

NETAJI SUBHAS UNIVERSITY

JAMSHEDPUR



INSTITUTIONAL DEVELOPMENT PLAN

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Registrar
Netaji Subhas University
Jamshedpur, Jharkhand

SHORT TERM AND LONG TERM INSTITUTIONAL PERSPECTIVE PLAN

FOR 2024-25 TO 2034-2035


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Message from the Vice Chancellor's Desk

Greetings and welcome to **Netaji Subhas University**, Jamshedpur!

I deem it a privilege and a great opportunity to share our Institutional Development Plan with your esteemed offices. As one of the younger, progressive and fast-growing State Private Universities, such an endeavor helps us take strategic measures and actions that will help us stride forward in the right direction.

Our University Leadership team is working on the incorporation of the tenets of NEP 2020 and we are sure that the vision of NEP and IDP will synergize in the best way to revolutionize the realm of Higher Education across our Nation.

Best Wishes

Prof. (Dr.) Leela Dhar Saha

Vice Chancellor

Netaji Subhas University, Jamshedpur


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1. Genesis and Evolution of Netaji Subhas University, Jamshedpur.

Netaji Subhas University, located in Jamshedpur was established under the **Netaji Subhas University Act of 2018** as a State Private University of Jharkhand. **Netaji Subhas University** was conceived with a thrust on creating a niche for itself and progressively achieves a World-class University status.

Netaji Subhas University believes in nurturing talent and skills amongst all those who enter our portal with a view to transform them into becoming successful/ethical professionals and responsible citizens. We accomplish this objective through focused excellence in teaching, an efficient research environment and ample opportunities for outreach to the community, thereby addressing the tripod of higher educational endeavors- **educational delivery, research and service**. Our commitment is to shape the lives of our learners with academic scholarship, modern pedagogy and appropriate skills to render them future ready for the workplace and world at large.

Highlights of Netaji Subhas University:

- A strong Placement and Training Department with a committed team for the eligible students.
- All the Schools/departments have competent faculty with a Ph.D. degree/NET qualification and rest are pursuing their doctoral degree programme.
- Students are encouraged towards entrepreneurship by providing incubation facility, expert sessions and training & development as and when required.


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VISION OF THE UNIVERSITY

- To uphold and stick to the quality education and continuously striving towards creating new dynamics in knowledge sharing through constant learning.
- To work on the Innovations in education and teaching methods, up gradation of syllabus and courses as per the changing scenario, training, and learning, including online learning, blended learning, and such other modes and also to work on the integrated and wholesome development of personality of our students.
- To work on the Interdisciplinary studies and courses, which would help our students to sustain and cope up in the changing perspective of Academics.
- To work on the inculcation of National integration, social as well as gender equality and ethics among our students.
- “To strive for the empowerment of women through higher education”
- Focusing on women empowerment as the prime concern, the college strives for holistic education, which includes in its purview, the multifold development of the students and their sensitization towards the complex socio-cultural matrix of the nation, thereby creating responsible citizens who can be leaders and participants in nation-building.

MISSION OF THE UNIVERSITY

- To establish our campus as a hub of Knowledge and our name as one of the best University in the State.
- To build leadership skills and groom our students to see them at the higher posts at different levels in the near future.
- To empower learners to achieve personal, professional and social goals.
- To craft learning with the highest human values and ethics.
- To achieve excellence in teaching and research.
- To practice Ethics, Dignity & Honour in the field of Academics.
- To impart knowledge through a learner-centric approach
- To provide holistic development by honing life skills in students.
- To uplift the first-generation learners of the scheduled area/tribal area by helping them overcome social and economical challenges.
- To ensure the employability in keeping with present technological and academic demand as per NEP 2022.
- To install an inclusive consciousness towards nation-building.

