaching strategies.

Phase 1 Goals

- **Blended Learning Model:** Implement a **blended learning** approach where **online learning materials** (e.g., video lectures, quizzes, and reading materials) complement **in-person instruction**. Faculty will be encouraged to create and upload resources on **LMS platforms** (Google Classroom, Moodle) for students to access and review content at their own pace.
- **Active Learning Techniques:** Promote **active learning** by incorporating **group discussions**, **case studies**, and **problem-solving activities** in class. Faculty will focus on **in-class assignments** that encourage students to apply what they've learned, fostering a more **interactive and participatory** classroom environment.



- **Flipped Classroom Model:** Adopt the **flipped classroom model** in all departments, where students review content online before attending class. Class time will be used for **discussion, application, and problem-solving**, allowing students to engage with the material more deeply. Faculty Development Programs (FDPs) will include modules on the flipped classroom and other pedagogies.
- **Periodic Peer Review of Teaching:** Develop a **peer review system** for periodic assessment of **teaching skills**. The **Central Institute of Education** will help in establishing this mechanism to promote faculty improvement through feedback from colleagues.
- **Invest in Educational Technology:** Invest in **educational technology** tools such as **smartboards, classroom response systems, and virtual labs** to enhance interactive learning. These tools will facilitate **real-time assessments** and encourage deeper student engagement with course content.

Phase 2 Goals

- **Faculty Pedagogical Skill Development:** Organize **workshops and training programs** for faculty to upgrade their pedagogical skills, especially for delivering programs like the **BGP**. These sessions, supported by **MFTRCs**, will be held at least once every **five years** to keep faculty updated with the latest teaching practices.
- **Problem-Based Learning (PBL):** Expand the use of **Problem-Based Learning (PBL)** across departments. In PBL, students work on **real-world problems** that require them to research, collaborate, and apply concepts. This method will enhance **critical thinking, creativity, and collaboration skills**, helping students connect theory to practice.

Phase 3 Goals

- **Outcome-Based Education (OBE):** Implement a comprehensive **Outcome-Based Education (OBE)** system. Each course will be designed with **clear learning outcomes**, and faculty will align their teaching methods and assessments to ensure students achieve these outcomes by the course's end. Regular reviews of these outcomes will help ensure that **teaching methods remain effective** and relevant.
- **Comprehensive Faculty Development Programs:** Establish **long-term faculty development programs** that focus on modern pedagogical methods, including **digital learning tools, Problem-Based Learning, and the flipped classroom**. Continuous professional development will ensure that faculty remain updated with the latest teaching strategies and technologies, fostering a culture of **lifelong learning**.

13. Earn while Learn Facility & Flexibility at MATS

The **Earn while Learn** initiative aims to provide students with opportunities to gain practical work experience and financial independence while pursuing their academic goals. Currently, some informal arrangements such as research assistantships and internships exist, but there is significant potential for expanding these opportunities. By offering



part-time work options and creating flexible job structures, the University can help students gain professional experience, improve employability, and enhance their financial stability.

Phase 1 Goals

- **MoUs for Paid Internships:** Each department will initiate **Memoranda of Understanding (MoUs)** with relevant agencies, organizations, and companies to promote **paid internship programs**. Encourage participation in government initiatives like the **PM Internship Scheme**, especially for underprivileged students, to ensure equitable access to internships and financial support.
- **Collaboration with Local Businesses:** Collaborate with **local businesses**, organizations, and **campus facilities** to create **part-time job opportunities** specifically designed for students. These opportunities will offer **flexible hours**, ensuring that students can balance **work** and **study** without compromising their academic commitments.
- **On-Campus Employment Programs:** Develop **structured on-campus employment programs** that offer flexible positions in departments like **library services**, **administrative support**, and **event management**. These positions will be designed to accommodate **students' academic schedules** and allow them to earn while gaining work experience on campus.
- **Career Services Enhancement:** Strengthen **career services** to help students find suitable part-time jobs by offering **resume-building workshops**, **interview preparation**, and **job search strategies** tailored to students' academic and career goals.

Phase 2 Goals

- **Paid Internships with Stipends:** Expand **internship and cooperative education programs** that offer students hands-on work experience with industry partners while ensuring that internships include a **stipend**. These programs will be developed in collaboration with **industry partners** to align internships with real-world requirements, improving students' professional experience and employability.

Phase 3 Goals

- **Corpus for Stipends and Internships:** Each department will establish a **corpus** in collaboration with agencies, industries, and embassies, to support **students' internships** by providing **stipends**. The corpus will incentivize internships and create opportunities for students to gain practical work experience, thereby enhancing their chances for future placements.
- **Teaching Assistantships and Financial Support:** Create a **mechanism for providing stipends** for students undertaking **teaching assistantships**, particularly for economically weaker candidates. Additionally, offer **fee waivers** as part of the assistantship benefits to further support students working as assistants in teaching and research roles.
- **Evaluation and Feedback Mechanism:** Implement a **system for evaluating the effectiveness** of the **Earn while Learn** initiatives by gathering regular feedback from **students, employers, and faculty**. This



feedback will help refine and improve the programs, ensuring that they meet the evolving needs of students, the **job market**, and **industry trends**.

14. Flexibility and Multi-Disciplinarity

MATS University has recognized the importance of expanding the **flexibility** in academic structures, especially with the introduction of **UGCF** at the undergraduate level and an increasing focus on **interdisciplinary** and **multidisciplinary** approaches. This shift aligns with the vision set by **NEP 2020**, which emphasizes the need for **flexible course structures** and **cross-disciplinary learning** to prepare students for modern challenges. Encouraging students to explore various fields of study while maintaining their primary focus will cultivate a more holistic educational experience.

Phase 1 Goals

- **Flexible Course Registration:** Implement a more **flexible course registration process** allowing students to take courses outside their core department. This will reduce the number of **prerequisites** required and make it easier for students to explore interests beyond their primary discipline.
- **Interdisciplinary Minor Programs:** Introduce **interdisciplinary minor programs**, enabling students to pursue a minor in complementary fields alongside their major. For example, students majoring in **Environmental Science** could also study **Sustainability** or **Policy Studies** as a minor, enhancing their understanding of interconnected issues.
- **Cross-departmental Workshops and Seminars:** Organize **workshops and seminars** where faculty members present research topics that intersect multiple disciplines. These events will foster **collaborative learning** and encourage students to see the connections between different fields of study.
- **Flexible Learning Pathways:** Develop **learning pathways** that offer students guidance in selecting courses and extracurricular activities that align with their career aspirations. **Academic advisors** will be trained to help students navigate these pathways, ensuring a tailored educational experience.

Phase 2 Goals

- **Formal Interdisciplinary Programs:** Create formal **interdisciplinary programs** that tackle real-world issues such as **climate change**, **public health**, and **sustainable development**. These programs will draw on expertise from various departments, providing students with a broad perspective on complex challenges.
- **Collaborative Projects Between Departments:** Promote **collaborative projects** where students from different disciplines can work together on joint research or community service initiatives. These projects will help students develop teamwork and problem-solving skills in a cross-disciplinary context.
- **PhD Cross-departmental Training:** Establish a system that allows **PhD candidates** to engage with faculty from other departments for interdisciplinary knowledge during their research training. This initiative will broaden their academic horizons and encourage a more integrated approach to research.



Phase 3 Goals

- **Collaborative Programs with Other Universities:** Establish partnerships with other **universities** and **research institutions** to offer **joint degrees** or **exchange programs** that allow students to take courses across disciplines, broadening their academic exposure and enriching their learning experience.
- **Expansion of Transdisciplinary Research Centres:** Strengthen existing **transdisciplinary research centres** and establish new ones focused on addressing **societal challenges**, such as **healthcare**, **environmental issues**, and **social justice**. These centres will facilitate collaborative research and knowledge sharing among students and faculty from different disciplines.
- **Evaluation and Feedback Mechanism:** Implement a **comprehensive evaluation system** to assess the effectiveness of **multidisciplinary initiatives** and **flexible learning options**. Regular feedback from **students**, **faculty**, and **industry partners** will guide continuous improvements, ensuring the programs remain relevant and impactful.

15. International Exposure for Students

International exposure is an essential component of higher education in the globalized world. MATS University aims to provide students with more structured opportunities for global learning experiences, which will enhance their **cultural competencies** and better prepare them for the **global job market**. While existing exchange programs and collaborations with foreign institutions exist, there is a need to expand and systematize these opportunities for all students, ensuring broader access and engagement with international education.

Phase 1 Goals

- **Enhance Existing Exchange Programs:** Expand student exchange programs by establishing partnerships with a **broader range of international universities**. Departments will identify institutions offering complementary programs, allowing more students to benefit from **student mobility** and **cross-cultural experiences**.
- **Develop Short-term Study Abroad Options:** Introduce **short-term study abroad opportunities**, such as **summer schools** or **winter internships**, that provide students with international educational experiences without requiring a full semester or year-long commitment. These programs will focus on specific **skills** or **topics** relevant to students' fields.
- **Introduce Twinning Programs:** Establish **Twining Programs with Foreign Higher Education Institutions (FHEI)**, creating pathways for students to engage in joint courses or academic collaborations. The University will develop the necessary **modalities** to facilitate these programs.

Phase 2 Goals

- **Exchange Program Mechanism:** Implement a structured **exchange program** for selecting students who will undergo training and academic tutoring at international institutions with which the University holds



Memoranda of Understanding (MoUs). This will enhance global exposure and foster academic collaboration.

- **Joint Ph.D. Programs with International Institutions:** Promote the exchange of ideas and academic collaboration through **Joint Ph.D. degree programs** in partnership with international institutions. Specific **MoUs** will be signed to facilitate these programs, allowing students to engage in **cross-border research** and global academic networks.
- **Internships with International Organizations:** Facilitate **internships with international organizations** or **multinational companies**, providing students with hands-on experience in diverse work environments. Departments will collaborate to establish partnerships with global organizations willing to host University students for internships.

Phase 3 Goals

- **Develop a Comprehensive Global Education Strategy:** Create a **Global Education Strategy** outlining the University's commitment to enhancing international exposure. This strategy will include **clear objectives, resources, and action plans** for fostering global learning experiences, such as internships, exchange programs, and international collaborations.
- **Introduce Joint Degree Programs with Top Universities:** Develop **joint degree programs** with **Top 500 global universities**, providing students with the opportunity to earn degrees recognized internationally. These collaborations will offer students access to world-class education while fostering academic exchange between institutions.
- **Systematize Student Mobility and Credit Transfer:** Establish a system to **standardize the mobility of students** and **credit transfers** through Twinning Programs. This will simplify the process for students who wish to study abroad or participate in exchange programs while ensuring their academic credits are seamlessly transferred.
- **Implement Evaluation and Feedback Systems:** Implement a **systematic evaluation process** for international exposure programs, collecting regular **feedback** from participants to assess their effectiveness and impact on **student learning outcomes**. This process will help continuously improve and adapt the programs to meet evolving global demands.



