



INSTITUTIONAL DEVELOPMENT PLAN

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I. PREAMBLE

Dayananda Sagar University (DSU), part of Dayananda Sagar Institutions (DSI), was established by Mahatma Gandhi Vidya Peetha Trust (MGVPT) under Karnataka act,20 of 2013 first published in the Karnataka Gazette Extraordinary on 27-02-2013 and notified from Karnataka Government Secretariat, Higher Education Department, M.S Building No.: ED 95 URC 2014 dated 16-05-2014.

The University started functioning from 2015-16 for the promotion and advancement of applied university education in Life Sciences, Information Technology, all branches of Engineering, Nursing, Architecture, Management, and Healthcare Education including Medicine, Pharmacy, Physiotherapy, Nursing and Allied Health. and Law education.

DSU has sprawling 132 acres' campus, Kanakapura road near Harohalli. The University has state of art infrastructure, excellent academic ambience for professional growth and encouragement to entrepreneurship, innovation as well as incubation.

01. VISION

To be a premier academic institution, recognized internationally for its contribution to industry and society through excellence in teaching, learning, research, internationalization, entrepreneurship, and leadership.

02. MISSION

To achieve our objectives in an environment that enhances creativity, innovation and scholarly pursuits while adhering to our vision. To undertake impactful research addressing local, national, and global challenges.

03. Institutional SWOC Analysis (Strengths, Weaknesses, Opportunities, and Challenges).

Institutional Strength

Dayananda Sagar University is promoted by a Trust, which has a legacy of over six decades in establishing and successfully managing educational institutions of repute across a wide range of disciplines.

The University has started functioning from the designated 135 acres campus at Deverakaggalahalli with a built-up area of over 11 lakh square feet, and also a 5 acres campus near Electronic City with a built-up area of 4 lakh square feet, both are self-owned.

The University has world-class research centres and innovation laboratories for practicing multidisciplinary approach of problem-solving, and provide real-life oriented training through live projects. These are sponsored either partially or fully by renowned MNCs, that include ETAS (Bosch) Automotive Systems Lab; Autodesk Centre of Competence for Virtual Design; IBM Software Lab for Emerging Technologies; NVIDIA – Boston Innovation Lab; GE Advanced Healthcare Simulation Lab; Dassault Systems Aerospace Engineering Lab; Centre of Competence for Automation Technologies in collaboration with Rexroth Bosch; Data Centre Virtualization in collaboration with VMware.

DSU boasts two Incubation Centres for promoting innovation through startup hub- Atal Incubation Centre (AIC-DSU), and Dayananda Sagar Entrepreneurship Research Business Incubation (DERBI Technology Business Incubator), which have been established with support from Atal Innovation Mission - NITI Ayog, and DST respectively. The combined resources within these sophisticated technological facilities can lay a platform for germination of 300 start-ups, with focus on three verticals: mobility, water treatment, and bio-medical.

The University has well-qualified faculty members from all over India, of which about 44% are PhD degree holders, many of which are from premiere institutions; and diverse set of students who are admitted through several streams of admission like KCET, PGCET, COMEDK, NEET, Uni-GAUGE, DSAT, and direct admissions.

Automation and digitization of academic administration and academic life-cycle processes are done via a commercial ERP system GNUMS, Moodle LMS, Integrated Library Management System using Libsys7 and Web OPAC, Ion EMS for examinations management, Ion DVS for digital evaluation, and in-house developed web interfaces.

Institutional Weakness

Reliance on IT industry for placements and relatively lesser placements in core companies, just like any other non-premier educational institution in the Country, however, this seems to be trend in private institutions.

Percentage of international students on rolls is not that great as DSU is a very young University. The University has a smaller number of international students and faculty members. The University has taken a note of the same and is working towards improving these through MoUs with international institutions.

Alumni strength and harnessing the alumni relations- which may be attributed to the fact that DSU is only 9 years old and only a few batches of students have graduated so far.

Number of PhDs awarded so far is not that great. However, the University has taken a note of it and will develop a strategy to improve the same.

Faculty retention in view of market emphasis on computer science related disciplines. However, this seems to be the order of the day in almost all similarly placed private institutions.