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To realize the external and internal factors that determine the success and growth of the University, an Institutional analysis was carried out, by collecting the inputs from various stakeholders, which is detailed below:

INSTITUTIONAL STRENGTHS

1. **Netaji Subhas University** is located on a sprawling 25.42 acre Green Campus with the state of the art infrastructural facilities for academics and student support.
2. It has a partly-automated Library, state of the art Laboratories and a modern Computer Centre with high-end computers.
3. University has implemented ICT-enabled processes for the execution of all its activities.
4. The University has adopted a student-centric and outcome-based education for all its programmes.
5. **Netaji Subhas University** has well-qualified and experienced/committed faculty, most of whom are involved in active research, and are contributing to the new knowledge creation, dissemination and transfer.
6. All courses have interdisciplinary components in their curricula.
7. University provides free transport Facilities connecting all parts of the Jamshedpur City.
8. The Campus also has laudable student support Facilities like Sports Ground, Health Care Centre, Hygienic Food Court and Cafeteria.


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INSTITUTIONAL OPPORTUNITIES

1. Explore the possibilities of establishing twinning programmes with institutions abroad and expand the University's aspirations towards internationalization of its Higher Education delivery and services.
2. Faculty need to apply to different state and central funding agencies for more research projects for enhancing extramural funding.
3. University needs to augment its Institution-Industry interface as also have linkages and collaborations with other National Research Institutions for mutual benefit.
4. Widen its horizon to include inter-, multi- and trans-disciplinary academic and research endeavors.
5. Further Alumni Engagement to utilize their expertise for scholarship, training and developmental support.

INSTITUTIONAL CHALLENGES

1. Retention of faculty with passion for quality teaching and research.
2. Attract foreign and 'beyond the state' students with better merit & faculty.

Further, in order to realize the University's vision, a roadmap spanning 10 years has been conceived, planned and formulated as an Institutional Development Plan (IDP).

In conceiving and designing this IDP, the institutional analysis, the guidelines prescribed mentioned herein are followed.

We have defined the period and indications as under:

- a) **Short term plans: From 0 to 2 years.**
- b) **Medium Term plans: From 2 to 5 years**
- c) **Long term plans: From 5 to 10 years**

ELEMENT 1: EXCELLENCE IN GOVERNANCE AND MANAGEMENT

Issue 1.1	Issue 1.2	Issue 1.3	Issue 1.4	Issue 1.5
Improved governance via reforms	Administrative reforms	Improvements in Infrastructure	Improvements in HR policies & Management	Student development and Support

Issue 1.1: Improved governance via reforms

(Personnel in charge: Hon. Vice Chancellor, Pro VCs & Registrar)

Short term plan:

- Assign specific designations to administrative staff according to the roles allotted to the functionaries.
- Adopt need-based digital technologies for rendering the processes timely, reliable and user-friendly.
- Establish the Board of Governors (BOG) / Board of Management (BOM) / Academic Council (AC)/ Board of Studies (BOS) & other Statutory Committees as per the recommendations of the Statutory Regulatory Authorities (SRAs)

Medium term Plans

- Establish a customized institutional ERP for data analytics and ease of stakeholder-sharing.
- Review the functioning of all the committees and bodies and adopt improvements (If need be).
- Establish good practices based on stakeholder feedback.
- Work towards a paper-less administrative environment.

Long term Plans:

- Build a congenial workplace environment to the satisfaction of all stakeholders.
- Bring out policy documents wherever necessary.
- Engage adjunct mentors from Industry and elite institutions from India and abroad.

Issue 1.2: Administrative reforms

(Personnel in charge: Hon. Vice Chancellor, Registrar, Dean Academics)

Short term Plans

- Document the Academic and Administration Audit [AAA] policy of the institution

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- Document the procedures and processes for stakeholder consumption.

Medium term Plans:

- Review the administrative practices for adopting need-based revisions and reforms.
- Establish Institutional Administrative Best practices based on experiences hitherto.

Long term Plans:

- Establish world class administrative practices to seek international recognition.

Issue 1.3: Improvements in Infrastructure

(Personnel in charge: Registrar, Dean - Academics & Director – Administration)

Short term Plans

- Brainstorm for prioritizing the infrastructure development phase-wise.
- Provide adequate infrastructure for both administrative and academic activities as at present.
- Conceive and design a Master plan for the University.

Medium term Plans:

- Review adequacy of infrastructure based on the student admissions, and newer academic programs.
- Build additional administrative infrastructure for the new ventures and administration.
- Build adequate infrastructure for the extra-curricular and Co-curricular activities of the Learners.