4. Research and Intellectual Property Enablers

1. Quality Research Programs at MATS

To further enhance the University's position as a leader in education, research, and collaboration, there is a need for the development of innovative and quality research initiatives. These initiatives should align with global trends, societal needs, and advances in technology. The goal is to establish an ecosystem where research is integral to the curriculum, supports interdisciplinary exploration, and addresses contemporary challenges.

Phase 1 Goals

- **Upgrade Research Infrastructure at the Undergraduate Level:** Expand research tools, laboratories, and basic facilities to engage undergraduate students in research projects. This will lay the foundation for **early-stage research** and provide students with the necessary resources to develop research skills.
- **Focus on Climate Change and Sustainability:** Encourage student projects at both undergraduate and postgraduate levels to focus on **climate resilience**, **sustainable agriculture**, and **water resource management**. These projects will help students engage with urgent global issues and contribute to **sustainable development**.
- **Embed Interdisciplinary Projects:** Implement **interdisciplinary research projects** that allow students to apply theoretical knowledge to solve real-world challenges. This will promote **critical thinking** and **problem-solving** across disciplines, enhancing learning outcomes and the practical application of research.
- **Strengthen Mentorship Programs:** Develop **mentorship programs** where senior researchers and faculty provide guidance to students on research topic selection, methodology, and project execution. These programs will foster early-stage research engagement, providing students with the support needed to succeed.

Phase 2 Goals

- **Modernize Research Infrastructure:** Strengthen research infrastructure within departments by **upgrading laboratories**, acquiring **advanced equipment**, and providing **dedicated research spaces**. This will support both individual and **interdisciplinary projects**.
- **Research on Renewable Energy:** Focus research efforts on **solar**, **wind**, and **alternative energy sources** to explore energy-efficient technologies. Postgraduate and **Ph.D. students** will engage in **live projects** and case studies, equipping them with **hands-on experience** and a deeper understanding of research methodologies.



- **Promote Interdisciplinary Research:** Enhance collaborations across departments and with **external institutions**. Interdisciplinary research will address **national and societal challenges**, fostering innovation in key areas such as **climate change, healthcare, and technology**.
- **Expand Mentorship Programs:** Formalize and expand **mentorship programs** to include support in **grant writing, publication strategies, and research collaborations**. This will help students refine their research skills, contributing to the University's **research ecosystem**.

Phase 3 Goals

- **Comprehensive Research Ecosystem:** Establish a **state-of-the-art research ecosystem** across all academic levels, from undergraduate to Ph.D., positioning the University as a **hub of innovation and research excellence**. This ecosystem will support a diverse range of research topics and encourage collaboration between faculty, students, and industry partners.
- **Centers of Excellence in Research and Innovation:** Develop **research centers of excellence** within colleges and departments. These centers will focus on high-impact research and innovation, producing **scholarly work and patented technologies** that address global and national challenges.
- **Research on Urban Challenges:** Address India's rapid urbanization by focusing on **smart city infrastructure, waste management, and urban biodiversity**. Research in these areas will support **sustainable urban development** and help the University contribute to solutions for the **future of cities**.
- **Institutionalize Mentorship Across All Departments:** **Institutionalize mentorship programs** across all departments, fostering a **culture of research excellence**. This program will provide students with **continuous mentorship**, ensuring they are well-prepared for **grant applications, publications, and impactful research contributions**.

2. Targeted and Collaborative Research

The University is committed to advancing research that serves **societal use**, national interest, and global significance. By fostering inter-, intra-, and trans-disciplinary research, it aims to create a system that addresses future challenges and drives technological advancements. To achieve this vision, the University plans to strengthen its collaborations with government agencies, private sectors, and research institutions, facilitating the pooling of resources and expertise for impactful outcomes. The University recognizes the need to strategically target research areas aligned with both national priorities and emerging global trends.

Phase 1 Goals

1. **Identify Key Areas for Targeted Research:** Analyze current research trends and institutional strengths to identify areas where the University can make a significant impact. Collaborative projects with different departments will be initiated to address these emerging areas and to align research efforts with industry needs.



2. **Host Workshops and Brainstorming Sessions:** Conduct **workshops** and **brainstorming sessions** with faculty members to identify **emerging research fields** in various disciplines. By analyzing trends in **research funding** and **industry needs**, the University will be able to pinpoint high-potential research areas to prioritize.
3. **Foster Partnerships for Collaborative Research:** Strengthen partnerships with **industry** and **other research institutions**. These partnerships will help secure **joint funding** for targeted research projects. Such collaborations will allow the University to tap into external expertise and resources, amplifying the impact of research initiatives.

Phase 2 Goals

1. **Establish Leadership in Collaborative Research:** Position the University as a **leader in targeted and collaborative research** by creating a framework for sustained partnerships. This framework will facilitate **resource sharing** and help showcase **impactful research outcomes** at both **national** and **international** levels.
2. **Encourage Interdisciplinary Collaboration:** Form **interdisciplinary teams** that include faculty members from various departments. This approach will foster a collaborative research environment where diverse expertise can be combined to address complex challenges. The University will also facilitate **partnerships with industry** and other research institutions to enable joint research projects.

Phase 3 Goals

1. **Position the University as a Research Leader:** Establish the University as a recognized **leader** in newly identified research fields, gaining recognition both **nationally** and **internationally**. This will elevate the University's research profile and contribute to addressing **global challenges**.
2. **Ensure Long-term Funding and Resources:** Ensure continuous funding and resource allocation for research through **grants, partnerships, and endowments**. Establish a **long-term plan** for the **growth and evolution** of the identified research fields, ensuring that research remains relevant and impactful over time.

3. Research-Oriented Experienced Faculty Members

Research-oriented faculty members are crucial for advancing knowledge, driving innovation, and enhancing the academic reputation of the University. The University already has a distinguished faculty pool, many of whom have received prestigious awards and serve on key government advisory committees. Recent recruitment efforts have further strengthened this environment, with a focus on supporting faculty in their research endeavors and enabling them to become pioneers in their fields.

Phase 1 Goals

1. **Identify Faculty with Strong Research Inclinations:** Establish a process to **identify faculty** who demonstrate a strong inclination toward research. This can be based on **performance metrics** such as publications, grant applications, and ongoing research projects. **Engaging adjunct or expert faculty** can also help enrich the research environment.



2. **Establish a Mentorship Program:** Pair **junior research-focused faculty** with experienced researchers to **enhance their skills** and foster the development of innovative research ideas. This mentorship will help build a **strong research culture** across departments.
3. **Create Incentive Programs:** **Incentivize faculty** participation in research through **funding opportunities, research leave, and reduced teaching loads** for active researchers. This will allow faculty to focus more on research and make significant contributions in their fields.

Phase 2 Goals

1. **Implement Targeted Training Programs:** Offer **training programs** that enhance faculty research skills in areas such as **grant writing, data analysis, and project management**. This will improve the faculty's ability to secure research funding and execute projects successfully.
2. **Encourage Faculty Collaboration:** Promote **collaboration** among research-oriented faculty, both within the University and externally, to work on **joint research projects**. Facilitating **resource sharing** will encourage interdisciplinary research and lead to impactful outcomes.
3. **Provide Leadership Opportunities:** Empower faculty members with **research inclinations** to take on **leadership roles** in shaping the University's research agenda. These opportunities will allow faculty to influence the direction of research initiatives, fostering an environment of **academic growth and leadership**.

Phase 3 Goals

1. **Integrate Research into the University's Identity:** Foster an academic environment where **research is central** to the University's identity and mission. This will inspire faculty members to engage in **meaningful and impactful research** that contributes to the global body of knowledge.
2. **Support Faculty to Become Thought Leaders:** Provide continuous support to **research-inclined faculty** to help them **become thought leaders** in their fields. Encouraging groundbreaking contributions will enable faculty to gain **global recognition** for their research, influencing both academia and industry.
3. **Build a Robust Research Ecosystem:** Develop a **research ecosystem** that aligns the contributions of research-focused faculty with the **University's long-term strategic goals**. This will shape the University's trajectory in both **academic and applied research**, ensuring it remains at the forefront of global research innovation.



4. Student Involvement in Research

Students represent the University's most valuable asset, and with the proper guidance, they can drive innovation, produce scholarly research, and create patents. Ensuring that students are actively involved in research will foster an environment where academic excellence and creativity thrive.

Phase 1 Goals

- **Incorporate Research-Based Learning:** Develop **undergraduate and postgraduate courses** that integrate **research-based learning**. These courses should encourage students to undertake **small-scale research projects** under faculty supervision, giving them hands-on experience in the research process.
- **Implement Mentorship Programs:** Introduce **mentorship programs** where faculty guide students in exploring **innovative research topics** and provide early exposure to **research methodologies**. This program will help students develop critical thinking skills and encourage independent research.
- **Organize Workshops on Innovation and IPR:** Conduct **workshops** on **innovation, patenting, and intellectual property rights (IPR)** to educate students on the importance of **protecting their ideas**. This knowledge will empower students to think about commercialization and the protection of their intellectual creations.
- **Encourage Participation in Conferences:** Encourage students to participate in **academic conferences** by assigning them specific tasks, such as attending presentations and writing summaries. These assignments will be integrated into their **internal assessments**, fostering both academic engagement and communication skills.

Phase 2 Goals

- **Mandate Research Components in Curricula:** Incorporate **research components** into the curricula, particularly for **final-year projects**. These projects should enable students to conduct **original research** that has the potential for **publications** or **patents**, enhancing their academic portfolios.
- **Establish Research Partnerships with Industry:** Build **research partnerships with industry stakeholders**, allowing students to tackle **real-world challenges** under the mentorship of industry professionals. These partnerships could result in **patentable inventions** and strengthen the university-industry relationship.
- **Offer Funding and Support for Publishing:** Provide **funding and institutional support** for students who wish to publish their research in **peer-reviewed journals** or present it at **academic conferences**. This support will help students gain recognition in the academic community and advance their careers.
- **Promote National and International Conference Participation:** Motivate students to **present their research** at national and international conferences. This opportunity will help students **share their knowledge**, receive **expert feedback**, and enhance their **communication skills** while fostering **academic and professional development**.



Phase 3 Goals

- **Create Student-Led Research Labs:** Establish **student-led research labs** or **innovation centres** where interdisciplinary projects can be undertaken. These centres should focus on **commercialization potential**, allowing students to develop projects with real-world applications.
- **Expand International Research Opportunities:** Develop opportunities for students to **engage in international research programs** and **conferences**, broadening their global perspectives. These experiences will enhance their innovation capabilities and provide a more diverse learning environment.
- **Formalize Patent and Commercialization Procedures:** Introduce **formal procedures** that allow students to **patent and commercialize** their innovations. This will increase the University's **intellectual property portfolio** and offer **financial rewards** for student inventors, incentivizing creativity and entrepreneurship.
- **Provide Extra Credits for Conference Participation:** Offer **extra academic credits** for students who attend conferences or present their research, with clearly established **criteria** for earning credits through these activities. This will encourage students to actively participate in knowledge-sharing events and continue developing their research skills.