Institutional Opportunity

Being a State Private University established by an Act of the State of Karnataka, DSU may exploit the avenues that ride with such a status, subject to the Act, Government Notifications, and Regulations of the concerned Statutory Regulatory Authorities. The University is not curtailed by the prevalent affiliation-type system, throwing open a plethora of opportunities, however with responsibility and accountability. The University has, in this sense, complete academic freedom to develop new programs of studies including integrated degrees, dual degrees, major and minors; state-of-the-art curricula; pedagogy; assessment methods; and national and international collaborations. The University is marching in the right direction to make use of these opportunities.

The diverse set of over 50 programs presently offered by the University brings to the table plenty of opportunities for multi and interdisciplinary research and development; and lays the foundation for a smooth transition to the system under NEP2020.

The presence of the medical school and the school of health sciences opens up abundant opportunities for extension activities and rural community service, especially in the health-sector, and holistic education and all-round student development envisaged by NEP2020.

Institutional Challenge

The location of the designated campus, which is relatively far away from the centre of the city, poses the issues of mass transportation, and perhaps student admissions, especially during the warm-up period.

Of late, the increasing number of State Private Universities, easing out of eligibility criteria for Deemed to be University status by UGC, and possible entry of foreign universities will introduce a challenge for DSU to remain in the race, to be a university with a difference, and excel.

The NEP2020 and make-in-India initiative envisages the transition from single stream institution to a truly large multi-disciplinary institution with multidisciplinary and interdisciplinary educational system. However, the trends experienced on ground is different - a greater demand for professional programs in Engineering, especially for computer science. It is indeed a challenge for the University to take along all disciplines forward, and provide holistic, multi and interdisciplinary education.

With several Statutory Regulatory Authorities governing the educational arena in a university system presently, before the full-fledged implementation of NEP 2020, it becomes a challenge for the University to cater to all those statutory requirements, in addition to the notifications from the Governments. However, this may ease out with implementation of NEP.

II. SOCIAL AND ACADEMIC MISSION

DSU actively promotes gender equity as a means to achieve gender equality - equity being the means to the end, equality with respect to gender, in all its HR policies as well as with respect to the entire provisions envisaged to the student body. University ensures people what they need - equity, as well as provide everyone the same things - equality.

Women empowerment is obvious in all aspects of curricula and academic processes, and through co and extracurricular activities, institutional events like workshops, seminars and guest lectures. A framework of systematized

and standardized procedures is adopted and monitored ensuring adherence to the gender equity and women empowerment policies.

DSU prescribes and offers several regular academic courses sensitizing the students about gender equity and empowerment. These courses attempt to make students understand the gender concepts, gender related issues and problems, and the way forward for gender equity for a consequent harmonious society. A representative list of such courses, which are integrated in the curricula of various programs of DSU, involves:

- Media, Gender, and Human Rights
- Constitution of India and Professional Ethics
- Indian Culture and Heritage Political Communication
- Advanced Organizational Behaviour
- Employee Relations and Labour Laws
- Media and Cultural Studies
- Personality Development
- Human Resource Management
- Professional and Business Ethics
- Law for Engineers
- Media Laws and Ethics
- Sociology
- Technical Communication

During the design of curricula and syllabi stage itself, emphasis is given to include either a few topics or even a module in the courses, on gender equity, human element, and ethical practice. Further, the summer internships, mandatory internships, and projects in industries expose the students towards gender sensitization.

DSU enthusiastically celebrates International Women's Day, through invited talks, debates, and various competitions with the theme of gender equity

and women empowerment. The University takes initiative to organize events, debates, quizzes, workshops, seminars, webinars, guest lectures, and student elocution competitions in this regard. These activities aim at creation of gender sensitivity, vitalization to address gender related issues, as well as competence augmentation to reinforce the knowledge set and skills required to address and deliberate on the gender equity concerns.

Safety and security of female students, faculty members and staff have been on top of the priorities for university administration, with multiple steps taken including installation of CCTVs on campus. DSU has tie-up with an external professional counsellor, who is available on a need basis. In order to attend to health care needs of women, a female doctor available in the campus.

DSU has setup a Women Redressal Cell, that addresses issues of women on the campus. DSU also has established an Anti-Sexual Harassment Committee that safeguards women at workplace, in hostels and classrooms. Further, the following also support the women students and faculty members, like, Personal Counselling Cell, Student Grievances Redressal, Anti Ragging Committee, and so on. Proportional representation of women is ensured in every such cell / committee, drawn from students' body as well as from employees.

DSU is an equal-gender opportunity-provider university, in all its academic, administrative and allied activities.