Long term Plans:

- Review the infrastructure needs for futuristic development and plan based on priorities
- Revisit the Master plan and further infrastructure development based on need.

Issue 1.4: Improvements in HR policies and Management (Personnel in charge: Hon. Vice Chancellor, Registrar & Head – HR)

Short term Plans:

- Design a need analysis for recruitment of administrative staff based on workload (as per norms)
- Design a need analysis for recruitment of academic staff based on student strength and subject/domain specializations (as per norms).
- Document the HR Policy for administrative and support staff.

Medium term Plans:

- Plan appropriate welfare measures for the administrative and support staff
- Enhance Student/Faculty engagement “beyond the class-room” activities.

Long term Plans:

- Document the Cadre and recruitment rules for Teaching/research staff
- Plan appropriate welfare measures for the academic staff

Issue 1.5: Student development and support

(Personnel in charge: Pro-Vice Chancellors, Registrar, Dean Academics, Deans/Heads of Various Schools, Dean Student Affairs, Head of Placement & Alumni Relations.

Short term Plans:

- Facilitate access, equity and welfare measures (Scholarships, free ships and such others).
- Facilitate commutation, hostels and cafeteria.
- Facilitate quality education, training, mentoring and counseling.
- Provide adequate healthcare and wellness facilities.
- Provide facilities for pre-placement training and placement opportunities through campus recruitment drives.

Medium term Plans:

- Seek student satisfaction through surveys regarding the short term goals as above.
- Take appropriate corrective measures to render the above processes more facilitative to learners.
- Augment the cultural mix, to promote harmony and a sense of belonging to the institution.
- Build a strong Alumni association

Long term Plans:

- Strengthen alumni network as well as alumni engagement for the benefit of the ongoing generations of learners.
- Build learner trust in the institution through laudable student support and progression.

ELEMENT 2: ENHANCED TEACHING AND LEARNING

Issue 2.1	Issue 2.2	Issue 2.3	Issue 2.4	Issue 2.5	Issue 2.6
Curriculum Reforms	Innovations in Pedagogy	Faculty Development	Better Student-Faculty ratios	Global standards of Learning Resources	Improved Rankings

Issue 2.1: Curriculum Reforms

(Personnel in charge: Hon. Vice Chancellor, Pro- Vice Chancellors, Dean – Academics, Deans/Heads of various Schools, Heads of Placement, Accreditation, IQAC & Alumni)

Short term Plans:

- Incorporate cross-cutting issues in the Curriculum of UG and PG.
- Match the curriculum to the requirements of NEP 2020
- Derive institution-specific programme-wise POs and PSOs.
- Derive institution-specific course-wise COs.

Medium term Plans:

- Design Flexible course options to reach out to the aspirations of the new-age learners.
- Determine the Institution-specific and Graduate attributes.

Long term Plans:

- Conceive and design internationally-competitive curricula for structuring Netaji Subhas University Twinning Programmes with International Collaborators.

Issue 2.2: Innovations in Pedagogy

(Personnel in charge: Hon. Vice Chancellor, Pro- Vice Chancellor, Dean - Academics, Deans/Heads of various Schools)

Short term Plans:

- Promote excellence in Teaching-Learning through innovative and ICT-enabled pedagogies.
- Drive faculty-led and student-centric Outcome Based Education both for UG and PG.
- Design appropriate skill development and vocational courses.

Medium term Plans:

- Establish pedagogies and practices for Project Based Learning (PBL) for UG.

- Establish pedagogies and practices for Problem Based Learning (PBL) for PG (especially professional courses).
- Encourage Faculty and Students to indulge in Hands-on practical activities through “Living-Labs”.
- Establish an audio-visual studio for augmenting Teaching-Learning Process.

Long term Plans:

- Encourage Faculty to design course-specific online modules for the benefit of learners.
- Utilize the “in-house” Audio-visual Studio to develop University-specific faculty-led MOOCs.

Issue 2.3: Faculty Development

(Personnel in charge: Hon. Vice Chancellor, Pro-Vice Chancellors, Dean - Academics, Deans/Heads of various Schools, Heads of Academic Audit, IQAC, Human Resources and Training)

Short term Plans:

- Design relevant “in house” Faculty Development Programs [FDP] based on a need-analysis.
- Plan School-wise training programs for faculty development in Teaching and Research.
- Encourage target-based Career-progression amongst faculty.