5. Faculty Encouragement for Book Publications, Research Publications, and Patents

To foster a robust **Intellectual Property Rights (IPR) infrastructure**, the University must support innovation and academic growth at every level—faculty members, research scholars, and students. By promoting book publications, research papers, and patents, the University can significantly enhance its **IPR portfolio** and contribute to academic and industrial advancements. The following are the **Phase 1, Phase 2, and Phase 3 goals** to encourage faculty involvement in research publication and patent creation.

Phase 1 Goals

- **Enhance Institutional Publication Fund:** Increase the allocation for the **Institutional Publication Fund**, ensuring that all researchers have access to financial support for **publication fees**. This initiative will help create a culture of **scholarly publishing** and make it easier for faculty to disseminate their research.
- **Create Small Funding Pools for Promising Research:** Set up **small funding pools** specifically for research that has the potential to lead to **publications** or **patents**. These grants will prioritize **feasibility** and **immediate impact**, allowing researchers to develop their ideas into tangible outcomes.
- **Organize IPR Awareness Programs:** Offer awareness programs on **Intellectual Property Rights (IPR)**, **publishing ethics**, and **patent filing processes** for **students, research scholars, and faculty members**. These sessions will ensure participants understand the significance of IPR in academic work.
- **Targeted IPR Training:** Provide **targeted training** on the legal and technical aspects of **IPR** (such as **patenting** and **IP protection**). Invite **IPR professionals** to deliver practical insights on securing **patents** and **copyrights** to guide faculty and students in protecting their intellectual property.



- **Launch IPR Clubs:** Establish **IPR Clubs** at the University level to promote **collaborative intellectual projects** between students and faculty. These clubs will be spaces where members can discuss and work on **research ideas, patent applications, and book projects**.

Phase 2 Goals

- **Form Interdisciplinary Research Centres:** Create **interdisciplinary research centres** that focus on **cutting-edge research**. These centres will foster collaboration across departments and lead to **innovative research outcomes**, including **patents and book publications**.
- **Establish Institutional Repository:** Build a **digital platform** or **institutional repository** where all research outputs, including **theses, dissertations, publications, and patents**, are stored and accessible. This will serve as a comprehensive resource to track the University's academic achievements.
- **Provide Monetary Incentives for Publications and Patents:** Allocate **financial rewards** for faculty members and researchers who successfully publish research or secure **patents**. This will create **monetary incentives** to drive high-quality academic work.
- **Strengthen IPR Cells:** Enhance the **IPR Cell** at the University to provide comprehensive support for patent filing, **copyright issues**, and **publication needs**. This cell will serve as a central resource for faculty and students seeking guidance in protecting their intellectual property.

Phase 3 Goals

- **Establish Centres of Excellence:** Create **Centres of Excellence** in key research areas where faculty members can engage in **long-term innovation**. These centres will focus on producing high-quality **publications, patents, and potentially books** that contribute to the University's prestige.
- **Foster National and International Collaborations:** Pursue **long-term partnerships** with **international research organizations** and universities to collaborate on **joint research publications, books, and patents**. These collaborations will elevate the University's standing on the global stage and increase its **intellectual property**.
- **Create an IPR Endowment Fund:** Establish an **IPR Endowment Fund** that will continually generate resources to support **research, publication costs, and patenting efforts** at the University. This fund will ensure sustained support for intellectual property initiatives.
- **Seek Government and Private Sector Grants:** Apply for **sustained research funding** from both **government programs** and **private sector contributions** to ensure the **long-term viability** of the University's IPR initiatives. These grants will provide the financial backing needed to expand the University's intellectual property activities.
- **Implement a Patent Commercialization Policy:** Develop a **clear policy for patent commercialization**, allowing faculty, students, and the University to benefit financially from patents through **licensing or product development**. This policy will ensure that innovations have real-world applications.



- **Institutionalize Sabbaticals for Book and Research Writing:** Offer sabbaticals to faculty members to enable them to focus on **book writing, research projects**, and other long-term academic initiatives. This will provide faculty with the time and resources needed to make significant contributions to the University's IPR and academic portfolio.
- **Establish Academic Publishing Houses or Journals:** As a long-term goal, the University could establish its own **academic publishing house** or **peer-reviewed journals**. These platforms would support the publication of **faculty** and **student research**, enhancing the University's academic influence and intellectual property.

6. Industry and Institutional Collaboration & Consultation

The MATS University recognizes the significant role of **industry and institutional collaborations** in driving research, **innovation**, and **experiential learning**. While the University has established foundational partnerships with **national** and **international institutions** such as the **Indian Council of Medical Research (ICMR)**, **Council of Scientific & Industrial Research (CSIR)**, and **Indian Institutes of Technology (IITs)**, there is substantial potential to further expand and formalize these collaborations. The goal is to increase the impact of joint research, student exchanges, and the development of **intellectual property (IP)**. Strengthening these connections will also help in aligning **academic programs** with industry needs and enhancing **placement opportunities** for students.

Phase 1 Goals

- **Strengthen Industry Collaborations for IP Creation and Commercialization:** Develop stronger relationships with industries that can invest in **student-led innovations**, accelerating **IP creation** and **commercialization** of inventions. These collaborations will drive **innovative research** and provide the resources for faster development and market introduction of new technologies.
- **Enhance the Placement Cell:** Reinforce the **Placement Cell** to ensure a continuous **pipeline of qualified graduates** by adapting educational programs to meet the evolving demands of the job market. The Placement Cell should further engage with industries to organize **job fairs, networking events**, and **recruitment drives** to improve placement outcomes.
- **Formalize MoUs with Industry Partners:** Establish **Memorandums of Understanding (MoUs)** with industry partners that clearly define objectives for **joint research initiatives**. This will streamline collaborations and facilitate **shared expertise**, leading to the creation of **IP** and increasing the scope of research output.
- **Host Industry-Led Workshops and Seminars:** Organize **workshops, seminars, and technical sessions** hosted by industry leaders to equip **faculty and students** with insights into the latest **industrial research trends** and technologies. This will bridge the gap between **academic research** and **practical application**, enriching the research ecosystem.



Phase 2 Goals

- **Secure Industry Funding for Joint Research:** Strengthen partnerships with key industries to **secure funding** for collaborative research, particularly in areas such as **biotechnology, artificial intelligence (AI), and applied sciences**. This will increase the likelihood of generating **patentable innovations** and drive the University's presence in leading-edge research.
- **Implement Structured Internship and Job Placement Programs:** Develop **structured internship and job placement programs** in collaboration with industry partners. These programs will provide **practical experience** to students while gathering feedback from employers to refine the curriculum and better align it with workforce requirements.
- **Create Industry-Supported Research Centres:** Establish **industry-supported research centres** on campus to facilitate collaboration between faculty, students, and industry experts. These centres will focus on **real-time projects**, fostering **IP creation** and enabling the **shared ownership of patents**.
- **Develop Industry Mentorship Programs:** Implement **mentorship programs** where **industry professionals** guide **research teams** in developing projects with **commercial and patentable outcomes**. This mentorship will enhance the practical relevance of academic research and better prepare students for careers in research and development.

Phase 3 Goals

- **Create a Comprehensive Career Development Framework:** Establish a **career development framework** that offers **continuous training, mentorship programs, and an alumni network** to support graduates throughout their careers. Additionally, foster **long-term industry collaborations** to ensure academic programs stay aligned with the evolving needs of the workforce.
- **Form Consortia for High-Impact Research:** Create **consortia** consisting of **multiple industry partners, government agencies, and academic institutions** to focus on **high-impact research**. These consortia will work together to **develop and commercialize breakthrough technologies** that have the potential to transform industries.
- **Streamline IP Policy for Joint Patenting and Revenue Sharing:** Implement a **clear and efficient IP policy** that defines the guidelines for **joint patenting and revenue-sharing** between the University and its industry collaborators. A dedicated **IP management office** will handle **patent filings, IP protection, and commercialization** efforts, ensuring smooth and efficient processes.
- **Position University as a Global Research Leader:** Forge **partnerships with multinational companies** to enhance the University's research capabilities. By gaining access to **cutting-edge facilities** and collaborating on **international research projects**, the University will be positioned as a global leader in **patentable innovations**.



7. Target Patent Claim for Undergraduate and Post-Graduate Projects in Professional Subject Areas

The MATS University aims to foster a culture of **intellectual property (IP)** generation, with a particular focus on **patent claims** from **undergraduate** and **post-graduate** projects. By leveraging the **Research and Developmental Cell**, the University is making significant strides to promote **patent filing** among students and faculty, ensuring that **innovations** are protected and have commercial potential. While the University has several **collaborations with research institutions**, these have not been fully utilized to drive **patentable innovations** from student projects. Strengthening and streamlining these efforts will position the University as a leader in **IP development**.

Phase 1 Goals

- **Centralize IP-Related Activities Through the Research and Developmental Cell:** Establish the **Research and Developmental Cell** as the primary hub for **IP-related activities**. This will provide guidance to students and faculty on the **patenting process**, assess the **patentability of inventions**, and offer **assistance in filing patent applications**.
- **Organize Regular Training Sessions on IP Protection and Patent Filing:** Host **training sessions** led by **IP experts** to educate students and faculty on **IP protection**, the **patent filing process**, and the commercial potential of their **innovations**. These sessions should cover practical aspects of **patent drafting**, **prior art searches**, and **legal aspects** of intellectual property.
- **Allocate Budget for Patent Filing:** Create a **dedicated budget** to cover the **cost of patent filings** for students and faculty. This financial support will alleviate the cost burden of securing **patents**, which is often an obstacle for early-stage innovators.

Phase 2 Goals

- **Upscale the Research and Developmental Cell:** Expand the **Research and Developmental Cell** to ensure **wider access** to **IP-related services**. This will involve increasing the number of staff, providing specialized **IP training**, and facilitating more comprehensive **patent filing services** for students and faculty.
- **Integrate Advanced IP Training into Curricula:** Evolve the **intellectual property** and **patent-related training programs** into more **advanced curricula**. These programs should include topics such as **IP Law**, **advanced patent filing processes**, and **IP management**, particularly within **science** and **business** courses at both **undergraduate** and **post-graduate** levels.
- **Introduce Incentives for Patent Filings:** **Reward** and **recognize** students and faculty who successfully file **patents** or engage in **research projects with commercial potential**. Offer **incentives** such as **research grants**, **public recognition**, and opportunities to **collaborate with industries** through **licensing** or **technology transfer agreements**.



- **Establish Incubation Centres to Support Innovation:** Establish **more incubation centres** on campus to help **develop student and faculty innovations** into **marketable products**. These centres will provide **mentorship, funding,** and resources for the **start-ups** and **spin-offs** emerging from research projects. They will serve as hubs for nurturing **commercially viable innovations**.