Academic Mission

The University adheres purposefully to its vision and mission set for accomplishing academic excellence, law-bound, democratic functioning, and caters to progressive academic essentials of students and society at large. This is achieved through the implementation of statutory regulations

in its everyday functioning as specified in the Dayananda Sagar University Act -2012 (Karnataka Act No. 20 of 2013), Statutes, Regulations, and various orders from the Department of Higher Education, Government of Karnataka, notified from time to time.

DSU engages students in impact-laden, value-based education, benchmarked against comparable high global standards, that revolves around cutting-edge research, both within and across disciplines. University facilitates in creation of congenial, academically challenging and supportive environment that is conducive to personal growth, with time-lined dynamic infrastructural improvements that makes the campus an inviting place to be vibrant and conducive to learning and knowledge acquisition. The University provides good governance and leadership with sincerity of purpose and intellectual honesty. There is optimal utilization of all resources.

The commitment of DSU is reflected in its administrative policies of preferring PhD degree holders during the recruitment process, sparing of research seed money grant, encouragement for taking up externally funded research projects; establishment of two incubation centres – Atal Innovation Centre, and Dayananda Sagar Entrepreneurship Research & Business Incubation Centre, with world-class infrastructure are just illustrative to the support-initiative of the University.

Every department offering program of studies has its own vision and mission, in tune with those of the University, which is reflected in their administration. DSU ensures that its action plans are specifically strategic, aligned with the vision and mission statements. Following them ensures the four pillars of the university – Management, Infrastructure, Staff, and Students to be both functional and resourceful.

III. BASIC PRINCIPLES

This IDP is based on the following principles:

Excellence and quality for Regional, National, and Global leadership

The core principle of the IDP is that international and regional excellence and quality are used to benchmark the performance of the DSU University and all university citizens. The IDP builds on the University's intellectual traditions, community values, organisational experience and synergistic collaboration between the fields of management and commerce, allied health sciences & Medical Sciences and information technology

DSU planned to utilize distance education techniques and modern communication technologies like ICT to provide access to higher education for large segments of the population, and in particular, the disadvantaged groups such as those living in remote and rural areas.

DSU is planned to provide an innovative system of university level education, flexible in regard to methods and pace of learning, combination of courses, eligibility for enrolment, age of entry, conduct examination and operation of the programmes with a view to promote learning and encourage excellence in new fields of knowledge.

INNOVATION. The core principle of the IDP is to respond to and harness innovative practices of external stakeholders, while unleashing its internal innovative energies. Joint cross disciplinary innovations of the community of faculty and students with the involvement of external stakeholders, are of key importance.

ACADEMIC FREEDOM. The core principle of the IDP is that its citizens have a fundamental right to freedom of teaching, research, asking questions, expression.

MEASUREMENT AND IMPROVEMENT. As a core principle of the IDP, the output of the activities carried out at the University (achievements of the individual organisational units, educational programmes, research) must be measured, and measurement results must be systematically incorporated into ideas for the development of individuals and organisational units.

TRANSPARENCY. The principles and the actions laid down therein are accessible to all university citizens.

SUSTAINABILITY. The core principle of the IDP is responsible and ethical operation that is sustainable on the long-term, positive impact on the environment, on the national and international community, and financial and community balance. In line with the UN Sustainable Development Goals, the University's activities contribute to: quality education, decent work and economic growth, industry, innovation and infrastructure, responsible consumption and production.

INVOLVEMENT AND TRUST. The core principle of the IDP is openness. The University consciously focuses on creating and developing forums and mechanisms for participation and involvement, on incorporating feedback.

IV. MAIN OBJECTIVES AND GOALS TO BE ACHIEVED BY IDP

Curriculum: Curriculum is developed with the philosophy to impart quality education. Its salient features are that there is coherence in learning, it synthesizes experience and integrates education with experience. The curriculum is designed such that students get constant exposure to industry-ready skills and techniques in conjunction with the theoretical fare that is on par with the best in the world.

Teaching-Learning Process: DSU embraces the active learning paradigm for the delivery of lectures. High quality lecture notes are part of the course

pack, based on active learning paradigm, which have been developed exclusively by the faculty. Courses are delivered using the customization of MOODLE, and DOODLE. PIAZZA is integrated into DOODLE to facilitate connection with the faculty beyond the classroom. Learning never stops at DSU. Industry driven academics on campus: Industry leaders like Autodesk, Bosch Etas, Bosch Rexroth, IBM, VMware, Nvidia, and Intel have set up training academies on campus to train students in the latest technologies. Students at DSU benefit by taking these certification courses, with possibilities for working on live research projects. Research: With a plethora of doctorates from premier institutions, research at DSU compares with the best that India has to offer. Innovative research projects offer a rich stimulating research environment.