Medium term Plans:

- Promote Faculty Career Development endeavors [FCDs] and FDP.
- Motivate and develop Leadership amongst Faculty to add value to the Institution.

Long term Plans:

- Offer matured ‘in house’ FDPs and FCDs to other institutions.
- Encourage participation of faculty in Domain-specific and multidisciplinary international FDPs and FCDs.

Issue 2.4: Better Student-Faculty Ratios

(Personnel in charge: Pro-Vice Chancellors, Deans/Heads of various Schools)

Short term Plans:

Analyze the hitherto program-wise Student-Faculty Ratios [SF] over the years, to identify the trends, causes and effects .

- Work out strategies for improving the SF ratios program-wise, School-wise and University-wide

Medium term Plans:

- Improve demand for programs through active, faculty-led promotional and motivational drives.
- Bring out a 'white paper' to improve SF ratios.

Long term Plans:

- Build a strong University Brand to attract admissions Pan India and from beyond the National borders.
- Strategize Faculty Welfare measures to overcome attrition (if any), to promote retention.

Issue 2.5: Global standards of Learning Resources:

(Personnel in charge: Hon. Vice Chancellor, Deans/Heads of various Schools)

Short term Plans:

- Have Lead Resource persons to address the University personnel regarding Global and National Human Development indices and efforts.
- Appraise the Faculty and students of the importance of working towards UN SDGs 2030

Medium term Plans:

- Have external Lead speakers to talk to the faculty regarding Cooperative and Work-integrated Education (CWIE) Programs.
- Explicate the Process, Procedures, Outcomes and Assessment (PPOA) model to the Faculty across the University.
- Drive the Faculty to appraise themselves with the various quality standards frameworks.

Long term Plans:

- Build an active Alumni Network to share their professional experiences in regard to global standards of learning Resources to be referred and/or acquired.
- Establish a Centre for competitive global Learning resources.

Issue 2.6: Improved Rankings:

(Personnel in charge: Hon. Vice Chancellor, Heads of IQAC, Accreditation & Ranking)

Short term Plans:

- Appraise the University staff regarding various ranking & accreditation instruments.
- Conduct Academic and Administrative Audit to realize the Quality status of the University
- Prepare the University for undertaking the NAAC Assessment & Accreditation.

Medium term Plans:

- Improve on the perceptual Rankings hitherto achieved by the University.
- Prepare mature departments for assessment by the National Board of Accreditation [NBA].

Long term Plans:

- Seek International Accreditations for eligible programmes/departments/schools.
- Establish a Department Accreditations and Rankings to reach out to other institutions.
- Prepare the University for subsequent cycles of NAAC Assessment and Accreditations.

ELEMENT 3: TECHNOLOGICAL ADVANCEMENT

Issue 3.1	Issue 3.2	Issue 3.3	Issue 3.4
Facilitate the use of technology in the institute	Evaluation and Examination reforms by Technology	Advanced LMS and ICT-enabled networks	Become Centre of excellence using technology

Issue 3.1: Facilitate the use of technology in the institute

(Personnel in charge: Hon. Vice Chancellor, Head- IT, Dean - Academics, Deans/Heads of the various Schools, Controller of Examinations)

Short term Plans:

- Acquire need-based educational technologies, phase-wise, to augment the Teaching-learning environment of the University.
- Encourage the Faculty and Administrative staff to use newer technologies in their day to day practices.
- Acquire appropriate digital tools and technologies for augmenting evaluation procedures.

Medium term Plans:

- Adopt recommendations of the Government of India (GOI) towards Digital India as related to Higher Education.
- Appraise the Faculty with modern trends in Edtech.
- Adopt the guidelines of National Digital Educational Architecture [NDEAR].

Long term Plans:

- Incorporate Adaptive Learning, Gamification, Augmented Reality and Virtual Reality and Physical Learning.