Phase 3 Goals

- **Position the University as a National and International IP Leader:** Establish the **MATS University** as a **national and international leader** in **IP development**, focusing on generating **patents**, securing **licensing agreements**, and driving the **commercialization of technologies**. This will involve creating a **sustainable ecosystem** where research consistently leads to **IP generation, patent filings,** and **monetization efforts**.
- **Develop Start-ups and Spin-offs:** Develop **multiple successful start-ups** or **spin-offs** based on **research innovations**. These entities will contribute significantly to the **financial growth** of the University through **licensing technologies** to **industries** and generating **royalties**.
- **Create Global Innovation Hubs:** Establish **global innovation hubs** that attract **international collaborations** and **investments**. These hubs will serve as **centres for interdisciplinary research**, driving continuous breakthroughs in **technology** and **innovation**, and producing **patentable inventions** that have **global significance**.



5. Human Resource and Supportive – Facilitative Enablers

1. Student and Learner Empowerment: Holistic Admission, Inclusivity, and Comprehensive Support System

MATS University is committed to promoting **holistic admission processes, diversity, inclusivity, and comprehensive student support** systems to empower its learners. The goal is to create an environment that recognizes **academic and extracurricular excellence**, provides **opportunities for all students**, and offers **guidance** that enables them to succeed both academically and in their careers. Below are the structured **Phase 1, Phase 2, and Phase 3 goals** for enhancing student empowerment.

Phase 1 Goals

- **Strengthen Admission Portal for Transparency and Accessibility:** Enhance the existing **admission portal** to offer **real-time updates** on application statuses, selection criteria, and seat availability, making the admission process more transparent and user-friendly.
- **Monitor and Improve Diversity and Inclusivity Efforts:** Leverage the **diversity and inclusion dashboard** on the **Samarth e-Gov portal** to track key metrics, strengthening **data tracking** efforts and improving diversity and inclusivity at the University.
- **Outreach Programs to Underrepresented Communities:** Conduct targeted **outreach programs** to **underrepresented regions, communities, and economically disadvantaged sections**. Promote awareness of the University's admission policies and available **scholarships**.
- **Augment Scholarship and Endowment Programs:** Expand **scholarship and endowment programs** to better support **economically disadvantaged and marginalized students**, ensuring equitable access to education.
- **Strengthen the Mentor-Mentee Program:** Enhance the **Mentor-Mentee program** in line with **UGC guidelines**, providing guidance, academic support, and professional development for students.
- **Develop Internship and Career-Focused Counselling:** Introduce **career advisory services** in select departments to guide students on **internships, job-focused counselling, and career planning**.
- **Enable Leadership Skills in Student Involvement:** Implement a system that encourages students to develop **leadership skills** through active involvement in team-based assignments, enhancing the **teaching-learning** experience.

Phase 2 Goals

- **Create Partnerships with Schools and Educational Organizations:** Establish partnerships with **schools and educational organizations** to identify talented students from diverse backgrounds and offer them **preparatory guidance** for the University's admission process.



- **Introduce Scholarships for Diversity and Inclusivity:** Develop specific **scholarships** or support systems aimed at promoting **diversity**, offering additional incentives for applicants from under-represented backgrounds.
- **Periodic Data Reviews for Diversity Goals:** Conduct **regular reviews of diversity data** to track progress toward diversity goals and ensure that **inclusive practices** remain central to the University's mission.
- **Expand Financial Aid and Merit-Cum-Means Scholarships:** Launch **new scholarship programs** and expand **financial aid** offerings to include **merit-cum-means support**, helping students who excel academically and face financial challenges.
- **Alumni Mentorship Program:** Establish a **mentorship program** where **alumni** guide students in their academic and professional journey, helping them navigate challenges and build connections.
- **Career Advisors and Workshops for Interdisciplinary Careers:** Provide **career advisors** and organize **workshops** on **interdisciplinary career paths**, **resume building**, and **networking** to broaden students' career perspectives.

Phase 3 Goals

- **Implement Data Analytics for Holistic Student Profiles:** Implement **data analytic tools** to assess students' **holistic profiles**, identifying candidates who excel in both **academics** and **extracurriculars** while promoting **diversity**.
- **Measure Effectiveness of Holistic Admissions:** Continuously assess students' **progression in academics** and **extracurricular activities** to measure the effectiveness of **holistic admissions** and refine selection criteria accordingly.
- **Expand Admissions to International Students:** Increase the number of **international students** from diverse cultural backgrounds, enriching the **global experience** and fostering a more **internationalized campus environment**.
- **Leverage Data for Inclusive Policies:** Utilize data from the **diversity dashboard** to implement policies that promote **long-term inclusivity** and ensure **diversity goals** are continuously met.
- **Review and Expand Scholarship Programs:** Regularly review and **expand scholarship programs** to adapt to evolving student needs and demographics, ensuring financial support remains accessible to all eligible students.
- **Enhance Mentorship Programs:** Continuously **improve mentorship programs**, addressing gaps and ensuring alignment with students' **academic and professional goals** to foster long-term success.
- **Build a Robust Career Counselling Infrastructure:** Establish a **comprehensive career counselling infrastructure** that evolves with **industry trends**, helping students smoothly transition into the workforce by offering up-to-date guidance on career pathways and opportunities.



2. Research Scholars Induction and Development

The induction and development of **research scholars** at the **MATS University** play a crucial role in ensuring that doctoral and other research students are well-prepared to succeed academically and professionally. A comprehensive, data-driven approach is proposed to support scholars in their academic journeys, facilitate their professional development, and better align their research with societal needs and industry trends.

Phase 1 Goals

1. **Streamlined Statement of Purpose (SOP) Collection and Analysis:** Establish a **systematic** approach to collect and analyze **Statement of Purpose (SOP)** submissions from incoming research scholars to understand their **skills, goals, and aspirations**. This will help tailor the induction process to their needs.
2. **Aligning Research Interests with Opportunities:** Implement the SOP for **incoming doctoral students** to ensure that their **research interests** align with the available academic and research opportunities at the University. This ensures the **right fit** between students and faculty.
3. **Data-Driven Faculty Assignments:** Use insights from the **SOP data** to guide faculty in appointing **research scholars** to specific research projects based on their **skills, interests, and experience**, ensuring the best match for both scholars and faculty members.

Phase 2 Goals

1. **Expand SOP Collection Across Research Programs and Departments:** **Expand** the SOP collection process to include **all research programs** and departments. This will allow for a more **comprehensive understanding** of the research scholars' aspirations across the University.
2. **Design Personalized Academic and Extracurricular Pathways:** Use the **SOP data** to **design personalized academic and extracurricular pathways** for research scholars. These tailored opportunities will support the scholars' **research and career goals**, offering customized guidance, training, and development activities.

Phase 3 Goals

1. **Analyze Long-Term SOP Trends to Inform Program Development:** **Analyze long-term trends** in the SOP data to better understand the evolving **research interests and career aspirations** of research scholars. This data will inform the **creation of new academic programs, specialized tracks, and partnerships with industry** to align with scholars' evolving needs.
2. **Enhance Career Services and Develop New Programs:** Utilize the insights gained from SOP analysis to enhance **career services** for research scholars. This will help design new programs that align with **societal needs**, ensuring that scholars are equipped with **industry-relevant skills and knowledge** for successful careers post-graduation.



3. Faculty Empowerment and Professional Development

The empowerment and professional development of faculty members are key to maintaining and enhancing academic standards at **MATS University**. By providing continuous opportunities for growth and fostering a collaborative environment, the University can ensure that its faculty members remain at the forefront of **teaching, research, and innovation**.

Phase 1 Goals

1. **Workshops and Training Programs:** Organize workshops and **training programs** aimed at enhancing **teaching methodologies, research capabilities, and digital proficiency**. These workshops will help faculty adapt to new technologies and research trends, improving their overall effectiveness in the classroom and research labs.
2. **Encourage Participation in Professional Development Programs:** Actively **encourage faculty** to attend **professional development programs** and provide the necessary logistical and financial support to ensure faculty members can participate in both **national** and **international** training opportunities.

Phase 2 Goals

1. **Faculty Exchange Programs:** Establish and promote **faculty exchange programs** in collaboration with **national** and **international universities**. This will foster **knowledge sharing** and provide **global exposure** to faculty members, enriching their academic and professional experience.
2. **Encourage Cross-Departmental Collaboration:** Encourage faculty to participate in **inter-disciplinary** and **multi-disciplinary projects** and **research initiatives**. This collaboration can enhance faculty members' research output, foster innovation, and create new academic pathways within the University.

Phase 3 Goals

1. **Leadership Training and Advanced Certifications:** Integrate **leadership training** and **advanced certifications** into the **career advancement frameworks** for faculty members. This would prepare them for leadership roles within the University and other academic institutions, enhancing their career trajectory.
2. **Channel Funding for Faculty Empowerment:** Channelize **dedicated funds** for **faculty empowerment** aimed at enhancing their **academic prowess** and **research innovation**. These funds can be used for professional development, research grants, and the implementation of new teaching strategies.
3. **Position the University as a Hub for Global Academic Excellence:** Position the **MATS University** as a **global hub** for **academic excellence** by fostering interactions with **international academicians, scholars, and research organizations**. This will help in improving the faculty's global standing and contribute to ongoing faculty development through cross-cultural exchanges and collaborations.



4. Recruitment and Career Advancement for Non-Teaching Staff

Effective recruitment and career advancement for **non-teaching staff** are essential for the smooth functioning of administrative and support operations at MATS University. By focusing on **streamlined recruitment processes**, **competency development**, and **diverse career growth opportunities**, the University can enhance operational efficiency and create a supportive environment for its non-teaching personnel.

Phase 1 Goals

- **Strengthen Online Recruitment Process: Streamline the recruitment process** by enhancing the **online application system**, making it more efficient, transparent, and user-friendly. This will reduce paperwork, speed up the hiring process, and ensure a more accessible platform for candidates.
- **Clearly Define Job Roles and Competencies: Define clear job roles and competencies** for non-teaching positions, ensuring that recruitment is aligned with the specific skills and qualifications needed for each role. This will help in attracting the right candidates with the required expertise.
- **Promote Diversity in Recruitment: Initiate efforts to promote diversity** in recruitment by targeting underrepresented groups, ensuring inclusive hiring practices, and fostering a diverse and inclusive work environment within the University.
- **Organize Regular Training Programs on Digital Tools: Conduct regular training programs** to help non-teaching staff enhance their skills in **digital tools** and software. This will increase their **administrative efficiency** and prepare them for evolving technological demands in their roles.

Phase 2 Goals

- **Partner with Technical Institutions for Skill Development: Partner with technical institutions, training centers, and other organizations** to provide specialized training and **boost the competencies** of non-teaching staff. This collaboration will help in equipping staff with skills relevant to their roles and current administrative trends.
- **Facilitate Inter-departmental Workshops for Collaboration: Organize workshops** to encourage collaboration between departments, ensuring that non-teaching staff members understand the workflow across the University and contribute to smoother **communication** and **problem-solving**.