Faculty: Faculty are chosen after a rigorous selection process and many of them are from prestigious institutions in India and abroad. It is not uncommon to find PhDs premier institutions teaching basic courses. What differentiates faculty members of DSU is the genuine empathy they have for their students. In the success of their students lies their satisfaction.

Entrepreneurship: A student has the option to enter the portals of DSU to be trained as a professional engineer in a select domain or opt to become an engineer-entrepreneur. The incubators at DSU have the provision to accommodate about 300 start-ups offering all the needed support and facilities for an idea to be translated into a product. This is one of its kind initiatives, exclusive at DSU.

1. Three years Institutional Development Plan

Academics and Teaching-learning quality

Adoption of various UGC norms related to Multi-Entry Multi-Exit, four-year undergraduate degree program and minor degree program under NEP 2020.

- Revision of Curricula as per NEP 2020 across all programmes with set Programme Educational Objectives, Programme Outcomes & Programme Specific Outcomes and well- defined course outcomes for each course.
- Course delivery through experiential, participative, problem-based & project based learning, numerical problems, field exercises and case studies with full use of ICT.
- Wider course choices (both discipline specific and interdisciplinary courses) for students with a provision of adopting courses through MOOC for every student.
- Implementation of Processes to offer skill based Value added courses each semester open to the students across disciplines with maximum participation.
- Lectures from industry experts and professionals.
- Adding more knowledge partners from industry, research organizations and academic Institutions of national/international repute.
- To further strengthen the facilities in the labs/workshops with latest equipment and software to provide skill-based training benchmarked to international standards.
- Special emphasis shall be placed on students to make independent presentations in colloquium, seminars, workshops and conferences leading to development of professional and soft skills
- Continue to have transparent and well defined, faculty selections, induction and promotions, policies and processes.
- Conduct of domain related, research-based and quality related Faculty/Professional Development Programme.
- Participation of each faculty member in one national and international conference/seminar/workshop per year by each faculty member for updating their knowledge with the latest technology.
- All the faculty members become members of at least one of their respective domain professional bodies or Chapters at National and

International levels to keep pace with the latest developments in their areas.

- To further increase the submission of proposals to Govt. Funding Agencies to organize sponsored faculty /staff development programmes.
- To achieve a figure of 85% Ph.D faculty in its ranks
- To further strengthen Feedback Mechanism from all Stake-holders for continuous improvement.
- To revisit and align the University policies as per NEP 2020 wherever required and have an approved University Quality Manual. • To make provision for crediting all kind of learning by students as per provision in NEP 2020 including co-curricular and extracurricular activities.
- Emphasis on making students aware about the Indian Traditions and Knowledge system

Research, Innovation and consultancy

Mandate to the faculty members (Cadre wise) with a set target to publish the minimum number of quality research papers in highly indexed refereed Journals, book chapters/ books, conference publications per year in reputed and highly indexed refereed Journals listed in prestigious databases like Scopus, SCI, Web of Sciences etc. so as to increase the publications by at least 20% every year.

- Mandatory publication in journals/conferences listed in prestigious databases by every student under the PG Programme as an outcome of their dissertations.
- Mandatory publication in journals/conferences listed in prestigious databases or patent publication by every student under the UG Programme as an outcome of the courses like Research Innovation Catalyst and Design Thinking & Innovation.
- Raise the h-index of the University to atleast 60.

