CHRIST
UNIVERSITY
BENGALURU, INDIA

TOWARDS
A WORLD CLASS UNIVERSITY.....

STRATEGIC PLAN 2015-18

Towards a World Class University.....
Strategic Plan 2015-18

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Vice Chancellor's Message

It gives me immense pleasure to announce the Strategic Plan of Christ University for the period 2015-18.

The Vision of Christ University "Excellence and Service" is a call to all the members of Christ University to constantly strive for excellence in all that we do with service as the outcome of our work. Excellence forms the foundation of the desire of our University to excel and contribute to the development of the nation and humanity. When excellence becomes a way of life, Strategic Plan, assessment and audit become key drivers to benchmarks of higher education.

The journey of Christ University to drive towards world class university follows integrated approach. It desires to contribute to a just and benevolent society through a globally competitive education practice. This desire flows from the education vision of the Founder of the Carmelites of Mary Immaculate (CMI) congregation, St Kuriakose Elias Chavara and the Founder of this institution, Bishop Jonas, CMI.

I appreciate the effort of the Strategic Plan Core Committee, the Deaneries and the Departments in formulating this Strategic Plan 2015-18. They undertook an intensive institutional analysis   to arrive at the strategic goal, To Emerge as a World Class University of Eminence through Performance and Differentiation. They have also evolved action plan to help achieve this Strategic Goal.

I also wish to acknowledge the guidance and support of Honourable Chancellor, Dr Fr Thomas Aykara, the Board of Management, Academic Council, Planning and Monitoring Board and other statutory bodies who constantly support the University in our endeavour to excel and serve in all that we do.

I am confident that the faculty members and academic leaders of the University will nurture further growth of the University through this Strategic Plan. I hope and wish that they blossom with creativity and bloom with passion to drive this quality initiative. I pray that Christ University emerges from this process, a stronger and more vibrant university, better able to utilize the potential and intellectual resources of University to serve the needs of our faculty, students and society as envisioned for the plan period.

16 January 2015   Dr Fr Thomas C Mathew
                                                                                  Vice Chancellor

Vision
Excellence and Service

Mission
Christ University is a nurturing ground for an individual's holistic development to make effective contribution to society in a dynamic environment

Strategic Goal
To Emerge as a World Class University of Eminence through Performance and Differentiation

Core Values
Faith in God
Moral Uprightness
Love of Fellow Beings
Social Responsibility
Pursuit of Excellence

Strategic Objectives 2015-18
Promote globally competitive curriculum
Develop and demonstrate high standards of teaching and learning practices
Increased focus on quality assessment practices
Promote socially relevant research and consultancy
Enhance core competencies
Inculcate value based leadership

Strategic Focus
Institutions of higher education play a critical role in shaping the future of the nations with respect to sustainability of resources and growth of the economies. The contribution of higher education institutions to competitiveness and economic growth confirms that aiming to become a world class institution is not only a choice in the current situation but also requirement.

World class universities are spoken about in the global realm and have become destinations for global higher education aspirants. They have built a reputation due to which the attention of the states, communities and the industry gets focused on their output and activities. This goes beyond the dictionary definition of world class university- "ranking among the foremost in the world; of an international standards of excellence" (Altbach 2003).

Ranking emphasizes teaching, research and reputation as its key drivers for reaching the world class status which takes along with it international curricula, international students, and faculty exchanges and extensive use of information technology. Therefore lies the struggle within universities to produce global citizens by promoting appropriate academic environment that empowers students with requisite and latest knowledge, modern skills and ethical practice.

However, managing and sustaining globally competitive education also becomes challenging, in a fast-paced global environment with a rapidly changing local needs.

Academic institutions aspiring to attain the status of a world class institution should be capable of nurturing socially productive citizens and employable individuals satisfying the growing demands of global economies. It is important to link our education system to match the requirements of sectors like service, business and industry. Therefore, to become a world class institution of eminence, we need to strive to achieve this aspiring strategic goal and lay emphasis on strong concerted actions on the following:
   1) Relevant curriculum that focuses on higher-order thinking and employability
   2) Learner-centered paradigm of education, especially in the teaching and learning processes with avenues for conceptual clarity and skill development
   3) Promoting research culture
   4) Encouraging continuous improvement and excellence

Thus to create a world class institution of eminence we should be prepared to reshape internal academic culture to meet the challenges and adopt a culture of self-improvement and learn to experience the joy of team success. They include a number of attributes of world class universities that rely on quality research such as publications, citations, awards; quality teaching using ongoing feedback, continuous studies, satisfactory student-faculty ratio; innovative assessment practices that focus on improved learning outcomes; academic monitoring , feedback and follow up; effective deployment of technology through the use of enterprise resource management (ERP), massive open online (MOOC) and Webinars; employability involving work readiness, employment rates; internationalization through the presence of international students and faculty; availability facilities such as sports, and library; innovation, impact on community development activities and culture; specialization with accreditation and rankings; access though scholarships, gender balance and outreach; collaborations with reputed organizations/agencies/ universities for joint projects and programmes; high levels of government and non-governmental funding, service learning through community and industry-based project activities.

Best universities constantly look to get better at what they do, and how they can positively influence society at large. In this context to raise the academic standards in the minds of its constituents there is a need for transition from a 'fixed mindset' to 'growth mindset'. This necessitates visualization of things which add value to everything they do. They should "Look at things not as they are . . . but as they can be." It is seen in the recent Times Ranking of World Universities many have lost their positions and many Indian universities have appeared reflecting the competition for quality and position in the community of

higher education institutions.

Christ University which has all the requisite resources to be ahead of most of the peers, is already enjoying a fair reputation. This reputation draws students from not only from across the country but also from many of the foreign countries. The University has proactive and dynamic leadership at many levels, knowledgeable and enthusiastic faculty members. All these help entire institution to set sail in the direction of the strategic goal. It will be a win-win situation to all the stakeholders and realization of the dream of the founding fathers.

As a sequel to the 2012-15 strategic plan, Strategic Plan 2015-18 focuses on yet another milestone: To emerge as a world class university of eminence through performance and differentiation. It has also evolved action plans on how best to pursue that coveted goal. It is strongly believed that Christ University with this strategic intent of emerging as an eminent world class university, become a stronger and vibrant Institution of higher education, capitalizing on the potential and intellectual capital of all, to serve its stakeholders better in the future.

Value Framework
Christ University to emerge as a World Class University of Eminence through two building blocks - performance and differentiation

Strategies
Introduction of Research-integrated Courses
Transition to Learner-centric Pedagogies and Formative Assessment
Incubation of Research and Consultancy
Promote Community Development through Socially Responsible Initiatives
Optimum use of Learning Resources
Integrated Student Development
Continuous Improvement, Quality Culture and Professionalism

Focus Areas
Curricular Aspects
Teaching-Learning and Evaluation
Research and Consultancy
Extension
Infrastructure and Learning Resources
Student Support and Progression
Governance, Leadership and Management

The values and focus areas listed above are the beliefs of the academia of the University that will determine to drive the University towards world class status of eminence through performance and differentiation. The strategies and focus areas enumerated above are to be used in an integrated manner to reach the world class status.

Eminence comes from high self-esteem enjoyed by an institution as a result of its right course offerings, quality of students and faculty members and usefulness of research to the society. Institution that gets respected by all stakeholders and the society considers itself as an important institution of Higher education.

Performance of staff and faculty leads to high quality output. Therefore efficient planning, organization and execution of academic work becomes pivotal for creating a globally outstanding institution. Identification of deliverables and performance orientated growth become the primary objectives to achieve world class status.

Differentiation in the delivery of educational service is very important. Adopting new and innovative techniques to improve teaching learning and research pay rich dividends**.**

VALUE FRAMEWORK

World Class University

Performance — **Eminence** — **Differentiation**

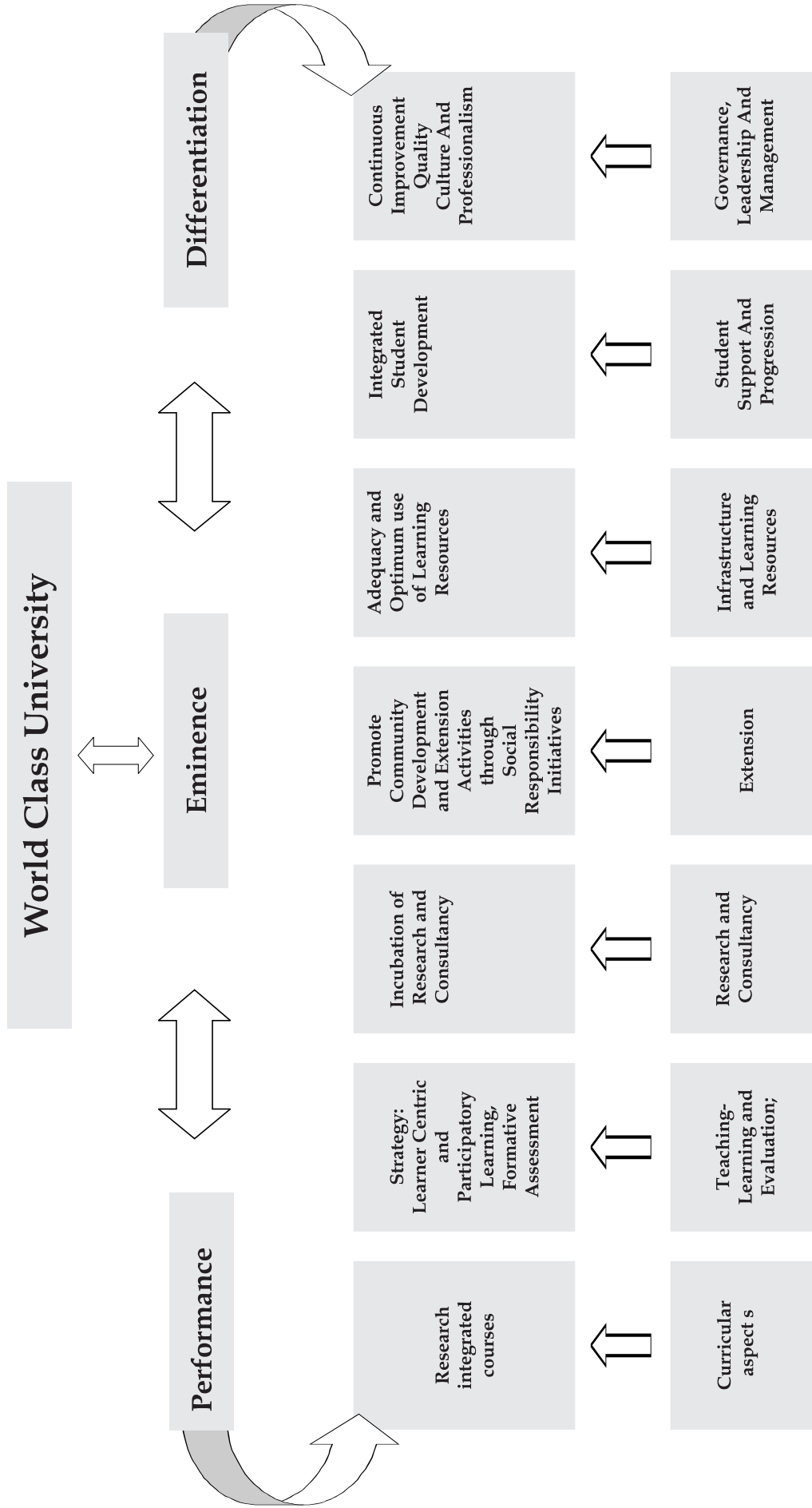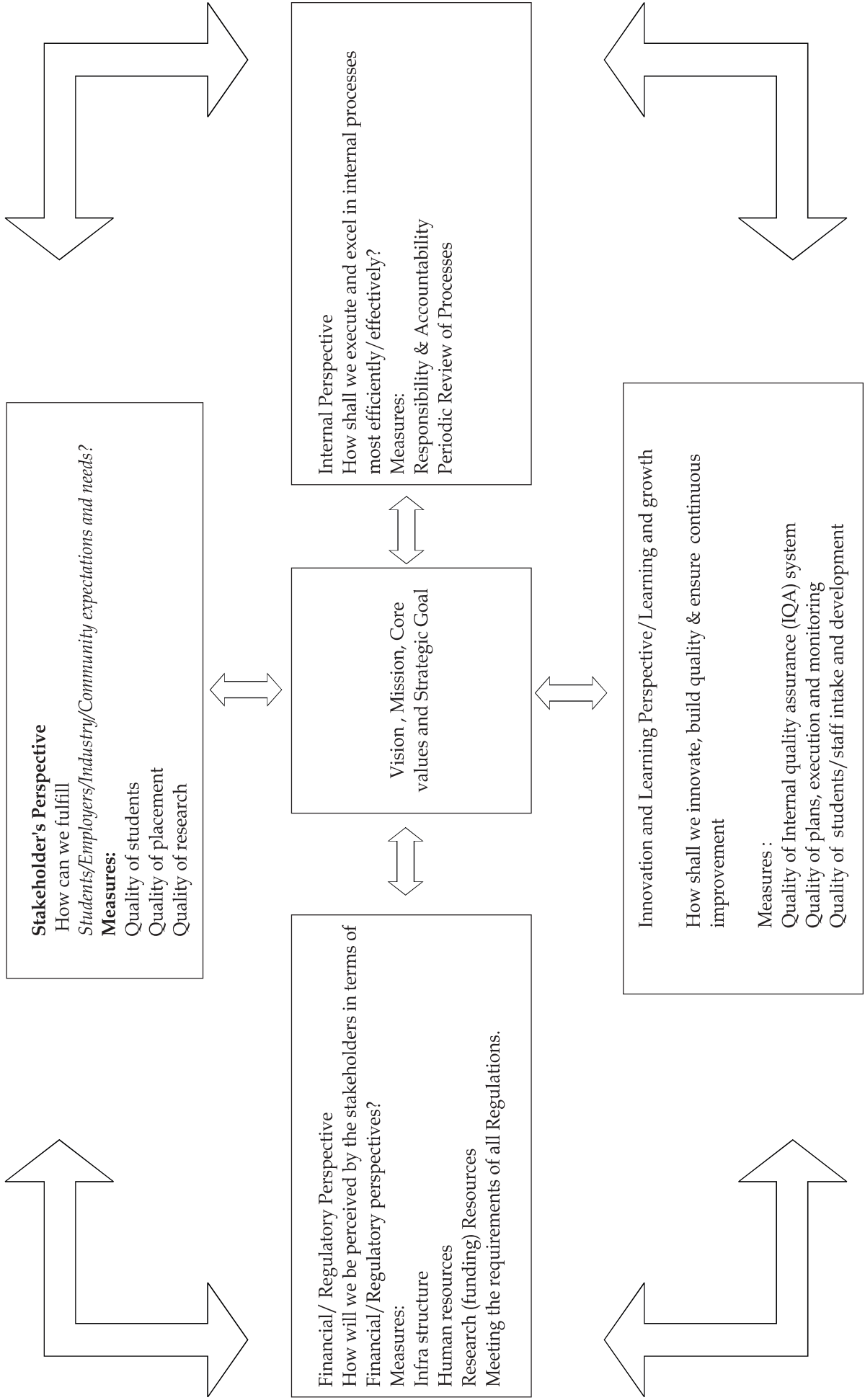| Research integrated courses	Strategy: Learner Centric and Participatory Learning, Formative Assessment	Incubation of Research and Consultancy	Promote Community Development and Extension Activities through Social Responsibility Initiatives	Adequacy and Optimum use of Learning Resources	Integrated Student Development	Continuous Improvement Quality Culture And Professionalism
Curricular aspects	Teaching-Learning and Evaluation;	Research and Consultancy	Extension	Infrastructure and Learning Resources	Student Support And Progression	Governance, Leadership And Management

Balanced Scorecard

The Balanced Scorecard is a management tool that provides stakeholders with a comprehensive measure of how the organization is progressing towards the achievement of its strategic goals. The Balanced Scorecard is a widely used method to diagnose and improve on an organization's performance. It is a management tool that translates an organization's mission and strategy into a comprehensive set of performance measures that provide a framework for a strategic management and measurement system. Developed by Robert Kaplan and David Norton in 1992 (Kaplan and Norton, 1992), it enables an institution to Balance financial and non-financial measures, short and long-term measures, performance drivers with outcome measures contains just enough data to give a complete picture of organizational performance… and Leads to strategic focus and organizational alignment.

The Balanced Scorecard methodology is a comprehensive approach that analyses an organization's overall performance from four perspectives: financial, customer, internal business processes, and learning and growth. The focus of customer perspective (in the context of educational institutions, the primary stakeholders are the students ,the employers and the societies) is to achieve vision, mission and strategic plan and to see what customer's expectation and needs are to be served? While The Financial / Regulatory Perspective aims to satisfy the other stakeholders (viz. owners ,regulators, Government) and aims to achieve required financial and regulatory objectives. Internal Perspective aims to achieve execution and excellence in business processes. Learning and Growth perspective focuses on innovation, better quality and continuous improvement. As a structure, the Balanced Scorecard cascades an organization's vision, mission and strategies into objectives, measures, targets and initiatives within each perspective.