Phase 3 Goals

- **Position the University as an Employer of Choice: Position the MATS University as an employer of choice** by showcasing its commitment to the professional development of non-teaching staff. **Enhance recruitment branding** through **campus engagement**, highlighting **career advancement opportunities** and benefits such as work-life balance, healthcare, and career growth.



- **Promote Leadership and Management Programs:** Promote leadership and management programs for non-teaching staff to **empower them** for **supervisory** or **administrative roles**. This will enable staff members to grow within the institution and take on greater responsibilities.
- **Integrate Technological Advancements in Training Programs:** Supplement training programs with **technological advancements** to prepare non-teaching staff for future administrative needs. This will ensure that staff members are equipped to handle emerging challenges and keep pace with advancements in administration and technology.

5. Holistic Wellness and Engagement Framework

A **holistic wellness and engagement framework** plays a crucial role in ensuring that faculty, non-teaching staff, and students at the **MATS University** maintain their mental, emotional, and physical well-being. This initiative aims to integrate wellness into the university's core functions, promoting a healthy and inclusive environment.

Phase 1 Goals

- **Launch a Digital Wellness Platform:** Develop and **launch a digital wellness platform** that addresses key issues such as **work-life balance**, **mental health**, and **stress management**. The platform can include resources, videos, and self-help tools for staff and faculty to manage wellness-related concerns.
- **Organize Awareness Workshops:** Conduct **workshops** focused on creating awareness about **stress management**, **mental health**, and **emotional quotient (EQ)**. These workshops should be designed to help individuals identify stressors, manage mental health effectively, and develop emotional intelligence.
- **Promote Gender Sensitization and Awareness:** Work with **Gender Sensitisation Committees** to **promote gender awareness** and **sensitization** programs across the university. The aim is to create an inclusive, respectful environment for all genders through discussions, training, and awareness campaigns.

Phase 2 Goals

- **Introduce Virtual Wellness Sessions:** Introduce **virtual wellness sessions**, including **meditation**, **yoga**, **stress management workshops**, and other wellness practices. This expansion will address **holistic well-being** by offering diverse options for mental, physical, and emotional health.
- **Expand Wellness Workshops to Include Team-Building Activities:** Expand the scope of wellness programs to incorporate **team-building activities**. These initiatives will **promote collaboration**, strengthen inter-departmental relationships, and build **community support** among faculty, staff, and students.
- **Form Peer Support Groups for Faculty and Non-Teaching Staff:** Create **pilot peer support groups** for faculty and non-teaching staff to facilitate **informal discussions** on workplace challenges, mental health,



and stress. These groups will provide a safe space for people to talk about their experiences and receive peer support.

- **Enhance the Grievance Redressal Mechanism:** Regularly assess the existing **grievance redressal mechanism** for faculty and non-teaching staff, gathering feedback on its effectiveness. Improve the mechanism based on feedback to ensure that complaints are addressed promptly and effectively.

Phase 3 Goals

- **Fully Integrate Wellness Platform into the HR System:** Integrate the wellness platform into the University's **HR system**, enabling personalized wellness programs and data-driven insights for supporting the **well-being** of staff and faculty. This integration will help in identifying trends, needs, and areas for improvement.
- **Institutionalize Peer Support Networks:** Institutionalize peer support networks, assigning **dedicated coordinators** to foster a supportive and **inclusive environment**. These networks will continue to play a key role in addressing workplace challenges and creating a positive, mentally healthy workplace culture.



6. Networking and Collaboration Enablers

1. Strategic Collaboration Framework

To strengthen **MATS University** relationships with its alumni, industries, academic institutions, and other stakeholders, a **Strategic Collaboration Framework** will be developed. This will not only enhance the University's academic and research capabilities but also drive societal impact and innovation.

Phase 1 Goals

- **Establish and Operationalise Alumni Connect Cells (ACCs):** Set up **Alumni Connect Cells (ACCs)** across the University to serve as central points of engagement for alumni, ensuring streamlined communication and collaboration.
- **Comprehensive Alumni Database:** Create and maintain a **comprehensive alumni database** to facilitate seamless communication, networking, and collaboration. The database will help track alumni contributions and provide them with relevant information about university events and initiatives.
- **Alumni Role in Infrastructure Development:** Engage alumni in **infrastructure development** initiatives, enabling them to contribute to the University's growth, both financially and through expertise, thus fostering a strong **culture of collaboration**.

Phase 2 Goals

- **Strategic Industry and Academic Partnerships:** Use the ACCs to forge **strategic partnerships** between the University and industries, academic institutions, and community organizations. These partnerships will focus on collaborative research, shared curricula, and student mobility.
- **Establish Research Consortia:** Develop **research consortia** that facilitate access to shared resources such as databases, libraries, and collaborative research efforts. This will promote interdisciplinary research and the development of innovative solutions.
- **Integration of Practical Skills with Education:** Collaborate with **industry experts** to seamlessly integrate practical skills into the academic curriculum. This will include **workshops, live project opportunities**, and shared expertise to bridge the gap between theoretical and practical knowledge.
- **Partnerships with NGOs for Societal Development:** Establish partnerships with **NGOs** and **social service organizations** for impactful **rural outreach** and fieldwork. This will contribute to **societal development** while providing students with experiential learning opportunities.
- **Industry Networks for Internships and Job Placements:** Build **strong industry networks** to facilitate **internships** and **job placements** for students. Engage alumni working in diverse sectors to open new pathways for student career development.



- **Encourage Faculty-led Consultancy:** Promote **faculty-led consultancy** initiatives to strengthen industry-academia relationships. This will enhance **knowledge transfer** and create opportunities for research-driven consultancy projects.
- **National and International Recognition:** Actively pursue **recognition from national and international accreditation bodies** to enhance the **University's global standing** and attract more collaborations.
- **Quality Assurance Frameworks:** Implement **quality assurance frameworks** as established by recognized accreditation agencies to continuously improve **internal standards** and **learning outcomes**.
- **Incubation Centres and Funding Avenues:** Establish **incubation centres, funding avenues, and ideation networks** to support and nurture **start-up initiatives** from students and faculty. This will create an innovation-driven environment.
- **Digital Infrastructure for Start-ups:** Invest in **digital infrastructure** to support start-up activities, providing access to essential resources, tools, and networks to foster entrepreneurial ventures.

Phase 3 Goals

- **Real-time Networking Hubs for ACCs:** The ACCs will evolve into **real-time networking hubs**, facilitating impactful collaborations in **research, target-based funding, and engagements** with the **corporate sector, social sector, and cultural entities**.
- **Expansion of the Alumni Base:** Continue expanding the **alumni base** to create a broader and more diverse network that will continuously contribute to the University's growth through funding, research partnerships, and societal initiatives.

2. Academic and Research Excellence Framework

The **MATs University** strives to foster an environment of academic and research excellence, leveraging its alumni network, faculty expertise, and collaborative initiatives.

Phase 1 Goals

- **Engage Alumni in Mentoring Capstone Projects:** Engage **alumni** in **mentoring** student capstone projects. Alumni with relevant industry experience will guide students, providing them with insights and practical advice to enhance their research outcomes.
- **Collaborative Projects Between Students and Alumni:** Create opportunities for students and alumni to work on **collaborative projects**, combining **academic learning** with **real-world applications**. This will not only improve the quality of student work but also facilitate knowledge transfer between the two groups.



- **Alumni Involvement in Consultancy Projects:** Involve alumni as **mentors** or **consultants** for university-driven consultancy projects. This will allow students to benefit from the professional expertise and networks of alumni, while alumni can contribute to solving **real-world problems**.
- **Alumni as Experts for Research Programme Evaluation:** Onboard **alumni** with significant expertise as **evaluators** for research-oriented programmes. Their external perspective will help ensure that academic research meets industry standards and global benchmarks.
- **Collaborative Research Events and Projects:** Establish **MOUs (Memorandums of Understanding)** with industry partners to **host collaborative research events** and **joint research projects**. These initiatives will provide students and faculty with opportunities to engage in high-impact research, fostering innovation and industry collaboration.
- **University Newsletters and Publications:** Utilize **University newsletters** or similar publications to showcase the **academic and research excellence** achieved by alumni. This will not only celebrate alumni achievements but also serve as an inspiration for current students.

Phase 2 Goals

- **Service-Learning Projects with Alumni:** Foster **service-learning projects** by partnering with **alumni** on **community service** initiatives. These projects, where students and alumni collaborate to address local issues, will promote **civic engagement** while also providing practical learning experiences.
- **Faculty-Student Collaborative Grants:** Encourage faculty to apply for **Faculty-Student Collaborative Grants**. These grants will fund **student participation in conferences** and **multi-disciplinary activities**, helping students expand their academic horizons and build professional networks.

Phase 3 Goals

- **Incentive Programs for Outstanding Research:** Establish **incentive programs** that provide additional funding and recognition for students producing **outstanding research**. This will motivate students to strive for excellence in their academic work and contribute significantly to the research community.
- **Centre for Excellence in Multidisciplinary Research:** Set up a **Centre for Excellence** to serve as a **hub for multidisciplinary research**. This centre will facilitate collaboration across various disciplines, encourage innovation, and position the University as a leader in cutting-edge research.

3. Social Engagements and Services Framework

The **MATS University** aims to foster a culture of social responsibility and community engagement through its strategic goals in social services and outreach. The framework below outlines **Phase 1, Phase 2, and Phase 3 goals** that will guide the University's initiatives to engage students, faculty, and external partners in meaningful social projects.



Phase 1 Goals

- **Strengthen Social Engagement at Undergraduate and Postgraduate Levels:** Enhance social engagement programs at the **undergraduate level**, and extend similar initiatives to the **postgraduate level**, ensuring inclusivity and participation across all student groups.
- **Encourage Student Volunteering in Community Programs:** Actively involve **students as volunteers** and **interns** in community welfare programs. Engage **senior citizens, school alumni, and local community members** to coordinate efforts and maximize impact.
- **Training Programs for Students in Collaboration with Voluntary Organizations:** Organize **training programs** in partnership with **voluntary and governmental organizations**. These programs will promote **social engagement** and help students develop the skills necessary to work effectively in community service roles.
- **Capacity-Building Programs for Teachers:** Provide **capacity-building programs** for faculty to equip them with the skills to initiate and lead **ground-level community projects** and outreach efforts.
- **Develop Resource-Sharing Models:** Establish **resource-sharing models** that encourage collaboration with **voluntary organizations, private entities, and government agencies** to improve **employability** and community development outcomes.
- **Partner with Local Authorities for Sanitation and Clean Water Infrastructure:** Collaborate with **local authorities** to **establish and maintain sanitation and clean water infrastructure**, especially in underserved areas, ensuring better living conditions for communities.
- **Register for National Government Schemes:** Register the University's programs for **national government schemes** that provide grants for **educational development, community projects, and sustainable initiatives**.
- **Collaborate with Local NGOs and ULLAS/Unnat Bharat Abhiyan:** Work closely with **local NGOs** under the **ULLAS and Unnat Bharat Abhiyan** initiatives to promote sustainable social development and community outreach efforts.
- **Foster Innovation Across All Departments:** Encourage **innovation and engagement** within departments to contribute to the **Unnat Bharat Abhiyan**, fostering a culture of **sustainable community development**.
- **Promote Responsible Use of Electronic Devices:** Promote the **responsible use and disposal of electronic devices** as part of the University's **sustainable development strategy**.
- **Conduct Regular Social Audits:** Perform regular **social audits** focusing on **accessibility, academics, environmental impact, transparency, and food quality** to assess the University's impact on the community.