- At least 10 - 20 % annual growth in consultancy revenue. • To get more and more sponsored projects and grants from government agencies and corporate to fortify R&D activities.
- To further strengthen the tie-ups with more research organizations for qualitative research outcome in the latest upcoming areas.
- To set up Central Instrumentation Centre and Characterization Lab to facilitate for carrying out applied research.
- To establish more centers of excellences by collaborating with industries.
- To enrol more number of full time PhD scholars.
- To further augment, both qualitatively and quantitatively, our innovation and incubation centre leading to high-end research and commercially viable products besides triggering a host of start-ups.
- Entrepreneurship education to all students with full functional incubation support for student's start-ups
- Filing of significant number of new patents, development of processes and products for launching of start-ups under National Initiative of "Make in India" and "Viksit Bharat 2047" with a target of 10-15 new start-ups each year.
- To provide all the necessary facilities to the students and faculties to participate, compete and win the awards in reputed national/ international competitions.
- Collaborations with industry to set up Centres of Excellence with a broad scope of covering training programs on latest technologies, expert talks, industrial visits, internships and job opportunities.
- To explore opportunities for MoUs with leading institutes and industries for collaborative activities, student/faculty exchange, Skill Development, employability and placements
- To motivate passing out students to compete in CAT/GATE/GRE/GMAT to pursue for Master's and Doctoral Degrees in leading universities within and outside India. It shall also be MRIIRs endeavour to motivate more

passing out students, to compete for induction into civil services, state services and PSUs.

- To raise the number of placements of students in companies/organization of national/international repute and also to raise the average median salary by atleast 10-20% every year by giving the additional required skill sets to the students.
- To provide in-house skill development opportunities for all students in relevant areas.
- To enhance progression of the students for higher studies and research.
- To collaborate for more integrating skills in Higher education in association with NSDC and start more skill development programmes in more areas mentioned under Reimbursable Skill Advisory Services (RSAS).

Student Support and Progression

- To organize regular awareness programmes on usage of EMS incorporated single window service for students with robust Online grievance redressal system.
- To further enhance the integrated on-line Education Management System by incorporating student portfolios on the EMS.
- To further enhance the institutional support for career development, employability, placement, Soft skills enhancement and counselling and record the outcomes.
- To benefit more students with utilization of the MRIIRS earn while you learn scheme (EWLS).
- To further strengthen the Peer Mentor System for the students.
- Enhancement in participation of students in sports activities while providing them advanced sports facilities and additional facilities/incentives for participation in national and international events.

- To provide equal opportunities to students through enhanced infrastructural and financial facilities for Socio Economic and differently abled students.
- To create awareness about gender issues, ethics and Code of Conduct.
- Digitization and ICT Integration/Infrastructure
- To further enhance the domains of Education Management System across MRIIRS in terms of dynamic MIS heads incorporating all the as on date guidelines of regulatory and accreditation bodies.
- To record a complete digital database of all university administrative processes and support management under e-governance through more dynamic MIS
- To have full digitization of learning resources through e-content development and recordings by organizing training programmes to all faculty and staff on digital processes.
- To become an active contributing partner towards strengthening learning resources.
- To further enhance the open educational resources in the library collection by 25%.
- To become active partner in sharing and contributing as digital resource center in local and global scenario.
- To further digitize the available print collection books by 25% and make them available through national digital platforms.
- To increase student footfall in the library through large-scale upgrades of infrastructure and subscription to high-quality e-journals and e-books.
- Implementation of more robust e-Governance across MRIIRS.
- To further enhance the ICT enabled facilities in all classrooms/laboratories and Smart rooms.

Institutional Social Responsibility

- To further enhance the ISR support in adopted villages and undertake various more robust development activities in the area of health,

education, environment, sanitation and overall community development.

- Enhanced support to government campaigns and development programmes.
- Connecting with the corporate sector for CSR projects.
- 5-10% increase in the annual budget for ISR activities.
- Quest for Excellence: Accreditation and recognition
- To revise the proforma for Academic Audit.
- Regular conduct of AAA from external experts.
- To further strengthen the stakeholder feedback system, addition of feedback on curricula through Academic Peers, revision of feedback parameters and student mentoring system.
- To get NBA Accreditation for all eligible technical and professional programmes.
- To improve NIRF ranking with a target to reach among top institutions in all category
- To prepare for sustenance of NAAC accreditation with A++ Grade
- To improve in overall QS rating with 5-star rating.
- To apply and get ABET Accreditation.
- To get ISO 21001:2018 certification for EOMS of MRIIRS.
- Regular participation in sustainability based Rankings
- To further participate and improve in all the National/International Ratings and Rankings.

Alumni Connect

- To involve more alumni in the development of the institution
- To improve the application-based connection with a full database of all alumni.