BALANCED SCORECARD

Stakeholder's Perspective
How can we fulfill
Students/Employers/Industry/Community expectations and needs?
Measures:
Quality of students
Quality of placement
Quality of research

Internal Perspective
How shall we execute and excel in internal processes
most efficiently/ effectively?
Measures:
Responsibility & Accountability
Periodic Review of Processes

Vision , Mission, Core
values and Strategic Goal

Financial/ Regulatory Perspective
How will we be perceived by the stakeholders in terms of
Financial/Regulatory perspectives?
Measures:
Infra structure
Human resources
Research (funding) Resources
Meeting the requirements of all Regulations.

Innovation and Learning Perspective/ Learning and growth

How shall we innovate, build quality & ensure continuous
improvement

Measures :
Quality of Internal quality assurance (IQA) system
Quality of plans, execution and monitoring
Quality of students/staff intake and development

University SWOT

Areas	Strengths	Weaknesses	Opportunities	Threats
Curricular Aspects	Curriculum development cells (CDC) Contemporary and research-integrated Interdisciplinary emphasis Comprehensive and value-orientedKnowledge and skill-oriented Focus on experiential learning through internships, industrial visits and projects Continuous review by CDC Validation by eminent academicians and industry experts Periodical updation Flexibility to offer diverse curriculum	Gap between curriculum and industry requirements Limited exposure in curriculum development process Limited hands-on and practical exposure Lack of choice-based credit systems Lack of expertise in emerging areas Inadequate coverage of holistic aspects	Integrated courses and inter-disciplinary and intra-disciplinary courses Upgradation of syllabus to international standards Collaboration with global universities in formulating curriculum Validation of curriculum by national and international experts Provision for MOOCs Job-oriented and Inter-disciplinary certificate courses Accreditation of programmes Credit transfer programmes with international universities	Declining interest towards certain subjects Increased stakeholder expectations Online programmes of other universities Entry of private/forei gn/ corporate universities Rapid changes in technology and emerging areas
Teaching-Learning and Evaluation	Qualified and experienced faculty Quality of students at the entry level Service learning as a teaching and	Teacher-centric methods Faculty focus in specialised areas of interest Limitedsharing of resources	Capacity-building training programmes Blended teaching through e-content and online teaching	Innovative pedagogies by other universities Enhancement traditional teaching with

14	learning method Student internships Field study, skill development programmes Project-based learning Blended pedagogic practices-co-teaching, and joint teaching Multiple components for continuous evaluation MOOC-integrated Continuous Internal Assessment (CIAs) Regular updation of question bank Choice-based non-coreelectives	Lack of adequate industry experience in some disciplines Lack of global academic exposure Lack of creative assessment techniques	Self-learning and modular learning Increased MOOCs for faculty as well as students Integrating faculty research with classroom teaching Inviting specialized experts to deal with emerging areas	digital learning Online programmes Redundancy of teaching practices Inflexible timings in industries for internships Number of institutions offering similar programmes
Research and Consultancy	Sponsored projects Collaborative research with eminent scientists Student project and publications Research committees at the departmental level Funding for research projects	Limited publications in high impact journals Low h-index High dependency on internal funding Limited MOUs with national and international research centres	Collaboration/ MOUs with industries/ research organizations Externallyfunded projects Research consultancy Interdisciplinary research projects	Limited access to external research facilities Established research in other institutions Limitedreputation and research ranking

	Faculty with diverse background Good research database MoUs with international Universities Collaboration with Industries Involvement in evaluating government projects	Lack of expertise in consultancy Less industry sponsored research Limited industrial collaboration Limited facilities for experimental research	Collaboration with government and NGOs Joint/team research by faculty and students Industry sponsored research centres/chairs Establishment of incubation centres, industry orientated laboratories Service-oriented projects Funding for science instrumentation centre	Limited quality journals in certain fields Inadequate external funding
Extension	Social awareness programmes Live programmes Good networking with philanthropic organisations and NGOs Student exposure to villagesand slums Teaching at government and NGO run institutions	Limited focus by departments oncommunity-based problems Limited involvement of faculty members in extension activities	Improvement of community service through collaboration with NGOs Guidance on competitive examinations Faculty and student exchange programmes Continuing education MOUswith NGOs and government to adopt villages Faculty-industry interface	Outside competition Lack of interest among external bodies for interaction

			International conferences, webinars, FDPs and workshops Membership in professional bodies	
Infrastructure and Learning Resources	Well-equipped labs and classrooms for UG and PG Library resources and databases Digital tools and techniques Wi-Fi facility and internet access ICT support Online learning management system	Lack of advanced research facilities/ instrumentation centre Limited number of specialized research journals Inadequate training to use available technological resources	Facilities through research funding Industry-relevant projects to enhance research facilities Structured training programmes to create awareness about available resources and their usage Digitisation of resources Use of open source resources and online databases Collaborations with industries and research organizations	High cost of equipments Advanced research facilities of competing institutions Emerging technologies creating more financial implications Non-authentic online materials
Student Support and Progression	Summer internships Joint student publications Mentoring and guidance Dedicated counsellors Provision for	Limited industrial/ research exposure Skill gap in meeting industry expectations Lack of alumni support	Reputed research institutions and industries Involvement of alumni in career guidance Student exchange programmes Skill development	Changing industry requirements Migration of students

	continuous feedback on performance Student council Placement cell and career guidance Mentoring for higher studies and exchange programmes Active participation in both internal and external fests	Limited number of students pursuing higher studies	programmes More opportunities for student interaction Career enhancement programmes and continuing education for alumni Enhanced participation in external conferences	
Governance, Leadership and Management	Sharing of responsibilities Participative and consultative leadership Positive atmosphere that fosters healthy discussions Brand image created through consistent performance Periodic meetings at every level Clear organisational structure Department-level quality assurance cell	Inadequate documentation Limited proactive stance at lower rung of second level leadership Traditional attitude towards leadership and management Lack of training in leadership and administrative skills	Training in educational leadership Industrial exposure and interface Better networking with stakeholders Accreditation with top international certifying agencies Strengthen of the branding activity	Changes in government policies Attrition of talent

Strategic Framework

Curricular Aspects

Initiatives	Description of the Initiatives	Action		
		2015-16	2016-17	2017-18
Continuous curriculum review, curriculum with research inputs, industrial relevance	Curriculum Development Cell to work on the need-based and contemporary drawn in consultation with experts	Review by experts from research institutions and industrial organizations	Revise of curriculum - include applied topics and electives	Feedback of experts on updating/ revision of curriculum
Masters-Doctoral Integrated Programme	Committee to examine the feasibility of the programme	Prepare of guidelines for the programme	Implement programme	Review programme
Self-learning modules, MOOCs	Modules to address gaps and self-learning module, MOOCs in all courses of UG and PG	Identify self-learning modules, MOOCs	Introduce self-learning modules, MOOCs along with assessment parameters	Incorporate self-learning modules, MOOCs
MOU with professional bodies for certifications	Introduction of certificate courses along with certification of institutions/ bodies	Feasibility study and proposal for institutional partnership	Review such courses	Collaborate formally with institutions/ bodies
Introduction of digital learning in curriculum	ICT intervention and creation of e-content	Develop 40% e-mode bridge courses Train faculty in CCD	Identify new topics Review and modify the bridge courses Departments to collaborate with CCD	Prompt e-content bridge courses as open source for students, as well to outsiders
National and international benchmarking of the curriculum	Curriculum to be reviewed by international experts or institutions	Benchmark curriculum with a few of the top national universities and identify gaps	Benchmark curriculum with top international universities and get it reviewed by experts ofnational repute	Benchmark curriculum with a few top international universities and get it reviewed by international experts
Feedback on curriculum	Periodic andeffective Feedback mechanism	Formulate standard format(s)	Analyse feedback to be discussed in BOS	Need-based frequency/ quality of the feedback

Creation of a research database for improving curriculum

Integration of research/ professional ethics in curriculum | Introducing research integrated courses

Design courses keeping in view the ethics of the discipline /profession | Include research papers from each research database

Ethical component of sourse(s) | Incorporate research papers from each cluster

Add module on ethical components in each course | Incorporate research aspects in curriculum

Strengthen the ethical module |
Transnational delivery of courses	Reaching out to the world with our knowledge and skills	Identify of foreign universities for collaboration on curriculum development	Design courses in collaboration with such foreign universities	Implement courses designed in collaboration with such foreign universities
Skill based education	Engaging with students to build skills (NSQF)	Identify basic skills and operating standards	Identify specific skills of course(s), introduce national operational standards	Multi-skill orientations, introduce of credit-based skill development programmes
Live projects	Introducing live projects	Open live projects for students	Review the system of credits for live projects	Reinforce credit system for live projects

Teaching, Learning and Evaluation

Initiatives	Description of the Initiatives	Action		
		2015-16	2016-17	2017-18
Student-centric teaching learning approaches	Engaging faculty and experts engagement towards student centric learning	Enhance thinking and analytical skills through interactive sessions

Interact with research institutions and industry | Strengthen enhanced thinking and analytical skills

Project-oriented learning /problem solving

Peer teaching and mentoring | Review and assess impact of the initiative(s) |
| Self-learning module -digital content -CCD | Digital course production training | Digital content- one full unit

Explore scope for credit based add-on courses in digital mode | Review digital self-learning

Introduce add-on digital courses | Explore self-learning course(s) in digital mode |

Service learning	Course/programme/ discipline specific service learning	Training on service learning	Review service learning be initiatives	Programme/di scipline oriented service learning
Internship	Internship on contemporary developments	Identify topic, sector, industry, market, society	Build rapport and initiate hands on experience through internships	Review initiatives
Bridge academia-industry gap	Engaging outside experts in teaching-learning	Engage in Joint teaching	Incorporate teaching useful for industry	Field/activity oriented teaching
Micro project	Introducing elective specific concurrent projects Socially relevant projects	Engage in Micro projects – in teams	Engage in micro projects in teams	Research papers by students from such projects
ICT in teaching-learning	Integrating technology in teaching-learning	MOOC courses UG and PG	Webinars and video-conference	Develop ICT-based sessions/cours es
Participatory learning	Integrating internships and activity based teaching	Train students for participatory learning	Promote internships with NGOs, policy bodies/boards	Promote students' involvement in policy bodies
Aligning assessment to learning outcomes	Performance assessment and evaluation	Introduce performance based assessment and evaluation	Apply and implement	Get feedback and improve wise methodology adopted
Course packs	Provision of course plans, reading material, cases	Have to have course packs for all courses	Review course packs	Standardize course packs based on international standards
Practice-based pedagogy	Simulation, industry visits, lab sessions, live projects and comprehensive projects	Involve practitioners	Develop new methods and practices	Benchmark with global learning
Academic standards	High quality academics	Develop Academic standards handbook(s)	Review the handbook(s)	Set international standards in the handbook
Knowledge management	Sharing best practices and creating a repository	Share best practices	Benchmark with national best practices	Incorporate global best practices

Open house exhibition	Exhibits as an outcome of experiential learning	Organise Open house exhibition on campus	Have an Open house exhibition on campus and outside	Have an Open house Exhibition on campus and outside
Assessment and evaluation practices	Structure to assess the pedagogical and evaluative practices	Critically validate the course plans-effectiveness of pedagogical and evaluative practices	Reassessment of policies and practices	Create support structures required to continue with innovative pedagogical methods and evaluation practice

Research and Consultancy

Initiatives	Description of the Initiatives	Action		
		2015-16	2016-17	2017-18
Students/faculty integrated research team	Pairing of faculty and students	Under the guidance of faculty PhD scholars, PG and UG students plan research projects	Collaborate with other institutes for joint research	Assess the impact of the initiative Research cluster for paper review
Research committee	Forming of Research committee with people of potential	Form research committee and have guidelines for research activities	Promote of interdisciplinary projects	Internationalise research activities, execute externally funded research projects
Research publications	Aim to publish in high impact journals	Form research group for paper review, identify quality journals and continue quality publications	Devise internal peer review plan and continue quality publications	Co-author papers with international authors and continue quality publications
Research culture	Promoting socially beneficial research culture	Identify projects, funding agencies and submission of proposals	Collaborate with other institutes for joint research	Strengthen research activities that would lead to consultancy opportunities
Consultancy	Building the expertise base	Identify and support expertise, publicize on the University	Initiate dialogue for consultancy and build the professional base	Re-build on the expertise in the light of experience

		website, formulate a policy and establish consultancy cells	of faculty	
Collaborative research	Faculty to do collaborative research	Collaborate with external agencies and corporate Procure projects by faculty	Continue performance and review	Continue performance and review
Membership in professional bodies	Membership in professional bodies, organizations and institutions	Membership at national level	Promote membership at international level	Promote active participation at national and international bodies as members
Dissemination of Knowledge	Publishing magazines, journals, e-journals, and monthly newsletters	Training and collaboration to enhance citation and quality faculty research publication	More seminars and conferences in collaboration with research institutions	International collaboration for journals and publications
Publication of books	Scholars and faculty to publish thesis, text and reference books	Initiate publication of books based on original research	Incentivize publications Promote collaborations with publication houses	Promote collaborations with international professors
Research by students	Encouraging research among students by undertaking joint research based on dissertation	Presentations in conference/ seminars	Publication in journals along with faculty members	Independent research paper publication by students

Extension

Initiatives	Description of the Initiatives	Action		
		2015-16	2016-17	2017-18
Community service	Community service integrated in curriculum	Include community service as part of learning and incorporate in curriculum	Initiate community service activities	Review and extension of activities Assessment of the impact of the initiative and continuation
Awareness programmes	Conduct awareness programmes on issues related to disciplines	Collaborate with partners	Conduct awareness programmes	Assess the impact of the initiative and continuation
Service Learning	Extend research, knowledge and expertise to an overall benefit of society at large	Organise workshop for faculty within and to outsiders on various aspects of service learning	Orient the students about various socio-economic focus projects at various NGOs in around region/state	Internationalize the service learning

Education beyond boundaries	Learn, unlearn and relearn	Programmes and courses for alumni	Courses for outsiders Workshops for underprivileged, social or religious organisations etc	Programmes and courses for outsiders – sponsored by bodies/organisations etc

Infrastructure and Learning Resources

Initiatives	Description of the Initiatives	Action		
		2015-16	2016-17	2017-18
Expandinfrastructure and Facilities	Better and optimal use of research infrastructure	Identify and create better research infrastructure through external/ internal	Upgrade research labs with modern facilities	Enhance research facilities External funding for cells and centres
Provide orientation about learning resources	Orienting students and faculty about different learning resources available in the University	Orient UG and PG students and to newly joined faculty about various learning resources available in the University	Optimise usage of learning resources Create of further learning resources of national and international standards	Review usage of learning resources

Knowledge repository	Centralize the database and knowledge of all types	Extend knowledge repository	Review knowledge repository and extend the access to alumni	Provide access to other stakeholders of CU

Students Support and Progression

Initiatives	Description	Action		
		2015-16	2016-17	2017-18
Research/industry exposure	Interacting with industry/ research institutes	Tie up with industry /research organizations for student internship/project	Involve of students in internships and research projects	Assess and continuation of the initiative
Career guidance	Career guidance by alumni	Identify potential alumni for career guidance	Arrange career guidance sessions	Organize information and guidance on international careers
Skill Development	Providing training for soft skills and placement for personality development	Integrate skill development in the course plans	Ensure establishment of general and specific skills	Conduct add-on international skills for personality and overall development

Extra-curricular activities	Develop personal-interpersonal skills, communication, leadership	Utilize sports and fitness facilities	Train for competitive sportsand events	Guide and supportfor participation in major events
Student support forum	Student council	Schedule monthly meetings with student council members

Feedback and corrective measures | Empower council for students activities and for overall development | Review the activities of forum |
| Student Mentoring and Support | Motivating students for their integrated development | Student counsellor and class teacher to work together for preparing students profile | Prepare SOP for students' satisfactory progress | Ensure better support and progress |

Governance, Leadership and Management

Initiatives	Description	Action		
		2015-16	**2016-17**	**2017-18**
Leadership training	Attending internal and external leadership training programmes to ensure a sustainable leadership	Faculty members to attend internal as well as external leadership training programmes	Organize hands on training for development of leadership	Build competitive leadership to meet international academic standards
Decentralized and transparent system	System driven and participative eco-system	Initiate shared governance and sense of ownership of responsibilities	Initiate multi-skill faceted leadership	Introduce an Eco-system that respects knowledge, wisdom and excellence
Reporting system	Effective information system	Initiate a timely, precise and valuable system	Share information online with inter and intra departments/ centres	Have a cost effective information system
Accreditations	Accreditation of programmes at national and international level	Assess feasibility of accredited programmes internally and through national level experts	Prepare for different accreditations and applications of the same	Follow-up and build the strengths after applications for accreditation(s)

Continuous quality monitoring system	Regular quality monitoring a tall levels of academic administration	Conduct awareness programmes about various quality standards of University	Organise raining programmes on various international quality standards	Adopt international standards and creation of impact on academic standards of University
		Monitor all systems and standards of University		