Phase 2 Goals

- **Integrate Social Outreach into Relevant Research:** Incorporate **social outreach** efforts into **academic research** relevant to fields such as **sustainable development, social justice, and community welfare**.
- **Encourage Research on Social Issues:** Provide **incentives** for research that addresses **social issues** such as poverty, health, education, and environmental sustainability.
- **Intensify CSR Collaborations:** Expand **internships** and **collaborations** with **corporate social responsibility (CSR)** initiatives to further integrate community service into the academic experience.
- **Onboard Voluntary Organizations and Government Agencies:** Continue to onboard **voluntary organizations** and **government agencies** to collaborate on **adopted village initiatives** under the **Unnat Bharat Abhiyan**.
- **Recognize Community Outreach Efforts:** Acknowledge **community outreach efforts** through certifications and academic **credits** for hours dedicated to outreach and extension activities.
- **Create a Digital Repository for Social Welfare Activities:** Establish a **digital repository** to document and **share activities** related to **education, social welfare, and community development**, providing a valuable resource for future initiatives.
- **Align Community Engagement with SDGs:** Increase **community engagement** activities aligned with the **Sustainable Development Goals (SDGs)**, ensuring inclusive and equitable quality education, and promoting lifelong learning opportunities.
- **Implement Water, Sanitation, and Hygiene (WASH) Program:** Launch **WASH** programs in **rural areas** and **urban slum clusters**, ensuring basic sanitation, hygiene, and safe water access for marginalized communities.

Phase 3 Goals

- **Ensure Student Participation in Community Engagement:** Ensure **full student participation** in **community engagement activities**, encouraging active involvement and leadership in social service projects.
- **Track and Monitor Student Progress in Community Outreach:** Develop a system to **map and monitor student progress** in **community engagement** and **extension activities**, fostering accountability and continuous development.
- **Obtain ISO Certification for Social Programs:** Seek **ISO certification** for the University's **programs** and **learning centres**, ensuring adherence to international standards of **quality, transparency, and sustainability**.



- **Create a Comprehensive Digital Resource Database:** Implement a **360-degree approach** to include all stakeholders, creating a **digital database** that aggregates and shares resources for **social welfare** and **community development** initiatives.

4. Industry-Academia Collaboration Framework

The **MATs University** aims to create a robust framework to enhance **industry-academia partnerships** across all academic disciplines. This framework will serve to drive innovation, research, and entrepreneurial activities, ensuring that students, faculty, and industry leaders work together to solve real-world challenges.

Phase 1 Goals

- **Establish Industry Relations Office (IRO):**
 - **Create a dedicated Industry Relations Office (IRO)** to streamline academic-industry collaborations.
 - Strengthen committees like the **University Industry Collaboration Committee** under the **RDC Cell of the Research Council**.
 - Appoint **experienced professionals** from both academic and industry sectors to foster partnerships and engagement.
- **Memorandum of Understanding (MoUs):**
 - Initiate **MoUs** with **micro, small, and medium enterprises (MSMEs)** in areas aligned with the University's academic strengths.
 - Focus collaborations on **internships, student placements, guest lectures, and short-term consultancy projects**.
- **Industry-Oriented Curriculum Enhancement:**
 - Prioritize the integration of **industry-specific modules** into the University curriculum.
 - Increase the involvement of **industry experts** in academics and research to ensure the curriculum stays relevant to current industry trends.
- **Internship & Apprenticeship Programs:**
 - **Broaden the industry collaboration network** and formalize **internship and apprenticeship pipelines** with companies that offer hands-on experience for students.
- **Industry-Funded Research:**



- Encourage **small-scale industry-funded research projects** focusing on emerging technologies and applied research.
- Establish **industry-sponsored scholarships** to motivate students and researchers to address practical industry challenges.
- **Create a Controlled Digital Space for Experimentation:**
 - Develop **virtual industry ‘Sandboxes’** for students and researchers to collaborate with industry partners on live projects in a controlled, risk-free environment.
 - Organize **Hackathons** and competitions where industry partners bring **high-impact problem statements** to solve through student collaboration.
- **Student-Led Industry Incubators:**
 - Explore opportunities for **student-led innovation incubators** that focus on knowledge domains with strong industry interfaces.
 - Launch **“Industry Problem Day”** where companies bring real challenges to the classroom, encouraging students to brainstorm solutions. Rewards could include **internships, scholarships, or equity** in start-up ideas.
- **Patents & Intellectual Property Management:**
 - Foster the **creation and commercialization of patents** through academic-industry partnerships.
 - Establish a **technology transfer office** to manage legal and business aspects of **patenting, licensing, and commercialization**, positioning the University as a hub for **innovation**.

Phase 2 Goals

- **Joint Research Centres & Innovation Hubs:**
 - Strengthen **joint research and development centres** with major industries, particularly in sectors like **AI, biotechnology, renewable energy, and social innovation**.
 - Develop **innovation hubs** within the University to encourage **student start-ups, entrepreneurship, and technology transfer initiatives**.
- **Long-Term Consultancy Projects:**
 - Engage **faculty members** in **long-term consultancy projects** to develop tailored solutions for industry challenges.
 - Partner with industries on **government-funded projects** such as **‘Make in India’** and **‘Skill India’** that focus on **innovation and skill development**.



- **Executive Education & Corporate Training:**
 - Launch **executive education programs** targeting **working professionals** to upskill in areas such as **technological advancements** and **business management**.
 - Build on successful models from institutions like the **Faculty of Management Studies (FMS)** to scale these initiatives.
 - Initiate **corporate training programs** to offer industry-relevant lifelong learning.
- **Increase Industry-Endowed Chairs & Professorships:**
 - Encourage industries to fund **specialized academic chairs** and **visiting professorships** to facilitate knowledge transfer between industry experts and academia.
- **Industry Support for Student Start-ups:**
 - Develop **industry support structures** for **student and faculty start-ups**, including **seed capital** and dedicated mentorship.
 - Identify corporate sponsors who will support **high-potential ideas** and invest in **disruptive technologies** emerging from the University.
- **Living Labs for Social Innovation:**
 - Partner with the government to establish **Living Labs** that facilitate collaboration between academia and industry to address **social challenges** through real-world solutions deployed in rural or underserved urban areas.

Phase 3 Goals

- **Global Industry Collaboration:**
 - Establish **global academic-industry alliances** with multinational corporations and international universities to expand **research, technology transfer, and employment opportunities** worldwide.
 - Focus on **joint-degree programs** with foreign universities, integrated with **global industries**, for diverse career prospects.
- **University-Industry Research Park:**
 - Develop a **University-Industry Research Park** offering **state-of-the-art facilities** for interdisciplinary research and innovation.
 - The park will host **industry labs, incubators, and start-ups**, benefitting from proximity to the University's academic expertise.



- **Bio-Innovation Ecosystems:**
 - Create **bio-innovation ecosystems** where **life sciences research** meets **biomanufacturing, agriculture, and healthcare** industries.
 - Encourage industries in **biotech, healthcare, and agri-tech** to work directly with the University to **commercialize discoveries**.
- **Quantum Computing Labs with Industry Leaders:**
 - Partner with **global leaders** in **quantum computing** to establish **Quantum Research Hubs** at the University.
 - These hubs will engage leading companies to develop **next-gen quantum solutions** for **practical industry applications**.
- **Global Social Innovation Impact Fund:**
 - Launch a **Global Social Innovation Impact Fund** backed by industries that want to invest in projects focused on **positive social change**, particularly in developing countries.
 - This fund will allow University faculty and students to develop scalable solutions for issues like **clean water, renewable energy, and affordable healthcare**.
- **Reverse Internships – Students Hire Industry Professionals:**
 - Develop a **reverse internship program** where **students hire industry professionals** as part of their academic journey, creating a **balanced industry-academia equilibrium** in line with **NEP 2020** and the **lifelong learning philosophy**.

5. Quality and Credibility Framework

The **MATS University** aims to enhance the overall quality and credibility of its academic and research infrastructure through targeted accreditation efforts. The framework focuses on securing recognition from national accreditation bodies at various levels to ensure the highest standards in research, academics, and student support services.

Phase 1 Goals

- **Accreditation of Individual Research Labs: Accredit individual research labs** across departments with national accreditation bodies. This will ensure that the research environment meets the required standards and enhances credibility. Ensure compliance with **quality standards** for research equipment, processes, and outcomes within the labs.

Phase 2 Goals



- **Accreditation of University-Level Instrumentation Centres:** Focus on obtaining **accreditation for university-level instrumentation centres**, ensuring that these facilities meet national quality standards for equipment, operations, and research support.
- **Achieve Accreditation of Academic Programs:** Work towards obtaining **accreditation for academic programs** from recognized national bodies such as the **National Board of Accreditation (NBA)**, **National Assessment and Accreditation Council (NAAC)**, and **National Institutional Ranking Framework (NIRF)**. Ensure continuous evaluation and improvement of programs to align with national standards of excellence in education.

Phase 3 Goals

- **Accreditation of University Health Centres:** Achieve **accreditation for the University Health Centres** by relevant national health accreditation bodies to ensure quality medical care and services for students and staff. Ensure that healthcare facilities are compliant with national health and safety standards.

6. Innovation and Entrepreneurship Framework

The **MATS University** seeks to foster an environment of innovation and entrepreneurship by leveraging alumni, strengthening internal support systems, and forging strategic partnerships with established organizations and incubators. The framework lays out clear Phase 1, Phase 2, and Phase 3 goals to develop and sustain a thriving entrepreneurial ecosystem on campus.