Issue 3.2: Evaluation and Examination reforms by Technology

(Personnel in charge: Controller of Examination, Head- IT, Dean Academics, Deans/Heads of the Various Schools)

Short term Plans:

- Adopt the newer and recommended models of Internal and External Assessment and evaluation methodologies as recommended by the Jharkhand State Higher Education Council [KSHEC] and respective Statutory Regulatory Authorities [SRAs].

- Workout the credit based equivalence of extracurricular programs on par with the curricular ones

Medium term Plans:

- Have experts deliberating on Assurance of Learning [AOL] to the Faculty.
- Develop AOL and Attainment Methodologies matrix for all courses and programmes in a phase-wise manner.

Long term Plans:

Develop a customized Integrated Examination and Evaluation System (IEES) for the University

Issue 3.3: Advanced LMS and ICT-enabled networks

(Personnel in charge: Hon. Vice Chancellor, Controller of Examination, Head- IT, Dean Academics)

Short term Plans:

- Develop acceptable norms and practices for the Examination and Evaluation procedures.

Medium term Plans:

- Seek appropriate feedback from stakeholders to make the Examination and Evaluation system of the University more robust and rigorous.

Long term Plans:

- Develop appropriate Integrated Examination and Evaluation System [IEES] after trial and testing.

Issue 3.4: Become Centre of Excellence using technology

(Personnel in charge: Hon. Vice Chancellor, Head – IT)

Short term Plans:

- Bring on Board appropriate personnel to handle the University technology wing.
- Have experts develop a plan for integrating technology in all processes and practices of the institution.

Medium term Plans:

- Adopt the technologies across the educational and administrative practices.

Long term Plans:

- Review and reiterate the functioning of the Centre and adopt reforms if needed.

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ELEMENT 4: OUTREACH AND PARTNERSHIP

Issue 4.1	Issue 4.2	Issue 4.3	Issue 4.4
Improvements in both intra- and inter-universities coordination	Improved industry interface	Enhanced community outreach to make education holistic and practical	Promote Branding of the institute

Issue 4.1: Improvements in both intra- and inter-universities coordination (Personnel in charge: Dean - Academics, Deans/Heads of the Various Schools, Director - International Relations, Dean - Student Affairs].

Short term Plans:

- Build inter-departmental faculty teams across the University for Cooperative and multidisciplinary teaching-learning.
- Involve the interdepartmental faculty to participate, in Project-based and Problem- based teaching-learning.
- Foster institution-community engagement for extension activities.

Medium term Plans:

- Encourage faculty to develop academic collaborations with other Universities, institutions (including Industries), National & International and societal agencies.
- Explore the possibilities to develop cooperative and collaborative programmes with Governmental and Non-governmental agencies.

Long term Plans:

- Develop functional Centres for collaborative ventures (School-wise).

Issue4 4.2: Improved industry interface

(Personnel in charge: Pro-Vice Chancellors, Dean Academics, Deans/Heads of the Various Schools, Heads of Placement, Incubation Centre, Sponsored Research and Alumni).

Short term Plans:

- Invite industry personnel to be members of the domain related Boars of Studies.

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- Invite Industry experts as guest/adjunct faculty to bridge the institution-industry connect.

Medium term Plans:

- Have functional internships and apprenticeships for students across relevant industries.
- Develop internship programmes for Certificate, diploma and PG diploma in collaboration with relevant industries and other agencies.

Long term Plans:

- Establish an Industry-institution centre for promoting academic and business ventures.

Issue 4.3: Enhanced community outreach to make education holistic and practical
(Personnel in charge: Dean Student Affairs & Chief Proctor, NSS & NCC Coordinator)

Short term Plans:

- Review the extension activities of the University to identify focus areas.
- Strengthen the Community engagement activities across all schools.

Medium term Plans:

- Establish a Centre for fostering Community Engagement as per the UGC norms

Long term Plans:

- Bring on board appropriate personnel for strengthening the Centre and making it visible and sustainable

Issue 4.4: Promote Branding of the Institute

(Personnel in charge: Hon. Vice Chancellor, Pro Vice Chancellors, Registrar, Head of Marketing and Admissions)

Short term Plans:

- Work out an institutional SWOC for identifying the institutional USP.