Deanery of Humanities and Social Sciences

Core Competencies

- Empathetic and collaborative leadership
- Effective communication
- Teamwork
- Empowered faculty
- Ability to understand Conceptual frameworks critically
- Research expertise
- Inbuilt Interdisciplinary
- Proactive involvement in institutional development

Priority Goals

- Promote Capacity building of the faculty in Curriculum Development, Pedagogy and Research
- Strengthen internal (interdepartmental) and external collaboration
- Enhance faculty research culture
- Strengthen use of technology in academics
- Initiate the process of archiving indigenous knowledge systems
- Establish participatory and sustainable leadership models
- Strengthen self-learning modules
- Enhance service learning

SWOT Analysis

Areas	Strengths	Weaknesses	Opportunities	Threats
Curricular Aspects	Value oriented curriculum Contemporary and updated curriculum/ syllabus Curriculum review and updation process Recognises the specific needs of UG/PG and incorporates research level programmes Accommodates international requirements and allows for international credit transfer Curriculum takes into account Employability Research informed Curriculum Interdisciplinary emphasis captured in curriculum Self-learning modules Academic flexibility	Non-availability of academic resources like books and testing tools, to cater to changing demands in practice based courses Absence of relevant policies/ structures to assess pedagogical practices and learning outcomes	Curricular transaction through e-content and Online teaching Life skill projects Curriculum validation by the international agencies and experts Curriculum to match international standards	Declining interest towards Humanities and Social Sciences Corporate demands and losing of academic identity Constant change in emerging areas

| Teaching-Learning and Evaluation | Ability to create challenging learning environment through innovative pedagogy

Effective use of ICT for teaching/learning and testing

Incorporation of Service learning as a teaching and learning method

Student Internships to increase the academia – industry interface

Field study, skill development programmes, project based

learning to expose students to experiential learning

Qualified faculty

Strategy for less motivated and advanced learners

Clear Admission policies | Limited assessment modes –ex: Certain testing modes like compulsory dissertation – do not offer alternatives to students who are unable to comply with this requirement

Less time devoted to library research and self-learning specially especially at the PG level

Volume of the syllabus - considering the varied student learning abilities

Increased interest in specialization areas by faculty poses difficulty in curriculum transaction | Empowerment of faculty through various sources of capacity building programmes

National and international accreditation of teaching-learning and testing practices of the individual departments

Involvement of industry experts to guide and train student projects

Policies for teaching, learning and assessment

Benchmarking with national and international standards | Emerging approaches in conceptualising/ visualising humanities and social sciences by other private universities and autonomous colleges |
|---|---|---|---|---|

	Catering to needs of the differently-abled Effective assessment system(CIA+MSE+ESE)			
Research and Consultancy	Research committees at the departmental level to address domain specific research areas/interests Adequate short and long term research funding from the deanery and institution Student-teacher collaborative research projects Interdisciplinary research projects Faculty qualified to undertake research Presence of Research culture	Skills required to convert classroom as research space: Action research Absence of Ethical committee to monitor the research practices of students and faculty Limited interaction with external funding agencies Limited MOUs with national and international research centers	Collaboration with government / NGO agencies Exposure to faculty members about action researchand conversion of classroom space as research area Externally funded projects Interaction with governments departments to bring in relevant externally funded projects MOUs with national and international research centres	Established research traditions in other institutions
Extension	Involvement of faculty and students with CSA and other NGOs for projects	Insufficient time to utilize extension possibilities due to professional demands	Adoption of government schools/colleges to provide psychological, sociological, linguistic support for	External competition

			both faculty and students	
	Focus of Service learning on social welfare and not in monetary benefits	Lack of total faculty members involvement in extension service		
			Extension service / different skills / activities demonstrated by various NGOs and institutions	
	National level competitions	Students disinterest in social welfare programmes		
	Good connect with experts in the field			
	Awareness programmes through live community based programmes			
	Quality publications in languages			
	Translation services to government institutions			
Infrastructure and Learning Resources	Excellent resources – technology, library, classroom facilities	Underutilization of resources	Technology available for creating repository in terms of CDs/softcopies academic and administrative documents instead of maintaining hard copies of all documents	Too much dependency on technology
	ICT enabled classrooms			
	On line data bases			
	Wi-Fi facility		ICT as a learning resource	
Student Support and Progression	Institutional and departmental student	Insufficient time to schedule remedial classes	Career counselling cell Involvement of	Fast paced changes in the market and the ability of the academic environment to adopt

	orientation activities Academic Mentoring practices – at the departmental level Trained counsellors – in clusters Curricular, co-curricular and extra-curricular activities to offer complete learning experience Remedial classes Involvement of Alumni for student progression	Lack of student response when remedial classes are conducted in a structured manner	Alumni for student progression	those changes to offer student support
Governance, Leadership and Management	Empathetic leadership Participative and consultative leadership styles Decentralised administrative practices Positive atmosphere that fosters healthy discussions Shared governance and leadership	Lack of proactive stance of second level leadership Traditional attitude towards leadership and management which prompts limited administrative/policy initiatives from the faculty	Capacity building of HODs and second level leadership by external agencies / experts to visualise plans, budgets, seminars, faculty development specific to individual departments Research in the area of administrative practices in	Attitude of the external stakeholders and observers (Parents, Media) towards policy implementation Frequent changes in Government academic policies
			higher education- in the context of Humanities and Social Sciences deanery	

Strategic Plan

Area : Curricular Aspects				
Strategy : Research Integrated Courses				
Initiatives	**Description of the Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Benchmarking curriculum to national and international standards	Creating a dynamic curriculum that reflects the philosophy, vision, mission which includes learning outcome and evaluation process	Establish curriculum development cell in every department Review the existing syllabus and identify the gaps Training for the HODs and coordinators to understand curriculum process	Train the faculty and implement curriculum design Develop mechanism to benchmark curriculum and syllabus to national and international level	Evaluate faculty effectiveness post training Assess the curriculum process and offer corrective measures Empower the faculty members to respond to the changes happening in national and global arena
Visible increase of inter-disciplinarity in curriculum	Integrating inter-disciplinarity in pedagogy, evaluation and selection of texts	Create platforms – forums like CUFHOSS – to discuss the possibility of bringing in inter-disicplinarity / changes to curriculum/syllabus to indicate these discussions	Implement the revised curriculum/syllabus with visible inter disciplinarity Monitor the process of implementation	Assess the effectiveness of the changes in terms of intellectual engagement, learning outcome, skills imparted and impact of these changes on the growth of the deanery's academic identity
Improve connection between academia and industry	Enhancing connection with industry not just from employability perspective, rather to understand	Empanel of professionals from industry in academic deliberations – BOS, curriculum updation, curriculum	Increase networking of the faculty with the industry to contribute to the developments as resource	Strengthen the initiatives begun in the previous two years

	how disciplines change/get redefined in the context of industry	revision / design	people Review and assess industry –academia collaboration Monitor that all the departments identify respective/relevant industry in their domains	
Introduction of new UG/PG courses	Introducing UG/PG programmes that address emerging areas/domains of Humanities and Social Sciences Including skill based papers/diploma courses	Introduce three year Honours programme in 4 select subjects (English, Psychology, Economics and Journalism) Conduct need analysis to assess the possibilities of new courses by the departments Prepare syllabus and get approval from relevant authorities	Implement courses by other selected departments	Assess of the new course implemented in the academic year 2015-16
Initiation of choice based PG credit programmes	Introducing interdisciplinary choice based continuing education programmes for professionals	Introduce 4 choice based programmes Monitor the academic and administrative processes closely	Strengthen the programmes	Assess the effectiveness of the course
Integration of research informed teaching in curriculum	Redefining pedagogy in higher education by integrating research informed teaching in departmental curriculum	Initiate discussion/debate about research informed teaching and prompt faculty to adopt the method in 5 departments	Assess the conceptual understanding of the method Prompt the faculty to write about their understanding and experience	Initiate 3 more departments in to the process Host a seminar (national/international)on the topic to consolidate and strengthen the practices; all the

		from the departments which have already adopted research informed teaching	faculty of the deanery to be involved in the seminar
		Initiate another 4 departments into the process	

Area   : Teaching, Learning and Evaluation
Strategy : Learner Centric, Participatory Learning and Formative Assessment

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
New pedagogical practices relevant to each domain	Clearly defining pedagogical practices that focus on service learning, self-learning, peer learning	Each department to define and practice the pedagogical practices according to the needs of their domain	Assess the practices of the departments – annual appraisal could be used for the review	Strengthen the practices by organising discussion forums/ training sessions wherever needed
Establishment of a system to reassess pedagogical /evaluative practices	Creating a systematic structure that consider different pedagogical methods and evaluative practices of different domains in Humanities and Social Sciences	Critically validate the course plans indicating the effectiveness of the pedagogical and evaluative practices	Get an external faculty to access practices used by the faculty – report could inform the changes that need to be incorporated	Establish support structures required to continue with innovative pedagogical methods
Redefinition of certain practices of disciplines	Redefining field work practices, student internships, research mentoring in relevant domains	Prompt the Departments that use these practices to come together to discuss the methods used Make policies to redefine the practices	Proactively develop portfolios about these practices in the context of Christ University and Indian higher education	Establish support structures required to continue with innovative pedagogical methods

Creation of interactive learning atmosphere using technology	Introducing blended learning through online courses	Monitor the practices from the beginning to understand the impact on learning outcome Interact interaction with the HODs to know the process in different departments	Create an atmosphere of accountability both among student community and faculty as learning also happens outside the classroom	Assess the practices Establish support structures required to continue the practices
Enhancement of reading/research culture among students	Establishing reading clubs, research clubs for students	Review and assess the already existing reading based activities in four departments and offer corrective measures wherever needed	Establish support structures required to continue in the other departments	Strengthen support structures
Area: Research and Consultancy **Strategy: Incubation of Research and Consultancy**				
Initiatives	**Description of the Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Faculty – student research collaboration	Collaborative research projects between faculty and students specially at PG and advanced research courses – MPhil and PhD to enhance collaborative learning	Ensure research interest among the faculty in six departments (Economics, Sociology, Psychology, Social Work, Media and English) and encourage them to sustain that interest by regular interaction Create deanery level forums to think/discuss research	Facilitate publication of research by faculty and research scholars by monitoring the policies among the departments in the deanery	Strengthen research ethos among the faculty and students by building the research programmes offered in Humanities and Social Sciences
Interdepartmental collaboration	Strengthening interdepartmental research	Bring the departments with similar	Approval and beginning of research projects	Assess the collaborations and prompt

| courses/me thodology | potential | perspectives together to collaborate

Prepare proposals for three collaborative research projects | proactive involvement/dial ogue with faculty/ departments to build research projects | proposals for two more projects |
|---|---|---|---|---|
| Collaborations with research institutions | Exploring possibilities of collaborative research with research scholars/expert s working in external research institutions | Monitor the collaborations initiated by individual departments as part of strategic plan 2014-15 | Implement research activities in collaboration with other institutions | Assess the research activities with other institutions |
| Establishme nt of committee to define research practices/p olicies | Establising deanery level committee to define ethical standards and other policies for research | Set up a committee and list out clear research policies | Monitor the implementation of the policies | Assess the effectiveness of the policy implementation |
| Setting up of centres in emerging/r elevant areas of disciplines | Developing indigenous content/critical frameworks in various disciplines and knowledge systems | Establish support structures for departments wanting to visualize the new centres | Monitor the incubation of the idea and implementation process – financial, administrative, research implications to be monitored | Strengthen the centres |

Area: Extension;
Strategy: Promote Community Development and Extension Activities through Social Responsibility Initiatives

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Strengthening of service learning projects	Assessing and strengthening service learning projects/proces s already in practice	Encourage and create support structures with the Vision and Mission of the University which reflect the philosophy of service	Monitor the process implemented in various departments closely	Assess the effectiveness of the changes in terms of intellectual engagement, learning outcome and impact of these practices

| Faculty involvement in service learning | Establishing a department core team – research-consultancy-service learning | Engage with the faculty so that service learning becomes part of curriculum and focus of the faculty

Set the direction for the deanery to align with the university vision and mission in an overt manner | Monitor the internalizing process set in practice in the previous year | Monitor the internalising process set in practice in the previous year

Take a proactive role in extending the practices to the larger society and enhance the deanery identity within the university |
|---|---|---|---|---|
| Establishment of consultancy wing in the departments | Identifying and establish consultancy wing focusing on social responsibility | Engage with the department heads to identify expertise in the departments

Set up consultancy wings in 4 departments

Write about social needs from different academic perspectives as the deanery houses different discourses related to society | Set up consultancy wing in another 4 departments

Set up policies in tune with the University policy | Set up consultancy wing in another 4 departments

Monitor the functioning and impact of the consultancy wings of the departments |

Area: Infrastructure and Learning Resources
Strategy: Adequacy and Optimum use of Learning Resources

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Updated laboratories	Establishing / effective use of labs for relevant subjects to support new programmes like three year Honours in new campus	Audit the curriculum of the new courses to understand the infrastructure needs and guide the faculty in using the infrastructure effectively	Implement the audit findings in the new campus	Review and assess the functioning of the new infrastructure facility

Audit the use of space and revisualise the available space	Examining the use of space by each department and facilitation of infrastructure according to needs	Get HODs/ Coordinators to audit the available space, especially in the main campus Monitor the process of audit and report from the team Visualise the process of implementing suggestions from the team	Oversee the implementation of the suggestions	Assess the effectiveness of revisualised space usage
Maximum use of library resources	Establishing systems that enhance the use of library resources	Assess the present library usage patterns both by the student community and the faculty Visualise policies to enhance the library usage	Monitor the implementation of the policies- its impact on teaching-learning process	Assess the implementation of the policies and offer corrective measures
Effective use of technological resources	Creating awareness among student community and faculty to use technological resources for optimum teaching - learning experience	Assess current practices for usage of technological resources in the context of curricular transaction Organise trainings and formulate fresh action plan	Oversee the implementation of training and new policies and their impact	Enhance the technological resources to fulfil institutional strategic goal
Area: Student Support And Progression **Strategy: Integrated Student Development**				
Innovative Initiatives	**Description of the Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Mentoring practices	Examining and improving student mentoring	Assess the current mentoring practices by	Monitor and provide feedback	Monitor and provide feedback

	process	different departments Prompt the departments to formulate the practices as SOPs	Organise training programmes to improve the practices	Implement corrective actions by the departments
Career support strategies	Establishing career support cell at the deanery level	Develop a plan for career support cell for student community	Establish the centre and monitor the training programmes Build a strong relationship with relevant industries/ institutions Connect/ strengthen/ redefine curriculum of certificate programmes with the career guidance cell	Assess the impact of the centre especially in the context of the strategic goal
Involvement of Alumni	Building alumni network as a strong support system for student development	Consolidate the existing alumni data Prompt and guide the departments to build stronger ties with the alumni Write policies to improve the alumni involvement in various activities of the deanery	Oversee the implementation of the policies	Assess the impact of the policies in the context of the strategic policies
Remedial classes	Structuring remedial classes and documenting	Assess the present practices of remedial classes and their	Monitor the implementation process and its	Get feedback from both faculty and the student

| | the initiative | documentation Initiate corrective measures wherever necessary | impact | community Analysis the feedback |

Area: Governance, Leadership And Management
Strategy: Continuous Improvement Quality Culture And Professionalism

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Faculty capacity building for administrative purposes	Empowering faculty in participatory administrative models	Organise faculty development programmes with specific focus on academic administration Build a culture of engaged conversation and decision making	Reinforce the articulation of shared goals and priorities in an overt manner	Assess the process implemented in the context of institutional strategic goal
Restructure of departmental organisation	Examining departmental organisation structure in view of emerging multiple campuses	Review the current departmental structure in the deanery Articulate policies for departmental structures and clear plans Organise training programmes for the departments that are expanding in different campuses	Monitor the development and diversification of the departments Offer guidance and corrective measures needed	Consolidate the development of the diversification process and assess the impact in the context of the strategic goal
Streamlining of documentation process	Examining the existing documentation process and establish standardized documentation templates	Critically review the documentation process of each department Constitute specific committees in each department	Monitor the implementation of the suggestions and templates prepared by the committees	Assess the impact of the process in the context of the strategic goal

		for documentation and develop standard templates for documentation – for internal audit and annual report		
Research in administrative practices	Initiating research in administrative practices that help to establish suitable models	Identify themes and areas for research specific to the administration in the deanery Recognise Heads/ Coordinators interested in working on such research areas Develop proposals	Organise resources and facilitate the research process of proposals	Coordinate the research process initiated Monitor the impact and contribution of research on the deanery administrative practices Assess the heightened involvement of the faculty in the administrative process
Assistance for efficient governance at the departmental level	Increased administrative human resource assistance according to the needs of the departments or in clusters of department to assist in documentation /auditing	Identify the administrative human resource needs of different departments Develop appropriate system for rational deployment of human resources, especially in the context of multiple campuses	Conduct training sessions for the administrative assistants to function according to the university policies	Assess the impact of training and effectiveness of the assistance provided on the departments efficiency
Internal Quality Assurance and Monitoring Cell (IQAC)	A cell to monitor and assist departments for a better	Constitute a team drawn from different disciplines	Work with departments to improve the practices	Evaluate the process / structure and make necessary

	understanding of academic and administrative practices	Train and develop Deanery specific SOPs for audit and other purposes	Monitor the implementation and offer corrective measures / feedback	changes