Phase 1 Goals

- **Sensitize and Engage Alumni in Innovation and Entrepreneurship:** Encourage alumni to actively participate in the **University's innovation and entrepreneurship initiatives**, helping to create a strong ecosystem. **Engage alumni with established start-up ventures** in advisory roles to guide and mentor budding entrepreneurs.
- **Strengthen Innovation Cells and Incubation Centres:** Boost the **capacity of the Innovation Cells and Incubation Centres** by inviting alumni with successful start-up experiences to join the advisory board. Foster **"Alum-budding" partnerships**, where alumni mentor students, offering networking opportunities and financial backing for entrepreneurial ventures.
- **Support Innovative Processes through IPR Facilitation:** **Support innovative processes** to help protect intellectual property, allowing the **Intellectual Property Rights (IPR) Cell** to assist in executing the necessary protections for emerging innovations.
- **Collaborate with National Incubators through MoUs:** Establish **Memorandums of Understanding (MoUs)** with well-known **incubators across the nation** to guide start-ups systematically, providing access to resources, mentorship, and funding.

Phase 2 Goals



- **Strengthen the IPR Cell:** Enhance the capabilities of the **IPR Cell** to help students and faculty safeguard their innovations through **patents, trademarks, and copyrights**.
- **Leverage Alumni Resources for Innovation:** Facilitate **access to prototyping labs, funding opportunities, and legal frameworks** through alumni connections, aiding students and faculty in developing their innovative ideas.
- **Create a Dedicated Platform for Industry and Student Interaction:** Develop a **dedicated platform** for students to interact with industry professionals, hosting virtual sessions and **investor pitch events** to showcase start-up ideas and gain external support.
- **Collaborate with Global Incubators through MoUs:** Forge partnerships with **international incubators** to expand the scope and reach of the entrepreneurial ecosystem, offering students access to global resources and opportunities.

Phase 3 Goals

- **Facilitate Licensing, Commercialization, and International IPR Compliance:** Provide guidance on **licensing, commercialization, and international IPR compliance**, helping student and faculty innovations smoothly transition from concept to market.
- **Establish Global Partnerships for Innovation:** Build relationships with **international organizations** to create a **global platform** where innovative ideas from higher education institutions can be showcased, promoting international collaboration and funding.
- **Monitor Technology Transfer and Readiness:** Set up a **committee** to oversee **technology transfer** and assess **technology readiness**, ensuring that innovations are at a commercially viable stage before being introduced to the market.



7. Physical Enablers

1. Role of Physical Enablers Framework for MATS

Physical enablers are critical to the development of an environment that supports academic, research, and extracurricular activities. These enablers help in creating spaces and providing resources that enhance the university's mission of fostering innovation, learning, sustainability, and student well-being.

Phase 1 Goals

1. **Renovation and Infrastructure Enhancement:** Renovate classrooms, laboratories, libraries, and lecture halls with modern technology to support diverse teaching methodologies. Expand IT infrastructure, ensuring **Wi-Fi accessibility** across campus and upgrading **Smart Classrooms**. Improve accommodation facilities for both students and teachers, with a focus on comfort and accessibility. Enhance **sports and cafeteria infrastructure**, ensuring they meet students' needs for recreational and dining facilities.
2. **Research and Knowledge Repository Development:** Build dedicated **research laboratories** and high-performance computing centers. Initiate the **University Press, Journal, and Magazine** to disseminate academic findings. Strengthen the **digital repository** for easy access to research outputs.
3. **Health and Wellness Infrastructure:** Strengthen **health center infrastructure**, implement **sanitation drives**, and install an **emergency alert system** to ensure campus safety and well-being. Prioritize the creation of **wellness environments** to promote mental and physical health for students.
4. **Sustainability and Green Practices:** Implement **energy-efficient systems**, initiate **water conservation, recycling, and energy-saving technologies**. Create **sustainable campus practices**, including solar energy systems and water harvesting solutions. Introduce **electric vehicles** for campus transport and initiate **zero-emission** policies.
5. **Cultural and International Collaboration Infrastructure:** Establish a **dedicated center for cultural interactions** and facilitate student exchange programs through the **University-21 (U21)** initiative. Develop an **international convention center** to host cross-cultural festivals and events.
6. **Incubation and Start-up Infrastructure:** Create **incubation centers** with research parks, laboratories, office spaces, and necessary technological infrastructure for student start-ups. Develop eco-friendly cafeteria systems that focus on **zero food waste** and **solar energy**, ensuring sustainability and health.

Phase 2 Goals

1. **Sustainability Practices:** Strengthen efforts towards **eco-friendly buildings, energy-efficient systems, and zero emissions** targets. Expand the campus's **sewage treatment plant (STP)** and increase efforts in **wastewater reuse** and **zero-waste policies**.
2. **Digitization and Smart Campus Development:** Implement smart technologies like **IoT devices, automated systems, and digital attendance** for improved operational efficiency. Enhance the **Library**



system, introducing **smart libraries** and fully integrated **Learning Management Systems (LMS)**. Develop **cashless transactions, paperless workflows, and e-governance** systems to streamline administrative functions.

3. **Hostel and Sports Infrastructure:** Increase the number of hostels and enhance maintenance of existing facilities to meet the rising demand for accommodations. Foster **international-standard sports infrastructure** and host national and international events, in collaboration with Olympians and industry experts.
4. **Community and Collaboration Areas:** Develop **community areas** like lounges, seminar rooms, and cafeterias to encourage informal interactions among students, faculty, and researchers. Implement the **Haat (shopping complex)** concept for students and showcase student-run start-up products.
5. **Sustainability and Green Infrastructure Expansion:** Expand **green spaces** and **water bodies** on campus to improve aesthetics and balance the environment. Ensure the university campus remains a **sustainable and green hub** through regular audits and continued infrastructure improvements.

Phase 3 Goals

1. **State-of-the-Art Infrastructure for Future Technologies:** Establish a **Research Innovation and Assessment Centre for Sustainable Development**, focusing on future technological advancements. Invest in the creation of **supercomputing facilities** and **high-performance computing infrastructure** to support cutting-edge research in AI and technology.
2. **Advanced Teaching and Learning Infrastructure:** Develop **competency-based assessments**, focusing on **skills-based evaluations** to replace traditional grading systems. Build infrastructure supporting **AI-driven teaching and administrative functions**, including **low-cost devices** for students and educators.
3. **Cybersecurity and Resilience Infrastructure:** Enhance **cybersecurity protocols** to protect sensitive data and ensure the resilience of systems in the face of cyber threats. Invest in **data storage and management** infrastructure to securely handle research and student data.
4. **Sustainable Infrastructure for AI Integration:** Ensure **reliable, high-speed internet** connectivity across campus, essential for **remote learning** and **AI-powered systems**. Integrate **AI** into teaching, learning, and administration, ensuring equitable access and minimizing the digital divide.



2. IT Infrastructure Framework

The development of IT infrastructure is a critical element in advancing MATS University mission to foster an innovative, connected, and sustainable learning environment.

Phase 1 Goals

1. **Connectivity and Network Infrastructure:** Establish **high-speed internet** across campus with robust **Wi-Fi coverage** and **LAN infrastructure**. Enable **VPN access** for remote learning, research, and administrative activities. Enhance the **e-learning environment** with tools for content development and seamless online learning experiences. Implement **Academic Record Blockchain** for secure, transparent record-keeping of academic achievements and credentials.
2. **E-office and Digital Infrastructure:** Build **IT-help desks** to support faculty and students with technical issues. Improve the **MATS portal** for enhanced user experience, making it more accessible and user-friendly. Transition to a **paperless workflow** with **cashless transactions** across administrative and student services.
3. **Smart Classrooms and Technology Integration:** Set up **smart classrooms** equipped with **smart dais**, **digital attendance systems**, and **interactive displays**. Equip classrooms with **computer workstations**, **servers**, **storage devices**, and **video conferencing rooms** for hybrid learning. Implement **Learning Management Systems (LMS)** and **Student Information Systems (SIS)** for efficient academic administration.
4. **Security and Privacy Enhancements:** Install **CCTV coverage** across campus for security and safety. Implement **biometric systems** for access control. Strengthen **data encryption** and **email/SMS services** for secure communication and information sharing.
5. **Health and Wellness Technologies:** Integrate **health and wellness technologies** to monitor and support student well-being.

Phase 2 Goals

1. **Scalable IT Framework:** Design an **adaptable IT framework** capable of evolving with future technological advancements over the next 10-15 years. Upgrade **data centers** and **cloud systems** to handle the growing data demands and technology needs. Implement **smart transportation solutions** and **air quality/emission control systems** on campus.
2. **Cloud Strategy and Flexibility:** Shift to a **cloud-centric strategy** for **storage**, **software**, and **services**, ensuring flexibility and scalability. Create a **hybrid cloud system** combining on-premises and cloud resources for mission-critical applications.
3. **Advanced Smart Classrooms and AR/VR Integration:** Develop **technology-enhanced smart classrooms** with **interactive displays**, **video conferencing**, and **collaboration tools** to support hybrid and virtual learning. Invest in **AR/VR labs** to provide immersive educational experiences for students.



4. **Comprehensive Digital Platform:** Build an integrated **digital platform** for **admissions, course registration, library services, housing, and alumni functions**, with seamless access via **mobile apps** and portals. Ensure **inclusive digital strategies** that cater to diverse student needs, offering equal access to resources.
5. **Eco-friendly IT Solutions:** Adopt **energy-efficient data centers** and implement **smart building management systems** to track and optimize energy consumption across campus facilities.
6. **IT Support and Inclusivity:** Provide comprehensive **IT support systems**, including **24/7 help desks, chatbots, and self-service kiosks** to assist students and faculty with technical issues.

Phase 3 Goals

1. **Sustainable IT Upgrades:** Establish **sustainable budget plans** to continuously upgrade IT systems. Explore emerging technologies like **quantum computing, 5G, and blockchain** to enhance academic and administrative functions. Collaborate with industry and tech leaders to secure **funding**, drive **research**, and ensure the long-term growth of IT infrastructure.
2. **Centralized Data Repository and Analytics:** Build a **centralized data repository** equipped with advanced **analytics tools** to monitor academic performance, research outputs, and institutional effectiveness. Leverage **AI and machine learning** to gain predictive insights into student engagement and retention, optimizing educational outcomes.
3. **High-Performance Computing (HPC) and Research Collaboration:** Build **HPC systems** to support advanced research in **AI, data science, machine learning, and bioinformatics**. Foster **global knowledge-sharing networks** and create **virtual research environments** to enhance collaboration with international researchers.
4. **Advanced Learning Management Systems (LMS):** Develop or upgrade an **integrated LMS** to improve digital learning, collaboration, and assessment. Implement **personalized learning** features and **data-driven insights** to optimize student learning experiences and outcomes.

3. Maintenance of Campus Infrastructure Framework

To ensure the continuous and efficient operation of the campus infrastructure, a comprehensive maintenance strategy is required to address both existing and emerging needs. This strategy targeting specific areas of campus infrastructure, including buildings, IT systems, sustainable energy solutions, and future technological advancements.

Phase 1 Goals

- **Routine Maintenance of Existing Infrastructure:**
 - Perform **routine maintenance** of heritage blocks and other buildings, ensuring the preservation of their structural integrity and historical value.