Medium term Plans:

- Identify mechanisms and processes for branding the institution on the USP as identified

Long term Plans:

- Review the Branding and promote it for internalization of University education

ELEMENT 5: RESEARCH AND SKILL DEVELOPMENT

Issue 5.1	Issue 5.2	Issue 5.3	Issue 5.4
Promotion of research excellence and innovation both locally and globally	Enhancement in skills by fostering initiatives that make the University a skill hub	Improvements in graduates' employability	Multidisciplinary in institutes and research collaborations

Issue 5.1: Promotion of research excellence and innovation both locally and globally
(Personnel in charge: Hon. Vice Chancellor, Pro Vice Chancellors, Dean – Academic & Sponsored Research, Dean - Academics, Deans/Heads of Various Schools, Heads of Placement, Incubation and IQAC)

Short term Plans:

- Promote a multidisciplinary research culture.
- Promote Ph.D. programs in multidisciplinary areas.
- The faculty to attain doctoral degrees in new-age domains.

Medium term Plans:

- Develop Centres of Excellence in multidisciplinary research areas.
- Promote innovative and collaborative research activities.

Long term Plans:

- Identify spin-off companies for developing products from the research outcomes.
- Establish a functional Incubation Centre to promote Entrepreneurship and business acumen amongst students.

Issue 5.2: Enhancement in skills by fostering initiatives that make the University a skill hub

(Personnel in charge: Hon. Vice Chancellor, Dean Academics, Deans/Heads of Various Schools, Head of Placement, Incubation & Alumni)

Short term Plans:

- Promote skill development in academics and research.
- Establish a Skilling Centre to promote the above.

Medium term Plans:

- Explicate the vision and sectorial opportunities under the National Skill Development Council of India [NSDCI].
- Look out for mandates of the National Committee for Integration of Vocational Education (NCIVE) and take appropriate action/s.

Long term Plans:

- Have regular skill development Exposures through inter-University ventures
- Seek partnerships with skilling centers across the Nation and abroad.

Issue 5.3: Improvements in graduates' employability

(Personnel in charge: Hon. Vice Chancellor, Dean - Academics, Deans/Heads of Various Schools, Heads of Placement, Incubation and Alumni)

Short term Plans:

- Strengthen the Pre-placement training programmes and Placement Centre of the University.
- Tweak the curricula of relevant programs phase-wise, to render them directed towards enhancing employability.
- Review the employability enhancement components of existing programmes.
- Motivate the students to improve their communication skills to perform better in interviews and competitive forums.
- Encourage participation of students and Faculty in competitive quizzes.

Medium term Plans:

- Appraise the students to popular and value-adding media programmes to enhance their thinking in terms of improving their General Knowledge [GK] and Current affairs in the business world and economics (eg. Tata Crucible and TEDEX).
- Encourage students and faculty to undertake socio-economically-relevant ventures.
- Design and implement industry-specific courses to enhance employability.

Long term Terms:

- Keep and improve the data-base and analytics of employability of the University graduates and postgraduates.
- Strengthen the Alumni Association to improve the Employability of learners through iterative networking, motivational speeches and work-place related training (attitudes, etiquettes, interview skills, dos and don'ts, Team work and Leadership)


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Issue 5.4: Multi-disciplinary in institutes and research collaborations

(Personnel in charge: Hon. Vice Chancellor, Pro-Vice Chancellors, Dean – Academics, Dean – Academic & Sponsored Research, Deans/Heads of Various Schools)

Short term Terms:

- Establish multidisciplinary academics in the institution.
- Start with inter-departmental multidisciplinary engagements and collaborations.

Medium term Terms:

- Understand the nuances and requirements of evolving the University into a Multidisciplinary Education and Research University (MERU) as per NEP 2020.

Long term Terms:

- Realize a sustainable model of a MERU.
- Establish National and International research collaborations with Lead HEIs.

CONCLUSION:

It is the earnest desire of **Netaji Subhas University** to evolve into an Institution of Eminence through meticulous implementation and operation of the Institutional Development Plan as conceived and elaborated above. The institution is committed to realize its aspirations through appropriate allocation of time, institutional and personnel energy and revenue generation/mobilization towards its set goals. Since the Netaji Subhas Group has had a long experience and commitment to education from KG to PG and beyond, it will leave no stone unturned to achieve its well-laid out IDP for the University.