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Deanery of Science

Core competencies

- Innovative curriculum
- Qualified faculty
- External funding for research
- Rapport with reputed research centres and institutes
- Student support programmes

Priority Goals

- Research integrated teaching-learning
- Involvement of students in research
- Enhanced funding for research
- Establishment of Instrumentation Centre
- High quality research and publications

SWOT Analysis

Areas	Strengths	Weaknesses	Opportunities	Threats
Curricular Aspects	Curriculum development cell Validation by eminent academicians and industry experts On par with reputeduniversities As per the norms of statutory bodies Student projects/ field study Specializations/ electives	Lack of internship/industrial exposure Lack of choice based credit systems Absence of research integrated programmes Lack of expertise in emergence areas Gap between academics and industry requirements	Experts from industries/research organizations Integrated, Inter-disciplinary and intra-disciplinary courses Provide MOOCs Accreditation of programmes	Rapid changes in technology and emerging areas Entry of private /foreign/corporate Universities
Teaching-Learning and Evaluation	Qualified and experienced faculty Research and field exposure Hands on learning	Lack ofinitiativesfor advanced learners Do not cater to	Interaction with scientists through projects Integrating	Redundancy of teaching practices Online programmes

		slow learners Teacher centric methods Lack of global academic exposure	faculty research with classroom teaching Students from diverse background Bridge course for weak students Peer teaching	Digital learning can takeover traditional teaching Number of institutions offering similar programmes
46	Innovative CIA components Regular updation of question bank			
Research and Consultancy	Sponsored projects Publications in refereed journals Collaborative research with eminent scientists Student project and publications PhD guidance /adjudication by faculty	No consultancy projects Limited publications in high impact journals Limited student research Low h-index High dependency on internal funding Limited facilities for experimental research	Externallyfunded projects Research consultancy MOU with research institutions Joint/teams research by faculty and students Funding for science instrumentation centres	Limited access to external research facilities Established research in other institutions Limited reputation and ranking for research
Extension	Social awareness programmes Faculty on editorial board/referee of International Journals Resource persons/ BOS members in other institutions	Less focus on extension activities Limited involvement in CSA activities	Awareness programme on career opportunitiesin science Faculty and student exchange programmes Membership in professional bodies	Outside competition

| | | | Interaction with NGOs

Guidance on competitive examinations | |
|---|---|---|---|---|
| Infrastructure and Learning Resources | Well-equipped lab for UG and PG

Good collection of reference books

ICT facility

Digital tools | Lack of advanced research facilities/ instrumentation centre

Limited number of research journals | Build research facilities through external/ internal funding

Industry relevant projects

Digitalization of resources | High cost of equipments

Advanced research facilities of competing institutions |
| Student support and progression | Summer internships

Science Association activities

Student publications

Career guidance | Limited industrial/ research exposure

Lack of alumni support | Reputed research institutions and industries around

Involving in career guidance | Attraction to professional programmes

Changing industry requirements |
| Governance, Leadership And Management | Coordinator/ Class teacher system

Sharing of responsibilities

Periodical meetings | Inadequate administrative skills

Insufficient documentation | Leadership training

Industrial exposure and interface

Better networking with stakeholders | Attrition of talent |

Strategic Plan 2015- 18

Area: Curricular Aspects
Strategy: Research integrated curriculum that addresses emerging areas

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Strengthening the curriculum with Research inputs/ Industrial relevance	Curriculum Development cell to work on the need-based dynamic curriculum in consultation with experts from industry and research Introduction of field study/ project/ internship as a part of curriculum	Identify experts from research institutions and industrial organizations and get feedback on curriculum	Revision of curriculum with inclusion of applied topics and electives	Expert opinion on updating / revising curriculum
ICT based curriculum	E-content and digital modules	Preparation of E-content on selected topics	Implementation of E-content in all courses	Review of e-content material
Elective courses	Elective courses relevant to Industrial / research needs	Curriculum development for elective courses	Introduction of elective courses	Review and continuation of elective courses
Masters-Doctoral Integrated Programme	Committee to examine the feasibility of the programme	Preparation of guidelines for the programme	Implementation of the programme	Review of the programme
Self-learning modules	Modules to address gaps in curriculum	Identification of self-learning modules for all courses	Implementation	Review and continuation

Area: Teaching Learning and Evaluation
Strategies:Learner Centric, Participatory Learning and Formative Assessment

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Student centric	Faculty involvement towards student centric teaching-learning	Faculty initiative in improving the thinking / analytical skills through interactive sessions	Assessment of improved thinking / analytical skills through project oriented learning /problem solving	Review and continuation of the initiative

Advanced learners	Learning needs of advanced learners	Identification of online/ MOOC programmes in the subject to replace CIA for advanced learners	Implementation of the programme	Review and continuation of the initiative
Slow learners	Learning needs of slow learners	Prepare regulations and identify students for peer teaching and mentoring	Peer teaching and mentoring to selected students	Assessment of impact of the initiative and continuation
Journal club / Project	Exposure to current research	Seminar on research topics	Explore the possibility of short term projects (non-credit)	Review of the initiative and continuation

Area: Research and Consultancy				
Strategy: Contribute to existing knowledge through research, Publications and Consultancy				
Initiatives	**Description of Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Students/faculty integrated research team	Pairing faculty and students	Plan research projects under the guidance of faculty, PhD scholars, PG and UG students	Initiate internal research projects	Initiate external collaborative projects
Mandatory internship	Mandatory internships	Identification of industries/institutes for internships	Implementation of internships – mandatory for PG students and optional for UG students	Review and continuation of the initiative
Research Committee	Deanery level research committee	Form research committee/frame guidelines to follow up the research activities of the departments	Active follow-up in the deanery to promote interdisciplinary projects	Assess the impact of the initiative
Research publications	Publications in high impact journals	Identification of quality science journals	Devise internal peer review and submit articles to high impact journals	Review the impact of peer review in the quality of publications
Promoting research culture	Promote research culture among faculty and students	Identification of projects, funding agencies and submission of proposals	Collaboration with other institutes for joint research	Continuation of the initiative with review

Consultancy	Consultancy in specialized areas	Identify the expertise and publicizein the web page	Offer consultancy as per the available opportunitiesAdd more items to the list of expertise	Evaluation of the initiative and inclusion of the required changes

Area: Extension
Strategies: Promote Community Development and Extension Activities through Social Responsibility Initiatives

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Community service	Integrate community service in curriculum	Include community service as part of learning and incorporate in curriculum	Initiate community service activities	Review and extension of activities
Awareness programmes	Awareness programmes - effect of pollution, energy conservation and natural resources	Plan to organise awareness programmes in rural areas in collaboration with CSA	Implementation of the awareness programmes	Assessment of the impact of the initiative and continuation
Academic assistance	Academic assistance for students of weaker sections in and around the city	Faculty along with students will organize coaching classes for needy students in their locality	Continuation of the initiative with inclusion of the required changes	Evaluation of the impact of the programme

Area: Infrastructure and Learning Resources
Strategy: Develop physical infrastructure to create effective learning atmosphere

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Creation of more research infrastructure	Centralized instrumentation Centre	Proposal for centralized Instrumentation Centre through external/ internal research funding	Review and implementation of the proposals	Establishment of the centralized Instrumentation Centre with trained technicians
Research facility	More space and facility for research activities	Proposal for additional space and equipments	Setting up the research lab with modern facilities	Enhance the research facilities
Books and Journals	Books and journals in diverse research areas	Identify and subscribe to essential research journals	Increase the number of journals depending on the requirement	Increase the number of journals depending on the requirement

Area: Student Support and Progression
Strategy:Enhance student development and progression

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Research/industry exposure	Interaction with industry/ research institutes	Tie up with industry /research organizations for student internship/project	Involve students in internships and research projects	Assessment and continuation of the initiative
Career guidance	Career guidance by alumni	Identify potential alumni for career guidance	Arrange career guidance sessions	Review and improvement of the programme
Student support forum	Student council	Schedule monthly meetings with student council members	Empower council for student activities and over all development	Review the activities of the forum

Area: Governance, Leadership and Management
Strategies:Continuous Improvement Quality and inculcate Professionalism

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Leadership training	Internal and external leadership training programmes	Faculty members to attend internal as well as external leadership training programmes	Review of the effectiveness of the programmes and continuation	Evaluation and continuation of the initiative
Decentralized and transparent system	Regular meetings Rotation of responsibilities	Regular meetingsReview of the minutes Rotation of responsibilities	Regular meetingsReview of the minutes Rotation of responsibilities	Regular meetingsReview of the minutes Rotation of responsibilities
Preparation and submission of reports/Documents	Timely preparation and submission of reports	Assess the administrative support requirements and priorities	Prompt extension of administrative support	Evaluation and continuation of the initiative

Deanery of Commerce

Core competencies

- Faculty research and publications

- Innovative teaching

- Expertise in curriculum development

- Faculty with multi specializations

- Digital course content

- MOUs with professional bodies

- Community service

Priority Goals

- High quality research and publications

- Consultancy in finance, accounting, banking and insurance

- Enhance professional qualification and industry exposure

- Share expertise outside CU and enhance brand value

- Self-learning and service learning

- Collaboration with global institutions

SWOT Analysis

Areas	Strengths	Weaknesses	Opportunities	Threats
Curricular Aspects	Comprehensive Curriculum Contemporary and research integrated Continuous review by CDC Validation by eminent academicians and industry experts Meeting industry standards	Limited practical exposure Lack of choice based credit systems Limited choice of electives	Brand name MOOC courses from the department Job oriented and Interdisciplinary certificate courses	Online courses of other Universities Increased student expectations Rapid changes in technology
Teaching-Learning and Evaluation	Qualified and competent faculty Joint teaching and team teaching Innovative CIAs Peer learning Service learning Usage of ICT in teaching and evaluation Support from industry experts Effective usage of learning circle Student	Limited practical exposure	Faculty-industry interface Scope for participatory learning through self-learning and modular learning Enrollment and completion of MOOC courses by faculty as well as students Alumni involvement in curriculum review, guest lectures and BOS Scope for faculty upgradation in latest teaching-learning and assessment tools	Tech-friendly and well-informed students Redundancy

	mentoring Internships and projects Choice based non-core electives			
Research and Consultancy	Ongoing MRPs, RDCs, Monographs, and Working Papers, Govtprojects More PhD registrations	Lack of research experience Lack of expertise in consultancy	Interdisciplinary research Government funds for research Collaboration with national and international agencies Membership in professional bodies	Research can become redundant and outdated Plagiarism
Extension	Service learning MOU with international agencies Participation of students in CSA Village visits Faculty involvement in extension activities		More MOUs with national and International institutions and universities Tie-up with NGOs Continuing education/certifications for working professionals Student-exchange programme for all UG programmes	Other universities tapping the opportunity
Infrastructure and Learning Resources	Well-equipped classrooms Library on par with global institutions Online resources and databases	Lack of professional softwares	Digital content development Webinars and workshops for outside faculty Conducting video-conferencing and Skype classroom sessions	Rapid change in technology
Student Support and Progression	Summer internships	Skill gap in meeting industry	Alumni support in placement	Changing industry requirements

	Mentoring and counseling	expectations	Career mapping programmes	
	Student council		Skill development programmes	
	Alumni meet every year			
	Credit transfer facility			
	Entrepreneurship			
	Special coaching for supplementary exams			
Governance, Leadership and Management	Senior and experienced leadership	Lack of training in leadership and administration skills	Second-line leaders training and mentoring	Foreign and other universities posing threat to attract talent
	Well-structured administration			
	Roles well-defined			
	Proper delegation of duties and responsibilities			

Strategic Plan 2015- 18

Area: Curricular Aspects **Strategy: Research Integrated Courses**				
Initiatives	**Description of the Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Strengthen-ing of programmes	Strengthening of programmes by bringing in contemporary coursesto make the courses more relevant,	Invite suggestions from external experts in the industry and academia to strengthen	To implement the revised programme incorporating the modifications approved by BOS	Continuous review to strengthen programmes and make them relevant and contemporary

	updated considering the industry requirements on par with the global requirements	the existing curriculum		
Self-learning module	One self-learning module for all UG and PG courses	One self-learning module with assessment parameters to be identified and incorporated for final year UG and PG courses	One self-learning module with assessment parameters to be identified and incorporated for second year UG and first year PG courses along with final years	Self-learning module to be incorporated in all courses
MOU with professional bodies for certifications	To introduce certificate courses from IIBF, US CMA (Certified Management Accountant) professional certification etc for B Com &M Com students	Feasibility study and Proposal for Institutional Partnership with Miles Professional Education to introduce CMA offered by Institute of Management Accountants (IMA) US Pilot group induction of the programme	Review and make open for more students	Continue the programme and look for more MOUs
Introduction of digital learning by developing Bridge course in Commerce curriculum	ICT intervention, Self learning and creation of e content	Develop 30 hours e-mode bridge course "Basics in Accounting" and start the course by June 2015 for CU students Faculty members to	Identify new topic, review and modify the bridge course in accounting based on students feedback Collaborate with CCD in developing digital content in	The e-content bridge course in accounting to be made open source for students of CU as well as outsiders

		undergo CCD training	selected areas	
Usage of statistical tools in classroom	Statistical tools would be used in papers involving research and in projects	Statistical tools will be included as a module in the PG programme Practical training for students in statistical tools through workshops	Statistical analysis will be made mandatory in final year projects	Training in statistical software like SPSS and inclusion of the same in final year projects would be continued Identifying new statistical softwares and updation through training and inclusion in curriculum
Executive PGP (EPGP)	One year value addition certificate programme for the alumni and working professionals willing to extend and expand their knowledge in topics of contemporary developments in commerce	Develop the course design, content and curriculum to be put forward for review and approval in 2016 BOS	Begin the course	Continue the course

Area: Teaching, Learning and Evaluation
Strategy: Learner Centric and Participatory Learning, Formative Assessment

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Self-learning module in digital content through Centre for concept Design (CCD)	One module in digital content through CCD	Faculty members to undergo digital content development training in CCD Collaborate with CCD in developing	Digital content to be used for one full unit of a course Explore scope for credit based add-on courses in digital mode - conduct a feasibility study and present in	Continuing performance and review of digital self-learning Introduce add-on digital course with the recommendations of the BOS

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		digital content in selected areas Use the content developed in implementation of self-learning for one module in a unit	the 2017 Jan BOS Holding webinars, video conferencing and Skype class room sessions	
Service Learning	Subject-based service learning component to be included in the curriculum	Faculty members to be given training on the implementation of service learning Few subjects will be identified and service learning will be mandatorily implemented Service learning to be implemented in the form of activities like Income tax filing, procurement of PAN card, spreading awareness about investment avenues etc to be	Based on the review and feedback, service learning be enhanced and spread gradually to selected subjects in UG and PG	Continuing performance and review

		implemented as a part of CIA		
Industry internship	Summer internship to be made mandatory for BCOM students	Proposal to be mooted in 2015 BOS for summer internship for fourth semester BCOM Regular students	Four to six weeks summer internship to be undertaken by the end of the fourth semester and report to be submitted at the beginning of the fifth semester	Continuing performance and review
Industry experts to engage few components of specialization courses	To bridge the academics and industry gap	Faculty and department to identify the courses for such initiative	Best practice to be continued	Best practice to be continued
Micro Project	Micro projects to be introduced in III semester Research Methodology course, and specialization based micro project in VI semester BCom regular as part of CIA Socially relevant micro projects to be introduced in a subject involving research for PG students	Research Methodology in IV semester BCom to bring in a Micro project to be integrated with the course. This will be made a component of CIA III. Micro Project for VI semester BCom students in their area of chosen specialization, to be made mandatory as part of CIA III	Micro projects to be continued	Continuing performance and review

		Integrate socially relevant micro projects to engage first year PG students to gain hands on research experience. The project carries 2 credits.		
MOOC	MOOC courses to be made mandatory for the UG and PG students	Faculty to identify one MOOC course for the second and final year UG and first and final year PG related to any one subject Successful completion of one MOOC course as part of CIA for one subject will be mandatory for the second and final year UG the first and final year PG	Continuing performance and review	Continuing performance and review
Assessment and evaluation	Separate Assessment pattern for BCom Honours Programme	Changes will be placed beforeBOS for the ensuing year	Separate assessment pattern involving application, analytical and	Continuing performance and review

| | and BCom Regular programme | Separate assessment pattern will be developed involving application, analytical and case study for all BCom Honours courses