- Regularly maintain **roads, gardens**, and other outdoor areas to ensure aesthetic appeal and functionality.
 - Maintain **classrooms, laboratories, and labs** to keep them operational and conducive to learning.
 - Ensure the proper functioning of **electric and electronic systems** across campus, including lighting, air conditioning, and power supply.
 - Keep **CCTV and manual security systems** in good working condition to maintain campus safety.
 - Conduct **maintenance of residential facilities** for students and staff, ensuring comfortable living conditions.
 - Regularly maintain the **cafeteria facilities** to ensure hygiene, safety, and operational efficiency.
 - Maintain the **library and documentation centers**, ensuring that resources are accessible and the infrastructure is efficient.
- **Renovation and Upkeep of Key Facilities: Renovate the sports complex and conference centers** to enhance their functionality and capacity for hosting events.

Phase 2 Goals

- **Maintenance of Smart Systems:** Maintain **smart classrooms, labs, and IT systems**, ensuring they remain up-to-date and functional as educational tools. Continue to support the **maintenance of sustainable infrastructure**, particularly **energy systems** and **emission control mechanisms**, ensuring efficiency and sustainability.
- **Smart Infrastructure and E-Learning Environments:** Perform regular checks and maintenance of **smart classroom systems**, including **audio-visual equipment** and interactive displays. Regularly service and maintain **games and sports facilities**, ensuring that they remain in top condition for use by students and athletes.
- **Cloud and Digital Infrastructure Maintenance:** Implement a **cloud-first strategy**, ensuring the continued effectiveness of cloud-based services, applications, and storage solutions. Maintain **smart e-learning environments**, integrating emerging technologies and tools that support hybrid and virtual learning formats. Develop a **unified digital campus** with consistent and seamless digital services across all departments. Focus on **sustainable green IT**, including the maintenance of energy-efficient technologies and reducing the carbon footprint of IT systems.
- **IT Support for Students:** Enhance **student-centric IT support** systems, ensuring that students have access to necessary resources and troubleshooting assistance as needed.



Phase 3 Goals

- **Maintenance of Emerging Technologies:** Plan for **long-term investment** in emerging technologies, including maintaining **cutting-edge research and innovation infrastructure**. Develop a maintenance strategy for **advanced data management and analytics systems**, ensuring they continue to support institutional growth and research.
- **Maintenance of Integrated Systems:** Ensure the ongoing functionality of the **Integrated Learning Management Systems (LMS)** and digital learning platforms, providing support for faculty and students. Maintain the **digital transformation infrastructure**, including **AI integration, virtual and augmented reality (VR/AR)** systems, and other future-forward technologies.
- **Robotics and IoT Infrastructure:** Ensure the effective operation and maintenance of **robotics systems, automation, and IoT integrations** to support smart campus functions and educational experiments.
- **Global Access and Security Enhancements:** Plan for the continued **digitization** and **global access** to university resources, including the maintenance of virtual platforms and international collaborations. Ensure that **security** and **privacy** measures evolve with the growing digital landscape to safeguard university data and resources.
- **Sustainability and Green Technology Maintenance:** Continue to focus on **sustainability** by maintaining and improving **green technology** systems across campus, ensuring a long-term commitment to environmental responsibility.
- **Innovative Certification Methods:** Explore and maintain systems like **blockchain for knowledge certification**, ensuring the validity and security of academic achievements and certifications.



8. Digital Enablers

1. Digitalization of University through Samarth e-Gov

The **Samarth e-Gov** initiative is a transformative step for the **MATS University**, enabling seamless e-governance through digital infrastructure. With its **nine core modules** and **40+ sub-modules**, it aims to improve efficiency, enhance transparency, reduce manual workload, and support the University's transition to a **paperless, tech-driven campus**.

Phase 1 Goals

1.1. Integration of Isolated Services

- **Objective:** Unify separate online services into a single, cohesive framework to improve efficiency and resource utilization.
- **Key Actions:**
 - **Integrate online services** like the **Central Placement Cell (CPC)**, **Endowment Fund**, and **Career Advancement Scheme (CAS)** with the **Samarth core framework**.
 - Establish **centralized service management** to streamline faculty promotions, student placements, and alumni engagement.

1.2. Paperless Office Implementation

- **Objective:** Reduce paper usage and promote e-governance.
- **Key Actions:**
 - Develop a **centralized notification system** for official communications, memos, and notices.
 - Adopt a **paperless office policy** where daily communications are digitized, ensuring a gradual shift to fully electronic processes.

1.3. AI-Driven Support

- **Objective:** Enhance user experience for students, faculty, and staff.
- **Key Actions:**
 - Implement an **AI-driven chatbot** to offer 24/7 assistance for accessing services like admission queries, grievance redressal, and fee-related questions.
 - Provide step-by-step guidance for navigation across all online platforms, ensuring increased user satisfaction.

1.4. Cybersecurity Enhancements



- **Objective:** Safeguard the University's digital assets and sensitive information.
- **Key Actions:**
 - **Cybersecurity policy enforcement** to protect data related to faculty, students, and administrative departments.
 - Implement a **Cyber Crisis Management Plan (CCMP)** to mitigate risks posed by cyberattacks, ransomware, and other threats.

1.5. Centralized Public Information Access

- **Objective:** Streamline information dissemination and enhance transparency.
- **Key Actions:**
 - Identify gaps in publicly available information and **unify information** on a central web portal.
 - Create a **central web portal** that acts as a one-stop hub for students, faculty, and parents to access essential updates, notifications, and announcements.

Phase 2 Goals

2.1. Advanced Recording and Broadcast Facilities

- **Objective:** Enable digital access to lectures, seminars, and conferences.
- **Key Actions:**
 - **Upgrade broadcast facilities** to record and live-stream **lectures, panel discussions, and conferences**.
 - Set up a **recording studio** with professional-grade equipment to produce quality content for students and academic stakeholders.

2.2. Digital Identity System for Physical Access

- **Objective:** Establish a central system to manage student and faculty access to critical resources.
- **Key Actions:**
 - Develop a **digital identity system** for managing access to **libraries, labs, and other facilities**.
 - Link digital identity with **RFID or smart cards** to enable automated access to specific campus resources.

2.3. Cybersecurity Awareness and Capacity Building

- **Objective:** Continuously train and upskill stakeholders in cybersecurity best practices.
- **Key Actions:**



- Conduct **workshops and training** on cybersecurity for students, faculty, and administrative staff.
- Collaborate with **CERT-in guidelines** to strengthen the University's **cybersecurity framework**.

2.4. Core Communication System

- **Objective:** Streamline communication across departments and stakeholders.
- **Key Actions:**
 - Set up a **core communication system** that supports instant messaging, announcements, and email notifications.
 - Integrate **SMS and email alerts** into Samarth's communication framework.

2.5. Open Journal System (OJS) for Research

- **Objective:** Enable online publication of journals for departments and colleges.
- **Key Actions:**
 - Launch an **Open Journal System (OJS)** to support research publication, enabling departments to publish their own journals and academic works.
 - Provide support for the **peer review process**, article submission, and content curation.

2.6. Online Internal Assessment System

- **Objective:** Automate the process of student assessments and internal grading.
- **Key Actions:**
 - Launch an **online internal assessment system** to automate student assessments, conduct exams, and generate grading reports.
 - Enable teachers to design, conduct, and assess quizzes, assignments, and exams online.

2.7. Digital Accessibility for Inclusive Learning

- **Objective:** Create an inclusive learning environment for students with disabilities.
- **Key Actions:**
 - Develop **digital accessibility tools** for **teaching and learning**.
 - Make online learning resources compatible with **screen readers, captioned video content, and adaptive learning technologies**.

Phase 3 Goals

3.1. Predictive Analytics for Enrolment and Progression



- **Objective:** Utilize predictive insights to understand student patterns.
- **Key Actions:**
 - Use **AI/ML models** to analyze **student enrollment trends, dropout rates, and progression statistics**.
 - Integrate predictive models with **Digi-Locker** for **document verification** and **fraud detection**.

3.2. Comprehensive Exam Management Solution

- **Objective:** Develop a system to manage exams end-to-end.
- **Key Actions:**
 - Create an **online exam management system** with support for online assessments, adaptive learning, and remote proctoring.
 - Leverage **AI-based predictive analytics** to generate insights on student performance.

3.3. Global Learning Platform

- **Objective:** Position MATS as a global education provider.
- **Key Actions:**
 - Build a **comprehensive learning ecosystem** offering online degree programs, certifications, and micro-credentials.
 - Support **global learners** and international collaborations through virtual learning platforms.

3.4. Knowledge Repository and Content Integration

- **Objective:** Develop a centralized content repository for MATS academic assets.
- **Key Actions:**
 - Establish a **university knowledge repository** to store research articles, books, journals, and video content.
 - **Integrate repository content** with **social media platforms** for maximum outreach and visibility.

3.5. Smart Analytics and Reporting

- **Objective:** Automate data-driven decision-making and performance tracking.
- **Key Actions:**
 - Create **centralized dashboards** for faculty, students, and administrators to track performance, research output, and administrative tasks.



Concluding Notes

The **Institutional Development Plan (IDP)** of the **MATS University** serves as a **strategic roadmap** for holistic growth and transformation. Anchored in the University's **vision and mission**, the IDP emphasizes a **phased approach** to achieve **Phase 1, Phase 2, and Phase 3 goals**. These goals are designed to address the University's critical operational areas, categorized under eight essential **Enablers**:

1. **Governance**
2. **Academics**
3. **Research**
4. **Human Resources**
5. **Finance**
6. **Networking and Collaboration**
7. **Physical Infrastructure**
8. **Digital Infrastructure**

The IDP adopts a **comprehensive, pragmatic, and adaptable approach** to institutional development. By focusing on incremental goals, the University ensures that each objective is not only feasible but also aligned with long-term growth strategies. The **flexibility of the plan** allows for dynamic adjustments, enabling the University to **address emerging challenges** and **capitalize on new opportunities**. This approach ensures that the University maintains its **relevance in a rapidly evolving educational landscape**.

To achieve these objectives, the University has adopted a **monitor-evaluate-revise cycle**, which facilitates **continuous improvement**. Regular assessments of progress, stakeholder feedback, and responsiveness to external changes are integral to the IDP's successful implementation. This ensures that the goals remain **dynamic and future-ready**.

The **dedicated execution** of the IDP will position the **University** as a **distinguished leader in higher education**, setting a benchmark for other institutions to follow. By fostering a culture of **educational innovation and academic excellence**, the University aims to create an **empowered academic community**. The University will also make a **significant societal impact** by nurturing human capital, driving research, and supporting sustainable development goals.

Through this holistic and ambitious plan, the **University** aspires to become a **role model institution**, advancing **global academic standards** and contributing to the **nation's progress**. The IDP's vision is not just limited to meeting internal growth benchmarks; it also aims to create a **sustainable, inclusive, and technology-driven higher education ecosystem** that supports the aspirations of students, faculty, and society at large.