CIA: ESE will be 60:40 ratio for BCom Honours

Faculty workshops to be conducted for development of application oriented n and their assessment Initiate the process of development of new question bank | case study for all BCom Honours courses to be implemented | |
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Area: Research and Consultancy				
Strategy: Incubation of Research and Consultancy				
Initiatives	**Description of the Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Research Cell	A research committee comprising of faculty with research	Create a panel of internal experts with a blend of	Research committee to explore consultancy opportunities	More faculties to be encouraged to take up external projects and consultancies

	experience to be constituted	research qualifications and experience which will mentor junior faculty to identify and take up RDC, monographs, working papers etc Support of the committee shall be extended till the completion of the project	and collaborative research with industry A review panel consisting of external experts will be constituted to vet the projects	
Interdisciplinary Research	Faculty to undertake interdisciplinary research	Faculty members not undertaking external projects can be encouraged to take up interdisciplinary research works with other departments in the university	Continuing performance and review	Continuing performance and review
Collaborative Research	Faculty to undertake collaborative research	Faculty members undertaking external projects to collaborate with external agencies and corporates	Faculty members with similar interest to form clusters in taking up projects Continuing performance and review	The completion of at least one project per cluster Continuing performance and review
Workshop for commerce faculty of	Faculty to conduct workshops to	One FDP to be organized at the	Based on review and feedback, strengthen the	Two day residential workshop / FDP to

other institutions	invited guests and faculty from other institutions	national level with the support of neighbouring institutions like IIMB, IISC on custom designed topics of contemporary relevance Few sessions to be handled by the external experts and the rest by internals	national level one day FDP	be organized at the international level with the support of neighbouring institutions like IIMB, IISC on custom designed topics of contemporary relevance Few sessions to be handled by the external experts and the rest by internals
Research compendium	Annual publication of faculty research work	Faculty members to publish at least one article in Indexed Journals These publications will be compiled for reference and review	Faculty members to publish their work in International Indexed Journal Continuing performance and review	Continuing performance and review
Membership in professional bodies	Faculty to obtain membership in professional bodies such as Indian Commerce Association, Indian Accounting Association, All India Management	Enrolment in national level professional bodies	Initiate the process for enrolment in international level professional bodies	Enrolment in international level professional bodies and continuing performance and review

	Association and other international agencies			

Industry academia interface	Strengthen industry academia networking through corpus conclave	Organising panel discussions and sharing of faculty research findings as a part of corpus conclave	Continuing best practice	Continuing best practice

Funded research project	Institutional collaboration for research with national and international bodies	Research cell to liaison with national and international bodies to procure funded projects	Procurement of projects and allocate the same among the faculty members	Continuing best practice

Area: Extension
Strategies: Promote Community Development and Extension Activities through Social Responsibility Initiatives

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
NGO projects	Students to identify and undertake projects with NGOs during their 2nd and 3rd semester for two credits	Proposal to be mooted in 2015 BOS to include NGO project as part of the curriculum Initiate conversation with NGOs for prospective collaboration from 15-16 onwards	Orient the students about the NGO projects in the first semester Students to take up the projects during 2nd semester	Completion of the projects undertaken by the end of the 3rd semester and credits to be awarded The best practice will be continued for the next batch of students

Service Learning Workshops - collaborative initiative by faculty and students	Faculty and students of the department of commerce to extend their knowledge and expertise to others by organizing workshops in topics of practical relevance	Conduct/organize half day workshop for non- commerce faculty and training in-house non-teaching staff in areas like banking, insurance, taxation, consumer protection etc	Based on the review and feedback, to strengthen the work shop modules and increase the frequency of the sessions	Conducting workshop/conference for other institutions and community on contemporary areas in commerce and management

Area: Infrastructure and Learning Resources
Strategy: Adequacy and Optimum use of Learning Resources

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Orientation about learning resources	To orient students about different learning resources available in the University	Orientation of the first year UG and PG students about the diverse learning resources available in the University	Best practice to be continued	Best practice to be continued
Enhancing usage of Library Resources	Assignment linked with library resources and online-databases	Making course specific portals popular among students and encouraging them to read regularly to assist them in self-learning assignments Orientation to students in terms of written assignments with respect to knowledge of APA referencing and controlling plagiarism	Utilization of discussion rooms in the library to encourage reading forums Specific rubrics to be developed for evaluation of written assignments	Best practice to be continued

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Strengthening of Commerce Lab	For optimum use of learning resources in the Commerce lab and to enhance quality of learning	Initiate the proposal for a bigger Commerce Lab and to procure more relevant course specific resources Conduct Commerce Lab exhibition in the Odd semester to spread awareness about the Lab resources and their utility	Faculty to design the curriculum, evaluation and assessment through optimum utilization of resources available in the lab	Continuing performance and review
Area: Student Support And Progression **Strategy: Integrated Student Development**				
Initiatives	**Description of the Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Skill Development Programmes	Soft skills training for first year students and placement related training for final year students for overall development to enhance employability	Integrate skill development sessions as a part of time table for first and final year students Identify modules and develop course content To introduce skill development as 2 hours session per week with 2 credits Engage a dedicated trainer for the department The proposal to be mooted in January 2015 BOS To be implemented from 15-16 onwards	Integrate skill development sessions as a part of time table for first and final year students Identify modules and develop course content To introduce skill development as 2 hours session per week with 2 credits Engage a dedicated trainer for the department To be implemented	Best practice to be continued
Continuing	Engaging alumni	Planning for	Proposal to be	Review and

Continuing education for alumni	Engaging alumni in workshops for recent developments in contemporary areas of commerce and business	Planning for workshop modules in contemporary areas	Proposal to be mooted in Jan 2016 BOS	Review and incorporate more modules
Career orientation and mapping for second year students	Organize career mapping sessions for UG students	Identify resource persons and organize sessions	Continue the practice	Continue the practice
CUCA, Sports, MITIGE, club events intercollegiate events	To develop interpersonal skills, communication skills, leadership skills in students through active participation in CUCA, MITIGE, Sports , Club events, intercollegiate events etc	Identify new events for conducting CUCA activities which would help in the overall development of the students Identifying of indoor games which would enhance their intellectual skills Ensuring that all students who reach the finals of different events are given opportunity to take part in various intercollegiate events	Bringing in the new activity identified for CUCA Providing certain clubs for indoor games Other best practices to be continued	Ensuring the new activities are improvised and taken even in a better way Conducting competitions for indoor games Other best practices to be continued
Samshodhan–The Research Seminar	National Research Seminar organized by the PG students which focuses on critical research requirements to meet the challenges in the	All the papers will be put for blind review To ensure that all the PG students to go for at least one paper presentation during their two	To take Samshodhan from a National Level Seminar to an International one To continue the best practice of ensuring that all the PG students to	To continue the best practice To encourage PG students to publish articles in reputed national / international journals

	global arena The seminar as a platform for the research scholars and PG students	year's tenure	go for at least one paper presentation during their two year's tenure	
Current Affairs by PG students	PG students to take current affairs session for UG students	PG students to take Current Affairs for UG students with support from faculty mentors Students who do not have teaching practice to handle current affairs sessions in odd semester for first year UG students and those who complete teaching practice in the odd semester to take up such sessions for final year UG students during even semester	Continuing performance and review	Continuing performance and review
Student support forum	Meeting of student council / class representatives	Monthly scheduled meetings with student council/class representatives Based on the feedback from the student council/class representatives considering the feasible actions for betterment	Continuing performance and review	Continuing performance and review
Remedial classes	To ensure that students with low academic performance are enabled to	Identifying students whose performance is low and making subject wise	Extend the remedial classes based on the needs by increasing	Continuing performance and review

		clusters for remedial classes two hours a week. Schedule to be prepared and incorporated in the time table. Peer learning- (advance learners to facilitate remedial sessions) with the supervision of faculty members. Certificate of appreciation will be awarded to the student facilitators	number of hours per week	
Bridge course in Accountancy	To orient the students from non-commerce background about the fundamentals in accountancy	The best practice of providing bridge course in accountancy to students from non-commerce back ground to continue Developing e content for bridge course	Continuing the best practice	Continuing the best practice
Students Extension	Independent intra class fest for BCom regular and BCom Honours in the even semester	Separate intra class fest for the Honours students to be hosted by regular students and vice versa during the even semester	Continuing the best practice	Continuing the best practice

Area: Governance, Leadership And Management Strategy: Continuous Improvement Quality Culture And Professionalism				
Initiatives	**Description of the Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Faculty mentoring	Mentoring and orienting faculty on CU quality culture and professionalism	Welcome and Orientation to the new faculty through informal get together during June 2nd	Best Practice to be continued Organize workshop/trainings on balancing	Best Practices to be continued

		week Pairing a senior and junior faculty for continuous mentoring	teaching, research and work-life integration	
Accreditation of programmes	Procuring accreditation from certified agencies	Feasibility study for accreditation of programmes to be conducted from bodies such as AACSB, CRISIL, National Accreditation Council	Initiate the process for accreditation	Incorporating the recommendations and obtaining accreditations
Continuous quality monitoring system and better accountability at all levels	Regular quality monitoring at the departmental level	Monthly follow up by the Quality Audit team of the department on the fulfilment of TQMS quality framework and adherence to SAP	Training to be organized to build team spirit, accountability and responsibility and to continue with the monthly follow up by the Quality Audit team	Continuing Performance and Review
Faculty team building	Building cohesiveness and collegiality among faculty members and building a sense of family with scope for free critiquing of ideas and practices	Organize one departmental get together and outing per semester	Best practices to continue	Best practices to continue
Training for governance and administration	Academic administration needs to be understood as distinct from teaching	Invite academic administrators to study our practices and offer critical feedback	Implement valid suggestions based on the feedback Provide training for specific skills, new software etcto enhance productivity	Document and set a model for other academic administrators
Resource sharing	Learning circle sessions to be	Schedule faculty presentations in a	Continuing performance and	Continuing performance

	utilized for sharing of research related new ideas and concepts	month on an idea, concept or topic or presentations or research work done by them	review	and review

Institute of Management

Core Competencies

- Strong industry experience
- Social responsibility
- Knowledge management
- Culture of teamwork
- Dynamic and innovative leadership
- Technological capability
- Research capability

Priority Goals

- Faculty capacity building: Teaching-learning and research
- Innovative and contemporary academic program
- Develop critical thinking and problem solving ability among students
- Promote high quality research and consultancy both of local and global relevance
- To be a socially responsible organization through initiatives and compliance
- Develop holistic personality among students
- A self-sustaining, strong governance structure

SWOT Analysis 2015-18

Areas	Strength	Weaknesses	Opportunities	Threats
Curricular Aspects	Flexibility to offer diverse curriculum Curriculum based on industry requirement. Regular updation of course curriculum.	Inadequate coverage of holistic aspects in every subject due to diversity of courses	Scope to introduce contemporary courses -Benchmarking and validation of course curriculum with international universities/institutes	Rapid technology advancement rendering courses obsolete too fast Entry of foreign universities/corporate universities B-Schools introducing unconventional courses
Teaching & Learning	Well defined academic standards as a handbook -Usage of multiple pedagogy -Multiple components for continuous evaluation Most faculty members with industry & teaching experience Live projects for students and industry visits Two international partnership programmes- Faculty from FHWS and VCU to teach specific courses in campus Involvement of	Lack of active learning Teacher centric classes/Passive learning Faculty not having adequate depth Lack of international academic exposure for majority of the faculties	Self-learning modules co-teaching & joint-teaching system Rubrics as effective assessment tool System of application based assessment Availability of specialized experts to deal with focused subjects	Introduction of several Online MBA courses Mushrooming of B schools locally and nationally

	external experts in teaching courses			
Research& Consultancy	Large number of faculty pursuing research: MRP, RDC Majority of faculty with rich industry experience Collaboration with IBM, Sparks, SAP	Only half of faculty with PhD Low presence in Scopus journal publication Absence of collaborative research No industry sponsored research	Funded research & government projects– Collaboration with IBM, Sparks, SAP New research areas emerging in the dynamic contemporary business world	Established research in other institutes
Extension	Rural visits, teaching at government and NGO run institutions Karma club – CSR. Competence to conduct training for CSA.	Limited focus on community focused projects	Large student body to engage with NGO	Outside competition
Infrastructure & Learning Resources	Technology savvy class rooms Internet access Well stocked library. Well-equipped laboratories with industry collaboration.	Lack of board rooms/ meeting halls/ Small meeting ,discussion rooms	Large number of online databases available	Advance research facilities of competing institutions
Student Support &Progression	Presence of effective student support activities (Mentoring, Current Affairs, Holistic	Lack of Alumni support	Continuing alumni education Participation in external fests	Changing industry requirements

	Training, Fests, Counselling, doctors, Student Council, CRs Bridge courses Around 90% placement record during the last three years			
Governance, Leadership and Management	Periodical meetings at every level Coordinator concept for every course	Inadequate communication channels and systems for external faculty	Creation of governing body comprising of alumni, top industrialists, top academicians Accreditation with top international certifying agencies	Attrition of talent

Strategic Plan CUIM 2015-18

Area: Curricular Aspects Strategy: Research Integrated Courses				
Initiatives	**Description of Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Benchmarking with global standards	Courses to be developed by studying international best practices. Validation of course curriculum by international experts, both from academia and industry.	Validation of Course Curriculum at the national (academic) level or International level – 40%	Validation of Course Curriculum at the national (academic) level or International level – 60 %	Validation of Course Curriculum at the national (academic) level or International level –100%
Dynamic and contemporary curriculum	Regular updation of course curriculum based on changes in the environment	Every specialization will develop at least one new course per year based on changing	Every specialization will develop at least one new course per year based on	Every specialization will develop at least one new course per year based on changing

		business dynamics	changing business dynamics	business dynamics
Tool/skill based training	Students to be imparted ready-for-job skill/tool training. Workshops, lab sessions, add-on courses.	Advanced Excel skills to be imparted in V trimester SPSS training to be imparted to all students by second year Specialization specific tools/skills to be imparted-at least one Tool.	Tools - 2	Two specialization specific skill/tool workshop in all specializations
Integrating research/professional ethics in curriculum.	To be based on multiple textbooks, references and other content such as journals Globally and locally relevant research should be part of curriculum and teaching	To develop course packs for every course that includes (as per requirement), (a) cases (b) online simulations (c) articles (d) additional reading material (e) instructions for other pedagogic methods such as games. One module/area in 25% courses across specializations to be taught using a contemporary, subject relevant research. Ethics to be embedded in	To develop course packs for every course that includes (as per requirement), (a) cases (b) online simulations (c) articles (d) additional reading material (e) instructions for other pedagogic methods such as games One module/area in 25% courses across specializations to be taught using a contemporary subject relevant	To develop course packs for every course that includes (as per requirement), (a) Cases (b) online simulations (c) articles (d) additional reading material (e) instructions for other pedagogic methods such as games One module/area in 25% courses across specializations to be taught using a contemporary, subject relevant research. Ethics to be embedded in

		the curriculum of all specialization subjects	research. Ethics to be embedded in the curriculum of all specialization subjects	the curriculum of all specialization subjects
Research based curriculum	Globally and locally relevant research should be part of curriculum and teaching			One module/area in 50% courses across specializations to be taught using a contemporary, subject relevant research
International business needs	The curriculum developed should enable students to apply knowledge and solve problems in international organizations	Select specialisation to identify the international business needs	Select specialization to incorporate business needs in specific modules	Review of needs and modules
Curriculum feedback – Alumni Stakeholders	Contribution of alumni to curriculum development	Induct senior alumni in to the BOS for Curriculum Review	Induct senior alumni in to the BoS for Curriculum Review	Induct senior alumni in to the BoS for Curriculum Review
Self-learning Modules		Every course to have minimum 2 hours of content identified as self-learning	Every course to have minimum 3 hours of content identified as self-learning	Every course to have minimum 3 hours of content identified as self-learning
Advisory Board	An advisory board to be constituted for IMCU for all academic matters	Advisory Board to be constituted in the academic year	Add new 2 members	Add 3 new members
Live projects	Introducing credits for live projects	Option for students to take credits for live	Review the system of credits for live	Reinforcements on the credit system for live

Initiatives	Description of Initiatives			
		projects	projects	projects
MOU with professional bodies for certifications	Introduction of certificate courses along with certification of institutions/bodies	Review of existing MOUs with IBM (Business Analytics), SAP and Sparx Systems (Enterprise Architect)	Review of existing MOUs with IBM (Business Analytics), SAP and Sparx Systems (Enterprise Architect) Collaboration with one new partner	Review of existing MOUs
Introduction of digital learning in curriculum	ICT intervention and creation of e-content	Development of 20% e-mode for one bridge courses	Development of 20% e-mode for two bridge courses	Development of 20% e-mode for one bridge courses
Innovative Initiatives	Choice base credit system	Choice based core and elective subjects – To be initiated and approved by BOS	All specialisations to have predictive analytics in their curriculum	Course packs of all courses will be available in the online knowledge repository

Area: Teaching and Learning
Strategy: Learner Centric, participatory Learning and Formative Assessment

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Course Packs	Providing entire set of readings/cases in the beginning of the course	All courses to have course packs	All courses to have course packs- Review	All courses to have course packs- Review and modify
Student self –learning	Enhance self-learning through use of MOOC or CCDs	Transition courses using MOOC / CCD Minimum one per specialization	One MOOC in First year	1 MOOC course in a year
Current topics – Contemporary	Newspapers& Magazine any other current topic related to the course	One CIA based on contemporary topics taken from Newspaper&M	One CIA based on contemporary topics taken from Newspaper&	One CIA based on contemporary topics taken from Newspaper&M

		agazine for four courses per specialization	Magazine	agazine
Bridge academia-industry gap	Specific module of the course will be taught by external or internal expert for leveraging specific skills or knowledge	Experts from the Industry to teach specific modules for 3 to 6 hours in every 2 credit course	Experts from the Industry to teach specific modules for 3 to 6 hours in every 2 credit course	Experts from the Industry to teach specific modules for 3 to 6 hours in every 2 credit course. One faculty from each specialization will do one month industry internship
Workshops for second year students	Add-on workshops will enhance employability quotient of the students	One workshop per specialization	Two workshops per specialization	2 workshops per specialization
Case study Pedagogy	Use case studies in teaching	Two cases to be used for teaching concepts per course on an average across specializations	Three cases to be used for teaching concepts per course	Minimum four cases to be used for teaching concepts per course on an average
Research based internal assessments	To inculcate the habit of research among students A component of CIA will be based on research reviews/article reviews	At least one component in a CIA to be research based	At least one component in a CIA to be research based	At least one component in a CIA to be research based
Practice based Pedagogy	Simulation, industry visits, lab sessions, live projects, comprehensive project based learning	10% of the courses through Lab, Simulations or other Two industry visits	10% of the courses through Lab, Simulations or other Three industry visits per year	10% of the courses through Lab, Simulations or other Three industry visits
Tuning assessment to learning	CIAs to be designed to test students' numerical	Local Case studies will involve	National Case studies will involve	International Case studies will involve

| outcomes | and analytical skills | qualitative or quantitative decision making or problem solving questions | qualitative or quantitative decision making or problem solving questions | qualitative or quantitative decision making or problem solving questions

Review the process |
|---|---|---|---|---|
| Academic standards | To ensure high quality submissions (reports, assignments and dissertations) by students and objective evaluation… format for evaluation rubrics | Develop a handbook on academic standards To be reviewed on a yearly basis | Academic standards handbook to be reviewed on a yearly basis | Academic standards handbook to be reviewed on a yearly basis |
| Knowledge managemen t | Sharing of best practices, creation of repository | Sharing of Best practice session to be held once every trimester at the institute level | Sharing of Best practice session to be held once every trimester at the institute level and once at the specialization level | Sharing of Best practice session to be held once every trimester at the institute level and once at the specialization level |
| Student centric teaching/lea rning approaches | Faculty engagement towards student centric learning | One training programme for the faculty. | 50% of the course delivery must be through discussions, case studies, simulations, games and other non-lecture modes | 70% of the course delivery must be through discussions, case studies, simulations, games and other non-lecture modes |
| Internship | Internship on contemporary developments | Review of internship practiced in the institute | Building rapport and hands on experience through internships | Review of initiative |
| Innovative | | Use of | Assessments | Assessments |

initiatives		infographics for atleast one course per year by all faculties. Workshop on this to be organized for faculties.	based on labs, open book exams, projects, term papers etc	based on labs, open book exams, projects, term papers etc

Area: Research and Consultancy
Strategy: Incubation of Research and Consultancy

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Academic consultancy	FDP, BOS	FDP : 2 FDP's As part of BOS members in other institutions - 2 Question paper Setting: 2 Guest Lecture : 2	FDP: 3each year from 5 specialization. BOS: 3 QP Setting: 3 Guest Lecturer : 3	FDP : 4 BOS: 4 QP Setting: 4 Guest Lecturer : 4
Faculty Qualification enhancement and hiring	To ensure all faculty enrolled for MPhil or PhD by 2018. Fresh recruitment based on research aptitude.	PhD - 1 to be completed	PhD – 2 to be completed	PhD – 3 to be completed
RDC Cell	To motivate faculty with research qualification to take up Monograph, RDC, Major Research Projects	RDC: 3 Monograph: 1 MRP: 1	RDC: 4 Monograph 2 MRP 2	RDC: 5 Monograph – 3 MRP – 3
Corporate connect	Collaboration with industry, MDP	MDP: 1 Tie Ups: 1	MDP: 2 Tie Ups:2	MDP: 3 Tie Ups:3
Research Cell	Promote research culture	Formation of a research cell. Guiding and monitoring research activities	Presentations by faculties to the research cell and feedback	Presentations by faculties to the research cell and feedback
Research publications	Encouraging joint research / collaborative research. Quality	Publications: 30+ Scopus publications: 3	Publications: 35+ Scopus publications:	Publications: 40+ Scopus publications: 3

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
	publications		3	
Research by students	Encourage research among students by undertaking joint research based on dissertation	Each specialization : 1 research publication to be initiated	Each specialization : 2	Each specialization : 3
Case Publication		3 cases to be uploaded in The Case Centre, UK	4 cases to be uploaded in The Case Centre, UK	5 cases to be uploaded in The Case Centre, UK
Innovative Initiatives	Knowledge sharing sessions on research	One per year	Designated faculty will coach others in the department on research and publication aspects	Knowledge sharing session on research, one per trimester

Area: Extension
Strategy: Promote Community Development and Extension Activities through Social Responsibility Initiatives

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Social Concern Activities		Introducing one credit course on Social Responsibility	Waste Management awareness programme to be organized at the institute level	Review of ONE credit course- SRP

Area: Infrastructure and Learning Resources
Strategy: Adequacy and Optimum use of Learning Resources

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
CCD	Developing E-content to supplement the course	2 CCD videos per specialization	1 CCD video per specialization	10 CCD videos
Learning management systems	Moodle, Turnitin	100% use of Turnitin for dissertation	Pilot the adoption of Google	Adoption of Google classroom or a similar tool

		checking	classroom for one subject / course	for one subject / course in each specialization Usage of Turnitin by at least 2 faculty members in each specialization (apart from usage for dissertation checking)
Knowledge repository	Central database of all types of knowledge	Establishment of one knowledge repository	Review: knowledge repository	Access given to alumni
Laboratories	Updating and effective use of laboratories	Training for new faculty on usage of KP/QB/ Moodle/ Turnitin applications to be included during induction / orientation Tracking of utilization of lab (registers/onlin e reports) Desktop / Workstation in the lab to be installed with all applications and available for projection (for usage by faculty members)	Enhance tracking of utilization of lab (by students) through reports from Systems Admin	Study usage of new lab and initiate optimization approaches Ensuring utilization of the available template for monitoring expiry period of contracts / initiating renewals (or other actions) Training for new faculty on usage of relevant applications to be included during induction / orientation Use recorded data for lab usage optimization Conduct of lab sessions with the faculty explaining the lab exercises hands-on in the desktop / workstation
Journals/data		Training and	Tracking of	Analyze feasibility

bases/simula tions/cases subscriptions		improve utilization of subscribed content - 1	databases usages	of having one journal per specialization
				Include at-least one article from online databases in course plan for assignment / student presentation (at-least 2 courses per specialization)
				Usage of at-least 6 case studies as part of course delivery per trimester
				Usage of at-least three simulations per specialization
				Use three simulations from Knolscape or a similar vendor
				One simulation from Interpretive simulations
				Teaching assistant in each specialization (to provide enhanced support for conducting simulation in the lab (in addition to other support activities)
Area: Student Support And Progression; Strategy: Integrated Student Development				
Initiatives	**Description of Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Student	To ensure the	Mentor-mentee	Review:	Updating and

mentoring and guidance	standardization of student support activities	database& information about the students to be available in the form of an online dossier. Standardization of current affairs sessions. Minimum 1 book each student to read One training programme for faculty on effective mentoring.	online dossier Refining of current affairs standards. Inculcate reading habits among students at mentor level. Minimum two books per student. Continuation of Training for faculty regarding effective mentoring	refining: online dossier. Refining of current affairs standards. Minimum two books each student should read
Skill development	To equip students with required knowledge and skills for a smooth passage to corporate	Consultancy for preparing the students	Skill building workshop – 2	Skill building workshop – 2
Innovative Initiatives	Zero week : Induction to students	Institute of Management culture, Bridge courses, communication skills	Linking a mentor group with one alumni in each specialisation	Linking a mentor group with one alumni in each specialisation

Area: Governance, Leadership And Management
Strategy: Continuous Improvement Quality Culture And Professionalism

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Transparency	Ensure transparency to all stakeholders- A)students B) teachers	Students – Effective usage of Rubrics in assessments Effective	More structured and scientific approach for student	Longitudinal study: Analyse 3 year individual faculty student feedback

		feedback by faculty	feedback	
	C) Industry partners		Conduct mid academic year appraisal	
		Teachers - Make available performance appraisal process and guidelines		
		Provide student data base with detailed profile		
		Details of placements, analysis of results		
		Industry Partner- Include industry partners in curriculum development and selection process of students		
Professionalism	A)Code of conduct B)Time management C) Standardization of common activities D)Managing of two campuses E)Benchmarking with FHWS and VCU	Compliance and time management to be a parameter in faculty appraisal Implementation of SoP for all events. Appointment of an event coordinator for all extra-curricular activities. Periodical meetings with Dean/Heads of	Identify reasons of non compliance and provide support to faculty members. Implementation of acquired and updated knowledge through Faculty exchange (3)	Creation of Code of Conduct for IM Leadership training

		Specialisations/ Faculty Teaching and evaluation; Faculty to be sent to international partner institutions to study the best practices (2)		
Leadership training	Attend training programs to ensure a sustainable leadership	One internal leadership programme. Two faculties to be sent for leadership programmes externally	One internal leadership programme. Two faculties to be sent for leadership programme s externally	One internal leadership programme. Two faculties to be sent for leadership programmes externally
Quality Cell	To check internal quality	Faculty enrichment programme1 in trimester Template for documentations To have indexing for documents		Setting up of Assurance on Learning Cell- align with AACSB standards
Roadmap for the future	Leadership Grooming & Shared Responsibility Faculty - industry colloquium (Advisory Board) MOU with national agency	Succession Planning & Rotation of administrative responsibilities Formation of an Advisory Board by inviting leading persona from Industry (Bosch, Toyota, Infosys etc) Alumni and Academics (IIMs, IISC, IIT	Succession Planning & Rotation of administrati ve responsibilit ies- Specializati on & General : Review of the initiative	Succession Planning & Rotation of administrative responsibilities

		etc.) to advise the Institute on curriculum trends		
		MOU to be signed	2 MOU to be signed	1 MOU to be signed

Deanery of Commerce and Management

Core Competencies

- Global Awareness
- Positive attitude
- Knowledge and Technical Skills
- Personal Effectiveness
- Teamwork
- Systems Thinking
- Communication
- Leadership
- Service Intent

Priority Goals

- Continuous Improvement
- Internationalization of curriculum, teaching-learning process and research
- Enhance academic reputation
- Impetus for case studies/research and their usage
- Student centric learning
- Sustainability Initiatives
- Ethical Practice

SWOT Analysis

Area: Curricular Aspects Strategy- Research Integrated Courses			
Strengths	Weaknesses	Opportunities	Threats
Diversified and Well Designed PG & UG courses. Approval of few professional bodies for selective syllabi. Periodical updation of the curriculum with good representation from industry and academia.	Lack of Advanced Teaching Aids like Business Simulation Lab, Financial Software Packages etc. Courses via distance education	Up gradation of Syllabus to International Standards to attract global students and for the satisfaction of the global employers. Introduce choice based credit programmes.	Effect of cyclical nature of business environment on the acceptability of the courses. Changing regulatory environment. Competition- Online programs growing exponentially nationwide, particularly at the graduate level,
Area: Curricular Aspects Strategy- Research Integrated Courses			
Strengths	Weaknesses	Opportunities	Threats
Curriculum focusing on experiential learning through internships, industrial visits and projects. Curriculum incorporating skills/attitudinal development- technical skills, soft skills and holistic education. (Critical thinking, problem solving and decision making skills modules for all students imparted through Holistic Modules)			Increased competition with private institutions, scholarships, transfer credits, programs tec.

Area: Teaching- Learning and Evaluation Strategy: Learner Centric and Participatory Learning, Formative Assessment			
Strengths	Weaknesses	Opportunities	Threats
Good quality of students at the entry level Blend of experienced and enthusiastic young and mid- career faculty Influence of visiting professors under International Programmes/exchanges on the teaching and learning process Blended pedagogic practice-Co-teaching, joint teaching and adjunct faculty teaching from academicians and practicing professionals MOOC integrated CIA Self learning modules Regular meeting of Study circles	Lacks exchange of information on teaching and learning assessment practices between universities Courses via distance learning Non availability of faculty with professional qualification and adequate industry experience Evaluation standards are not as stringent as that of professional bodies Lack of innovative teaching methodologies and learning practices	Planned growth of full-online and blended MOOCs Integrated programmes (BBA-MBA) More focus on interdisciplinary learning Focus on activities that contribute towards integrated personality development of students	Competition: Online programmes Threat of Rising Stars (faculty) moving out to the competition
Area: Research and Consultancy Strategy: Incubation of Research and Consultancy			
Strengths	Weaknesses	Opportunities	Threats
Support of Centre for Research (Projects) Funding research	Lack of Industry support and external funding Sub optimum	Industry sponsored Research centres/chairs Extensive and intensive research	Loss in reputation and ranking

(Minor, Major and monographs)	quality in research and publications	by students with faculty guidance	
Incentives for doing research and publications		Collaborative and joint research	
Formation of a Research Committee		Opportunities to explore collaborations with External funding agencies	
Location advantage of being in the fastest growing city and IT industry		Interdisciplinary And interdepartmental research	
Scope to do lot of research		Conducting external FDPs and workshops	
Knowledgeable Faculty with diverse background		Specialty clusters to focus on segmented Consultancy	

Area: Extension
Strategies: Promote Community Development and Extension Activities through Social Responsibility Initiatives

Strengths	Weakness	Opportunities	Threat
Strong support of CSA Active involvement of students in extension activities Good networking with philanthropic organisations and NGOs like Sahyog and Enactus	Inadequate faculty time for dedicated extension activities	Opportunities to take the quality and level of extension activities beyond the boundaries of the University/City	Early starters stealing a march over others in respect of National Programmes

Area: Infrastructure and Learning Resources; Strategy: Adequacy and Optimum use of Learning Resources

Strengths	Weakness	Opportunities	Threat
Well equipped ICT support (Moodle, CCD, Internet, etc) Good number of	Lack of modern infrastructural facilities-e.g. smart boards	Use of Open source Tools / Collaboration Tools Incorporating	Technology enabled Distance Course

books and online reading materials relevant to the courses in the library Vibrant environment of the University supporting adequate right brain growth	Shortage of PCs to the teaching faculty and Limited no of computers for the students	Business Application Software (TORA / POM / SPSS / PeopleSoft / Capstone)/MS Projects Video Conferencing facility for Deanery of commerce and management	Swift changes in Technology Sub optimum utilization of Resources leading to low ROI Cyber Attack and loss of data

Area: Student Support And Progression Strategy: Integrated Student Development			
Strengths	Weaknesses	Opportunities	Threat
Student Mentoring &Counselling: Mentoring of students by Class Coordinators, Academic Coordinators, and Research Guides throughout the course Dedicated Counsellors in the Department to handle student specific issues like attendance, performance etc Induction & Orientation Programmes for first year, international, and Physically and Differently abled students **Strong Student Support:** Information Support, Financial Support,	Insufficient data of Student Progression Availability of alumni Right balance of relationships between student and faculty	Capturing Student Progressions after a period of 6 months with establishing a active communication link Lectures series for Career Enhancement courses, certification opportunities	Threat of Decline in quality, in view of large number of students Cultural/Re gional Background Drop out due to migration of students to other universities/ institutions closer to home town

Extracurricular Activities, Extended Student Support and Student Representation Add on Programmes like Advanced Excel, SPSS, Business Analytics, Six Sigma, Big Data have been taught Research and soft skills training			

Area: Governance, Leadership And Management
Strategy: Continuous Improvement Quality Culture And Professionalism

Strengths	Weakness	Opportunities	Threat
Continuous improvement of Faculty and students by attending and organizing academic events MOUs with companies No. of Departmental fests organized by faculty members and students Certificate programmes offered to students outside the deanery Strong alumni support Brand image created through consistent performance and ranked no.1 by -The India Today - A C Nielsen survey Placements	Lack of Quality research by faculty members Consulting assignments in the nascent stage	Promotion of self-learning Quality Research and Consultancies Industrial Exposure and interface. Better Networking with stakeholders. Use contacts to secure external projects and consulting assignments Faculty participation in national and international conferences and seminars	Changing policy parameters and quality evaluation guidelines

Strategic Plan

<table>
<tr><td colspan="5">Area: Curricular Aspects
Strategy: Research Integrated Course</td></tr>
<tr><th>Initiatives</th><th>Description of the Initiatives</th><th>Action 2015-16</th><th>Action 2016-17</th><th>Action 2017-18</th></tr>
<tr>
<td>Curriculum Planning and Enrichment</td>
<td>Benchmarking of curriculum with National and Global Standards

Approach to emerging areas</td>
<td>Comparing the curriculum with few top national universities and identifying the gaps, if any, in the curriculum

Strengthening of the BOS with the addition of senior outside experts

Identifying modules from emerging areas such as International Finance, Micro Finance, Behavioral Finance , Business History and Family Business, Corporate Governance & Business Ethics , Sustainable Development</td>
<td>Comparing the curriculum with leading international universities and improve the contents of the curriculum

Independent vetting by outside experts of National reputation

Incorporating the identified modules from the emerging areas in the curriculum

Development of reading material</td>
<td>Comparing the curriculum with few of the top international universities and improve the contents of the curriculum

Independent verification by an international expert

Commencement of new courses in the emerging areas</td>
</tr>
<tr>
<td>Feedback System</td>
<td>Periodic & Effective Feedback Method</td>
<td>Standard format to be formulated in consultation with BOS for the curriculum

Feedback from the students,</td>
<td>Analyzed feedback to be discussed in BOS and corrective actions to be initiated</td>
<td>Need based frequency and quality of the feedback to be increased</td>
</tr>
</table>

		alumni to be taken in the even semester		
Academic Flexibility	Offering UG, PG and Integrated programmes in few important disciplines of Management	Plan for 2 new programmes	Consolidation of programmes and integration of syllabi with that of professional courses. Promoting and branding of choice based credit programmes and introduce ICT related weekend courses/ certificate programmes	Review all deanery programmes/ courses and plan for at least 2 more courses, one being inan emerging area
Industry-Oriented Curriculum	Curriculum to be in line with the expectations of industry/employe rs	At least 5 industries/ businesses to be involved to explore the needs of curriculum incorporating technical skills, soft skills etc	At least 10 industries/ businesses of National repute to be involved in the process	At least 15 industries/ businesses out of which at least 3 MNCs will be involved in the process
Good Practices	To adopt Good & new Practices	Specialization clusters (HR, Marketing, ED etc) to start interacting regularly. Develop relationships with industry by visits and projects having an impact on curriculum	Clusters will extend the operations beyond the deanery and increase inter disciplinary activities	Clusters will extend the operations beyond the University

Area: Teaching- Learning and Evaluation
Strategy: Learner Centric and Participatory Learning, Formative Assessment

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Teaching-Learning Process	Strengthen inter institutional discussions on teaching and	Association with other departments such as	Development of working papers/ e-tutorials/FDPs on	Usage of ICT in student cantered learning

	learning, pedagogical and assessment practices	Psychology, computer science etc, within the University departments to review the teaching practices and identify methods to improve student centered learning.	concepts/models which can help student centred learning	
	Assessment of learning goals/outcomes	Focus on the course objectives and session objectives of teaching	Development of assessment techniques through quiz, group discussions, and written feedback	Usage of technology for measuring the teaching-learning effectiveness
	Online and blended MOOC courses	Two MOOCs, supporting teaching-learning and evaluation purposes	Four MOOCs, supporting teaching-learning and evaluation purposes	Six MOOCs, supporting teaching-learning and evaluation purposes
	Globalization of quality and contents of teaching	Usage of services of National professors to improve the quality and contents of teaching	Usage of services of International professors	Visit to International Universities under arrangements of International Exchange Programme
Initiatives	CASE STUDIES	Usage of the internship based data Case writing and the teaching notes	Case studies to be developed with city based industries	Case studies to be developed with national and global industries

Area: Research and Consultancy				
Strategy: Incubation of Research and Consultancy				
Initiatives	**Description of the Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Promotion of Research	Minor/ Major research projects,	Faculty members to	PhD holders to initiate process	Internationalizati on of Research

	monographs, working paper on socially relevant topics	register for PhD. Research committee to explore socially relevant research areas	for Post doctoral works and faculty members to take research projects under socially relevant areas	
	Workshops/ training programmes/ sensitization programmes	Coordinated by faculty members and students of deanery research committee	More programmes involving other research scholars of the city/State	Review of the programmes and involvement with global research scholars
Research Publications and Awards	Interdepartmental / interdisciplinary research projects	At least one publication in a journal with the good impact factor by every faculty member	At least one publication in a refereed journals with a good impact factor by every faculty member	At least one of the publications to have an international flavour with collaborative efforts
Consultancy	Submission of faculty expertise to government and industry	Formation of departmental level cluster and joint consultancy cell Identifying funding agencies and writing to them Identifying sources for a Chair	Commencement of the process of communication with government and industry, to get active support by visits to the funding agencies and chair supporters	Be in active consultancy and continue in the advisory role Get reasonable support from the funding agencies and establishment of a chair
New Initiatives	Take research beyond boundaries	Consolidation of departmental research cells	Finalization of arrangements for joint research/applied research and publications with industry experts Involvement of International	Release of research work

			researchers in research projects	

Area: Extension
Strategy: Promote Community Development and Extension Activities through Social Responsibility Initiatives

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Collaborations with NGO	MOUs with NGOs/partners who can accommodate students of the deanery on various projects on social issues and sensitize students about "service" intent and sustainability issues	10 active MOUs	15 active NGOs	Review of existing arrangements and projects of National and International importance will be undertaken
Collaborations with Industry	Identify organizations that are open to collaboration with the department to engage in community development activities	Utilizing CSA as a HUB of opportunities to reach right industries	Usage of these opportunities /programmes to work with the PSUs & Industries	Review and formalization of the structureActive involvement of faculty and students in CSR activities

Area: Infrastructure and Learning Resources
Strategy: Adequacy and Optimum use of Learning Resources

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
IT Infrastructure	Optimum use of IT resources	Use of MOOC / Weekend Courses / Certificate / PG Diploma Courses for Current / Alumni Students Usage of LMS/Moodle	Inclusion of application of the Software in the Course Plan, CIAs	Incorporation of Technology Application in the Course / Subject
Library as a Learning Resource	Optimum use of library resources	Digital Archive / Digital Repository	Electronic database & materials subscription etc	Creation of Infrastructure for Public (Academician &

		Knowledge Management & Sharing of Initiatives		Research Scholars from other Institutions) Utilization of library resources
Physical Facilities / Maintenance of Campus Facilities	Installation and Assessment of usage	Installation of planogram in the campus Assessment of modern teaching-learning processes	Provision of smart boards to all self-financing programmes Provision of PCs to all faculty members	Faculty members and students to make optimum use of the world class facilities Provision of smart boards to all classes Provision of PCs to students-meeting or surpassing the National Average

Area: Student Support And Progression **Strategy: Integrated Student Development**				
Initiatives	**Description of the Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Students Participation and Activities	Extracurricular activities	Intra and interdepartmental activities	National level activities	Participation in international level activities
Student Mentoring and Support	Integrated development	Student counsellor and class teacher to work together for preparing students profile	SOP for students' satisfactory progression	Better support and progress
Student Progression	Connect and engage with Alumni	Commencement of active connections with Alumni	Commencement of 4 Alumni Chapters	Development of Alumni Portal
Innovative Initiative	Enhancement in industry interface and team building among the students-quality learning circles	Create opportunities of interface with alumni and industry through quality learning circles	Initiatives to continue	Initiatives to continue

Area: Governance, Leadership And Management **Strategy: Continuous Improvement Quality Culture And Professionalism**

Initiatives	Description	Action 2015-16	Action 2016-17	Action 2017-18
Institutional vision and leadership	Make use of the vision and leadership	Participation in National Conference & Networking	Participation in International Conference & Networking	Strengthen the initiatives of the earlier years
Quest for excellence	Performance in pursuit of Excellence	Efforts to be made to retain or improve the current rankings-Training and capacity building programmes	Preparations for participation in global ranking and application in international accreditation like AACSB and other bodies-Training and capacity building programmes	Obtaining International accreditation through teamwork
Internal Quality Assurance Systems	Department level academic audit (both for quality and strategic plan)	Conduct deanery level audit every 6 months	Comprehensive academic audit	Review of the system for " Quality performance and reaching the strategic goal"
Innovations	Sector wise/ Industry wise-interface with faculty and students	Identifying, selecting and honouring high performers and developing case studies on them-city/state	National level Case study and honouring	Selecting high performers with the help of an external panel and instituting the National level best performer award-International case study

Faculty of Engineering

Core Competencies

- Internationally comparable academic programme
- Competency in orienting the holistic growth of budding professional
- Student-centred institutional structure and processes
- Innovative research laboratories
- Strong Industry engagement and potential for consultancy
- International university linkages
- Areas of research with societal value

Priority Goals

- Excellence: Become Leading University, seeking national and global ranking
- Service: Provide technology to common man and address national challenges
- Recruit top-class faculty members every year
- Create research centres of excellence
- Provide industry incubation centre
- In-house industry project execution
- Endeavour top international collaborations
- Proliferate the involvement of alumni

SWOT Analysis

Areas	Strengths	Weaknesses	Opportunities	Threats
Curricular Aspects	Faculty with strong industrial background	Limited industrial collaboration	Newer PG Courses in Emerging Areas	Frequent newer release of soft wares
	Mandatory internship and industrial visit Regular revision and Updation	Limited focus on Community based issues	To increase the number of collaboration with industries and research organization	
	Inclusive of latest technological and interdisciplinary in nature Involvement of renowned industrialist &		More Emphasis towards mathematical modelling and research based culture Engaging experts of international repute	

	academicians in curriculum development Holistic Education approach		Provision of newer job oriented certificate courses Inclusion of societal need based courses	
Teaching-Learning and Evaluation	Experienced faculty Diverse student Community, Joint Teaching, Co Teaching Staff development programmes Flip class room teaching Availability of international journals Freedom to adopt Continuous Internal Assessment (CIA) Component and assessment procedure Use of Learning Management System	Need for faculty recruit with rich Industry /research experience Need for state of the art research laboratories	Provision for Higher studies (PhD, Post Doc) Encouragement of Massive Open-source Online Courses (MOOC) Extensive use of Blended teaching (CCD, Flip classroom Teaching) Development of online courses with emphasis on practical application	

Research and Consultancy	MOUs in the interdisciplinary areas for R&D Department QIP's External Funded Projects International/National Industries State of the Art laboratory Consultancy	Insufficient faculty resources in certain specialization Less External funded projects No of centres of Excellence/Incubation/ Research Need for patent generation	Industry Academic/Cross Disciplinary collaboration (for Joint projects with International Universities & Govtbodies Setting up Incubation centre –Industry Orientated laboratories Participation in global forum (Projects, documentation enhancement of open source) Development of Industrial collaboration for Projects Promote institutional neighbouring community network by service oriented projects Scope for post-doctoral research by faculties with Research Laboratories Deputation for research	Improper discernment of substandard journals Faculty Attrition

Extension	Conducting awareness program Involvement of students in reaching the under privileged groups in the society Laboratories for application based projects for	Need to increase awareness programmes for societal/rural activities Poor alumni interaction Need for lab training beyond curriculum	To adopt infrastructure assets for making a model for references(Street/Domains) Services in villages and background areas Women	Ineffective in-plant training

	exam(Formula Student team) Collaboration with international bodies &developing student chapters Active student participation in various competitions/conferences/seminars/workshops Recognition and Reward for the talented students through associations Focused certificate course Active participation in co-curricular and extra-curricular activities Utilization of credit transfer facility	Need for training in Entrepreneurship development	Empowerment Entrepreneurship development Branding through participation in heath camps/blood donation More credit transfer programme with University Abroad	
Infrastructure and Learning Resources	Well-maintained building and advance laboratories for research and curriculum Well established library and access to online journals/e-books, experiment manuals Online learning management system Extensive Use of ICT resources	Need to improve alumni Interaction-job portals/ internship and placements No Explicit fellowship programmes. Lack of research laboratories	Collaborations with other institution/industries and research organizations Scope to carry out interdisciplinary research with existing laboratories facilities	Student referring to non-authentic online materials
Student support and Progressio	Guidance Cell for competitive exams	Lack of alumni student portal	To setup alumni association portal	Inclination of student's interest for

n	Mentoring system,higher studies and exchange program Counselling Off campus placement programmes	Inadequate bridge course Laboratory resources	Community service through Centre for Social Activities Instituting chairs, awards and appreciation for multitalented students from outside sources	software profession and declining hardware opportunity
Governance, Leadership And Management	Well defined department hierarchical structure Quality assurance cell (QAC) Regular deanery, department meetings Faculty Developments Programmes and Intensive	Inadequate mentoring newly inducted faculties Need for training at different levels of administration	Conducting training programmes to learn departmental responsibilities/Leadership/Capacity building skills To work towards Accreditation (ISO,NBA) Adapting best practices from successful organization Exploring measures for attracting eminent faculties from institutions of repute Create professional network to help alumni keep in touch of the university	Attrition rate of faculty

Deanery of Engineering

Strategic Plan 2015-16

Area: Curriculum Aspects Strategy: Flexible and Internationally comparable curriculum				
Initiatives	**Description of the Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 17-18**
Curriculum Design and Development	Research Electives (including Community need based courses) Collaborative courses Interdisciplinary subjects Industry specific courses Exchange programmes Flexible Curriculum	MOUs with Industries and Universities at national /international level(One per Year) Choice based elective courses (Global electives & Mandatory Humanities elective) Flexibility of Two credit course as mini-project Component	MoU with Industries and universities at national/international level Introduction of Interdisciplinary courses (Integrated MTech PhD) Credit Exchange programmes with six months of project execution at universities /industries abroad(Two new Universities)	MoU with Industries and universities at national/international level Introducing new MTech Specializations (ECE ,Mech, and Civil) Credit Exchange programmes with six months of project execution at universities /industries abroad(Two New Universities
Initiatives	Guest Lectures Industrial visits Organizing conferences	Mandatory subject Based Guest Lecture(3 per Department) Mandatory subject specific industry visits for all departments (One per year for all sections) Mandatory Industry/National/International Institutional visits as best practices(One per	Mandatory subject Based Guest Lecture(3 per Department) Mandatory subject specific industry visits for all departments(One per year for all sections) Mandatory Industry/National /International Institutional visits as best	Mandatory subject Based Guest Lecture(3 per Department) Mandatory subject specific industry visits for all departments(One per year for all sections) Mandatory Industry/National/Internati

| | | Year) | practices(One per Year) | onal Institutional visits as best practices(One per Year) |

Area: Teaching- Learning and Evaluation
Strategy: Application-oriented pedagogy

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 17-18
Teaching Learning and Evaluation process	Joint -teaching Cooperative learning Evaluation	Organizing bridge courses based on the geographical needs and talents(Verbal Communication, Maths) etc Participatory learninge.g.: Industrial visit, Technical talk, Workshop Recruiting faculties with PhD in relevant specializations (One per Department)	Participatory learning through industrial visit, technical talk, workshop (one per year) Recruiting faculty with PhD in relevant specializations Accommodating teachers towards mandatory industrial training	Participatory learning through industrial visit, technical talk, Workshop (one per year) Recruiting faculties with PhD in relevant specialization s (One per year) Prioritizing at least one Massive Open-source Online Course Accommodati ng teachers towards mandatory industrial training Involvement in research based projects Provision for Post DocFellow with universities in India &Abroad

Initiatives	Building core competency	Organizing/participation in international competitions (Formula Student /National Instruments – Day, Texas International – Day)(One National) Special Training /Certification (Common Placement training for 5th& 7th Semester Students) Organizing workshops for training faculties(Academic Staff College/Conference/Workshops)(One per year) Open house Exhibition(One per Year)	Organizing/participation in international competitions (Formula Student /National Instruments – Day, Texas International – Day)(One National) Special Training /Certification (Common Placement training for 5th Semester Students) Organizing workshops for training faculties(Academic Staff College/Conference/Workshops)(One per year) Open house Exhibition(One per Year)	Organizing/participation in international competitions (Formula Student /National Instruments – Day, Texas International –Day)(One International) Special Training /Certification (Common Placement training for 5th Semester Students) Organizing workshops for training faculties(Academic Staff College/Conference/Workshops)(One per year) Open house Exhibition(One per Year) Moving towards open book examination and decentralizing the End Semester Examination at the PG level(All PG courses)

Area: Research and Consultancy Strategy: Industry oriented Research and Consultancy				
Initiatives	**Description of the Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 17-18**
Research and Publication Output	Membership in professional bodies Strengthening research group Conduction of Conference and Workshops	Involvement of faculty in Government projects(Existing/ Newer)(One Project) Organizing and Attending National/Internat ional workshop/confer ences(One per year) Encouraging Publications(Two per Department) Invited Talks (Three per Semester) Initiation of membership registration in international forums(ICI and SAE)	Involvement of faculties in Government projects(Existing/ Newer)(one Project) Encouraging Faculties with PhD's to guide research scholars Organizing and Attending National/Internati onal workshop/confere nces(one per year) Encouraging Publications(Two per year) Invited Talks (Minimum of three per Semester) Initiation of membership registration in international forums(IEEE) Promote PhD Registration for the existing faculties(Two Per Branch)	Involvement of faculty in Government projects(Existin g/Newer)(One project per year) Encouraging Faculties with PhD's to guide research scholars Organizing and Attending National/Inter national workshop/con ferences(One per Year) Faculties to visit and take turns in research organization, spend 2 weeks during summer vacation(At least Six faculties) Filing Patents (At least One)

				Invited Talks (Three per Semester)

Promote PhD Registration for the existing faculties(Two per Branch) |
| Consultancy | Funded Projects Providing Consultancy | Increasing the number of funded projects and thereby establishing research laboratories with sophisticated instruments(minimum Two in-house projects-RDC,MRP Monograph, working paper) | Increasing the number of funded projects and thereby establishing research laboratories with sophisticated instruments(minimum Two in-house projects-RDC,MRP Monograph, working paper) | Increasing the number of funded projects and thereby establishing research laboratories with sophisticated instruments(minimum Two in-house projects-RDC,MRP Monograph, working paper)

Expanding the existing research laboratories towards Centre for Excellence (One Centre)

One Incubation centre |
| Initiatives | Inclusion of innovative methods in research | Research knowledge sharing outside university(One per year)

International exchange of faculties/research scholars to increase Student | Research knowledge sharing outside university(One per year)

International exchange of faculties/research scholars to increase Student Internships and | Research knowledge sharing outside university(One per year)

International exchange of faculties/research scholars to increase |

		Internships and Placements(One per year) Conducting collaborative research through already established MoU(One per year)	Placements(One per year) Conducting collaborative research through already established MoU(One per year)	Student Internships and Placements(On e per year) Conducting collaborative research through already established MoU(One per year)

Area: Extension
Strategy: Holistic development and community serving initiatives

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 17-18
Promoting Community Developme nt	Centre for Social Action (CSA) Extension of studies Open House Exhibition Clubs Brand Building Exercise	Conduction of awareness programmes (Survey Camps, Women Empowerment)(one per year) Mini-project converted to prototype models One common technical project exhibition for the entire Deanery (one per pear) Conducting, Experience Engineering Program, Campus connect, Girls Day program, Health	Conduction of awareness programmes (Survey Camps, Women Empowerment)(One Per Year) One common exhibition for the entire Deanery(One per Year) Conducting, Experience Engineering Program, Campus connect, Girls Day, Health Camps and Blood donation camps(One per Year) Providing lab training beyond curriculum(One	Conduction of awareness programmes (Survey Camps, Women Empowerment)(One Per Year) One common exhibition for the entire Deanery(One per Year) Conducting, Experience Engineering Program, Campus connect, Girls Day, Health Camps and Blood donation camps(One per Year) Providing lab training beyond curriculum(One Subject per Year)

		Camps and Blood donation camps(One per Year)	Subject per Year) Initiating Department forums /clubs with NGOs(At least One Club)	Providing low cost homes(Waste foundry Sand) Initiating Department forums /clubs with NGOs(At least One Club)

Area: Infrastructure and Learning Resources
Strategy: Internationally recognised lab facilities and training

Initiatives	Description of The Initiatives	Action 2015-16	Action 2016-17	Action 17-18
Infrastructure Learning Resource	Centers Specialized research lab Collaboration	Industry collaborated laboratories (At least one in each Department) (One in a year)	Industry collaborated laboratories (At least one in each Department)(One per Year) Proposal for Centre for Material Science	Industry collaborated laboratories (At least one in each Department)(One per Year) Proposal for one Centre for Excellence
Innovative Initiatives	Job portal Alumni Association Fellowship Programme	Registering with online job portals Creating Christ alumni job portals Proposal for full time research and post doctorate fellowship Procuring e-books under emerging areas(Robotics, Nano-Science, Materials, big data competition and IOT)	Proposal for full time research and post doctorate fellowship Extending the existing Academia-Industry laboratories facility for interdisciplinary projects Approaching central government /research organization /to facilitate instruments Under 'permanent borrowing basis' Procuring e-books under emerging areas(Robotics,	Proposal for full time research and post doctorate fellowship Extending the existing Academia-Industry laboratories facility for interdisciplinary projects Approaching central government /research organization /to facilitate instruments Under 'permanent borrowing

| | | | Nano-Science, Materials, big data competition and IOT) | basis' Subscribing Science direct and PUBMED

Procuring e-books under emerging areas(Robotics, Nano-Science, Materials, big data competition and IOT) |

Area: Student Support And Progression
Strategy: Global competency and participation

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 17-18
Student Activities	Technical Career Guidance Cell In-house Training Competitive Exams Alumni Interaction Fest participation Entrepreneur Cell	Providing training for students in GATE Classes and GRE classes Bringing well placed Alumni for enriching our career guidance and placement (One Per Year) Formula Student Texas International Day, National instruments Day Participation(One National Event per Year)	Providing training for students in GATE Classes and GRE classes(One per Department) Bringing well placed Alumni for enriching our career guidance and placement (One per Year) Formula Student, Texas International Day, National instruments Day Participation(One National Event per Year) Young Entrepreneur Cell	Providing training for students in GATE Classes and GRE classes(One per Department) Bringing well placed Alumni for enriching our career guidance and placement (One per Year) Formula Student, Texas International Day, National instruments Day Participation(One National Event per Year) Young Entrepreneur Cell
Innovative Initiatives	Instituting Chairs Orientation Programme	Instituting chairs through Academia Industry	Instituting chairs through Academia Industry MOUs(One per	Instituting chairs through Academia Industry

		MOUs(One per Year) Experience Engineering Program, Campus Connect and Girls day(One per Year)	Year) Experience Engineering Program, Campus Connect and Girls day(One per Year)	MOUs(One per Year) Experience Engineering Program, Campus Connect and Girls day(One per Year)

Area: Governance, Leadership And Management
Strategy: Quality Check for global competency

Initiatives	Description of the Initiatives	Action 2015-16	Action 2016-17	Action 17-18
Governance and leadership orientation	Skill development Training	Quality cell – task force members Developing leadership and organizing skills through department associations(One per Department)	Research committee Developing leadership and organizing skills through Department associations(One per Department) Regular lab technicians training	Developing leadership and organizing skills through Department associations(One Per Department) Regular lab technicians training

School of Law

Core Competencies

- Professional skills

- Legal aid and awareness

- Collaborations with national and international institutions

- Faculty expertise in diverse fields

- Empirical research

- Wide range of electives

- Student counseling and student support

Priority Goals

- Curriculum design on par with leading national and international institutions

- Continuous Learning through online courses

- Increased Focus on Research, Publication, knowledge transfer and consultancy

- Highly effective Legal Aid and awareness programmes

- Integration of technology in learning and effective utilization of resources

- Enhancement of student support and progression

- Leadership training and inculcating quality culture with professionalism

SWOT Analysis

Areas	Strengths	Weaknesses	Opportunities	Threats
Curricular Aspects	Interdisciplinary papers are offered as electives Knowledge and skill oriented curriculum Collaboration with external agencies Collaboration with Bar and Bench, senior advocates and academia in developing curriculum design	Lack of expertise in specialized areas -emerging subjects and technical subjects Digital content standardization Inadequate practical components in theory papers	Utilization of expert opinion Collaboration foreign universities and other organizations in formulating curriculum Research strengthened curriculum	Difficulty to cope up with the pace of emerging areas Lack of literature in emerging areas Emerging private universities
Teaching-Learning and Evaluation	Good student–teacher ratio Rich library resources Innovative methods of teaching learning and assessment Diversified teachers and students Support of Bar and Bench in teaching and learning Updated question bank Compulsory Internships	Lack of teaching practice for LLM students Inadequate involvement of technical persons to impart technical knowledge	Integrated courses and inter-interdisciplinary and intra-disciplinary courses Student exchange programmes Credit based programmes	Institutions with flexible timings for internship opportunities
Research and Consultancy	Good research database available and with high access Financial assistance	Inadequate consultancy Lack of collaborative research	Availability of financial assistance for research from external agencies International	Time period for publication lengthy No external funds

	CULJ publication Subject specific research clusters MOU with international universities Faculty as Resource persons / members of Journal committees and Board of Studies		Conference in collaboration with international agencies Faculty exchange programmes, Web-presentations, online courses for faculty and students Number of peer reviewed and refereed journals are available for publication Opportunity for opening Patent Cell	
Extension	Effective legal awareness programmes Village visits Working with CSA Collaboration with KSLS with financial assistance	Public accessibility to the Legal Aid Cell	MOU with Karnataka State Legal Services Authority to adopt villages to render free legal services Collaborating with medical, pharmaceutical, engineering colleges for rendering information on laws pertaining to their subjects MOU with NLSIU for Legal Aid and Environmental Awareness Program	Lack of interest among external bodies for interaction

Infrastructure and Learning Resources	Library rich in books and online resources Well equipped classrooms State of the art Moot Court hall 24x7 learning through LMS	Inadequate hostel facilities No remote access to online database	Collaboration with other library/ knowledge centres Explore more resources Smart class concept can be introduced	Emerging technologies creating more financial implications
Student Support And Progression	Compulsory registration of alumni Continuous feedback to students on performance Various activities meeting the learning needs SLCU Theatre production	Exclusive Alumni Cell Inadequate career guidance	Student Exchange Programmes	Threat in employability due to increasing number of pass outs Less active alumni involvement in the placement process
Governance ,Leadership , Management and Professionalism	HOD and 4 coordinators to oversee the functioning of the Department Transparency and openness in decision making involving all faculty 19 Committees on various fields of law empowering faculty to work in these committees	Inadequate training in leadership and management Lack of professionalism	Leadership training programmes	Outside competition Attrition

Strategic Plan

Curricular Aspects				
Strategy: Research, employability and skill development				
Initiatives	**Description of Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Research database for improving curriculum	Research integrated courses	Minimum 3 research papers from each cluster	Minimum 4 research papers from each cluster	Publication of selected research papers of 2015-17
Integration of research/ professional ethics in curriculum	Design courses keeping in view the ethics of the profession	Suggestions from Bar and Bench for curriculum design with ethics Introduction of teaching practice for LLM students in curriculum	BOS approval for introduction of research results/ ethical and jurisprudential aspects in syllabus	Minimum 5 research papers from each cluster Incorporation of research results / ethical and jurisprudential aspects in curriculum
Bridging gap between theory and practice Skill development	Instil professional skills Include practical aspects in curriculum Regular moots	Knowledge on legal drafting skills and advocacy skills through PILs 10% improvement in curriculum by including practical aspects Regular class moots/ trial advocacy/ client counselling	Conduct research on Medical negligence and Infringement of copyright to inculcate empirical research 10% improvement in curriculum by including practical aspects Regular class moots/ trial advocacy/ client counselling in core areas	Integrate research outcomes in curriculum 10% improvement in curriculum by including practical aspects Regular class moots/ trial advocacy/ client counselling in specialized areas
Transnational delivery of courses	Reach the world with our skills	Identify foreign universities for collaboration	Initiation of the process of collaboration	Design courses in collaboration with such

		on curriculum development		foreign universities
Flexibility	Introducing more electives	Increase number of electives and introduce flexibility	10% more increase in electives	10% more increase in electives emphasizing on emerging areas
Online courses		Content creation for online courses	Launching minimum 5 courses	Launching of Advanced courses

Teaching- Learning and Evaluation **Strategy: Learner centric, continuous education and online courses**				
Initiatives	**Description of Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Student centric learning	Learning by research/ self learning Essay Competition Participatory learning	Promote student internships with policy makers Introduce yearly essay competition- Publish best essays Activity based learning in core law subjects	Train students in policy making and legislative drafting through workshops Essay competition and Publish best essays Activity based learning in specializations	Student groups to suggest legislative reforms Essay competition and Publish best essays Activity based learning for new and merging areas of law
	Familiarization of the students with the enforcement mechanisms by inviting members from the Cyber cell, forensic lab etc	2 workshops involving experts and technicians Explore options of internships with such bodies	3 workshops involving experts Provide opportunity to students for clinical training	4 workshops involving experts Train students in Cyber investigation and Forensic investigation through workshops
	Development of Learning Resources	50% of work books in the core areas of law	Next 50% of work books in the core areas of law	30% Work books in elective subjects
Continuous Education	24x 7 hours learning through LMS and Blogs	Create cluster specific Blogs	Keep Blogs active through quality posts	Keep Blogs active through quality posts

	Production of digital content	Content generation	Actual Production	Publication on portals
Tune assessment to learning outcomes	Performance assessment and Evaluation	Develop assessment measuring techniques through Quiz, presentations, crosswords etcand test	Apply and Implement	Take feedback and improve the techniques adopted

Research and Consultancy
Strategy: Consultancy, publication and knowledge transfer

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Subject specific research	Cluster research MRP/ RDC/ Monograph/ Working Paper Start Annual Law lecture series	Initiate e-journal for every cluster Minimum one RDC for every faculty Annual Law Lecture Series on identified core areas of law	Publication of e-journal every cluster One MRP for every PhD scholar Annual Law lecture Series	Publication of e-journal every cluster Explore externally funded projects Annual Law Lectures
Consultancy	Litigation Technical Drafting Pre-trial preparation Patent prosecution	Training for Pre-trail preparation and technical drafting Preparation for the establishment of Patent clinic	Public Interest Litigation Consumer Cases	Establishment of Patent Clinic
Knowledge transfer	Publication of magazines, e-journals and Monthly newsletters Collaboration with specialized and research institutes for exchange of ideas, faculty	Design newsletters to cover interest areas and for the benefit of students of non-law students Explore collaborations with research institutions	Twice a year subject specific newsletters / online journal run by students Initiate MOUs with identified research institutions	Increase the number of newsletters Get ISSN no/ Integrate with online databases Organization of seminars and conferences in collaboration with research institutions

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
	exchange and to develop research Train faculty to become Resource person	Training and development as resource persons	Visit of faculty to other institutions as guest/ resource person	Visit of faculty to other institutions at international level as guest/ resource person
Publication	Publish in peer reviewed refereed journals by individual faculty Publish in association with advocates, judges, researchers from research institutes, students Encourage students for paper presentations and publications Publication of books	Identify reputed journals and provide training for publications Identify area of research, person with whom research to be conducted and the journal Train students for presentations and publications through workshops Encourage PhD scholars to convert their thesis into book format by incorporating latest developments	Incentivize publications in identified journals Research and Publish Identify emerging research areas and publish Incentivize student participation in reputed international conferences outside the country Publish Books based on PhD thesis	Increase number of Publications Collaboration for more research Identify emerging research areas and publish Publish books based original research

Extension: Community development through legal awareness Strategy: Legal Aid and Awareness, Village Adoption				
Initiatives	**Description of Initiatives**	**Action 2015-16**	**Action 2016-17**	**Action 2017-18**
Community service	Holistic development of students and a sense of responsibility towards the community	Identification of villages Identifying the needs of the village	Adopting the village	Continue service to adopted villages
	Legal Aid Cell / Mobile legal aid centre	Identification of funding agency	Mobile legal aid service in and around Bangalore city	Establishment of permanent mobile legal aid units

			Bangalore city	units
	Create legal awareness	Create legal awareness through visits to schools	Create legal awareness through visits to schools	Create legal awareness through visits to schools

Infrastructure and learning resources
Strategy :Maximize the use of and enhance resources

Initiatives	Description of initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Enhance resources	Add more titles in the library	More titles on Judicial Services	10% increase Online resources and books	10% increase in Online resources and books
Enhance use of library resources	Conduct training programmes on how to use online resources in the library	Conduct training programme on use of JSTOR, Lexisnexis, Manupatra	Training on new features	Training on new features
Increased use of CCD in the learning process	Record lectures	Plan courses Train 10% faculty on CCD recording	Design courses Train 30% faculty on CCD recording	Launch online courses All faculty trained on CCD recording

Area: Student support and progression
Strategy: Strengthen Alumni base

Initiatives	Description of Initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Strengthen alumni base	Establish and maintain continuous contact with alumni	Involve alumni in programmes that are organized Inviting alumni to interact with students in their area of practice	Add on courses for Alumni	Online courses for alumni
Alumni support to placements and internships	Use contacts of alumni and take guidance in securing placements	Interaction with students and alumni	Use Alumni contacts to strengthen database of potential employers, litigation firms, corporate houses	Involve alumni in placement cells
Parent-Teacher interaction	Teacher - parent interaction for	Minimum one Parent-teacher meeting	Minimum one Parent-Teacher meeting	Minimum one Parent-Teacher meeting

	holistic development of students			
Student and Alumni Feedback	Feedback on curriculum, systems and processes	Design and collect student/alumni feedback	Design and collect student/alumni feedback	Design and collect student/alumni feedback

Area: Governance, Leadership and Management
Strategy: Motivating quality culture

Initiatives	Description of initiatives	Action 2015-16	Action 2016-17	Action 2017-18
Motivate quality culture	Motivate faculty to publish and take up online courses	Every year one MOOC course	Two MOOC courses	3 MOOC courses
Leadership training programme for staff and students	Develop efficiency in work Training and development Membership of various committees	Leadership training programme for staff Training on educational leadership for staff Institutional level committees	Leadership training programme for staff Membership of Committees under local authorities	Leadership training programme for staff and students Membership of Committees under local authorities
Governance through delegation	Transparency and openness in decision making	Empowerment to staff members to do administrative activity and collective decisions	Empowerment to staff members to do administrative activity and collective decisions	Empowering staff members to do administrative activity and collective decisions
Visits to institutions of repute	Visit by Dean, coordinators to various institutions of repute	Visit by Dean to important National Institutes	Visit by Dean to reputed international institutions	Visit by HOD/coordinators to various institutions of repute

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