- To further strengthen the alumni engagement in the institutional activities including training and placement of existing students
- To design lifelong learning programmes for alumni
- To engage more alumni through social media platforms for branding Environmental Consciousness and Ecosystem
- Installation of grid-connected rooftop solar PV system on all building roofs of the Institution to be further enhanced
- Campus wide maintenance of LED lights across campus and sensors for switching on/off all the electrical appliances in class rooms, labs, offices etc.
- To inculcate the Philosophy of Green Buildings, Green Jobs and Green Economy amongst the faculty and students
- To retain completely polythene free campus, plastic free campus
- To further strengthen the resources for water harvesting, solar energy and waste management in the campus.
- To introduce a course on Sustainability in alignment with UN SDGs.

Internationalization

- To have more effective collaborations with foreign universities involving students and faculty exchange programmes and collaborative research
- To enrol more students under different programmes from developed foreign Countries.
- To involve more foreign faculty for teaching and to arrange foreign internships for the students to give them global exposure.

2. Seven years Institutional Development Plan

Academics and Teaching-learning quality

- Implementation of various UGC norms under NEP 2020, or as mandated by the regulatory bodies.

- Regular revision and updating of curricula across all programmes to keep pace with the very fast changes scenario, new technologies and processes coming in use in real world of work.
- To offer 30-50% of total courses in a programme under electives basket (both discipline-specific and inter-disciplinary courses) with wider course choices within each basket with a provision of adopting courses through MOOC or other approved sources of online course.
- To introduce and start more PG programmes with at least one PG programme in each • department.
- To have almost 100% Ph.D faculty in all the departments.
- Collaborating with highly reputed knowledge partners from industry, other academic/research institutions for all programmes to have their relevant inputs in academic delivery.
- To regularly update the existing and create new facilities in all labs/workshops to provide skill-based training on relevant latest equipment/machines and software to compete globally.
- To inculcate human and universal values amongst all enrolled students to enable them to become global citizens.
- Mandate to organize at least one Faculty Development Programme of 3-5 days in the relevant areas by each department in a semester with resource persons from industries and other academic/research organizations of national/international repute.
- Mandate for each faculty member to participate in at least one national and one international conference/ seminar/workshop per year by each faculty member for updating their knowledge with the latest technology.
- The participation of faculty members in FDPs and conferences to be linked with their career progression and annual appraisals.
- To submit the proposals to Govt. Funding Agencies to organize sponsored faculty/staff development programmes.
- Mandate for each faculty member to become member of at least two of their respective domain professional bodies and chapters at National and International levels and to have at least one Student Chapter of

relevant Professional Body in the department to keep pace with the latest developments in their areas.

- To have departmental newsletter and magazine of each Faculty to disseminate the latest technological and processes developments.
- To draft and document revised policies/new policies for all the processes to be adopted for academics and administration.
- To make provision for crediting all kind of learning by students.
- Emphasis on making students aware about the Indian Traditions and Knowledge systems.

Research, Innovation and Consultancy

- Action research, curriculum-based research, field research and live projects in at least 50% of the programmes.
- To regularly update and strengthen the Central Instrumentation Centre and Characterization Lab facility with latest arrivals for carrying out applied research.
- To enrol maximum number of full time PhD scholars through fellowship programmes and other Govt. schemes including internal scholarship schemes.
- To have up to 400-500 publications every year in highly indexed journals quoted in prestigious databases like Scopus/SCI/Web of Science etc. from faculty and students.
- Raise the h-index of the University to in the range of 70-75.
- To increase the consultancy revenue at the level of each department to the extent of at least 10-20% of their annual required budget for further strengthening the research and consultancy facilities in the department.
- To get more and more sponsored projects and grants from government agencies and corporate to fortify R&D activities.

- To further strengthen the existing and explore more tie-ups with research organizations of international repute for qualitative research outcome in the latest upcoming areas.
- To further augment, both qualitatively and quantitatively, our innovation and incubation centre leading to high-end research and commercially viable products besides triggering a host of start-ups with a target of 15-25 new start-ups each year under National Initiative of "Make in India" and "Viksit Bharat 2047".
- Filing of significant number of new patents, copy rights, development of processes and viable products.
- Collaborations with industry to set up Centres of Excellence with a broad scope of covering training programs on latest technologies, expert talks, industrial visits, internships and job opportunities.
- To facilitate the students and faculties to participate, compete and win more and more awards at reputed national/ international forums.
- To explore more opportunities for MoUs with leading institutes and industries for collaborative activities, student/faculty exchange.

Skill Development, employability and placements

- To provide in-house facility for the students to compete in CAT/GATE/GRE/GMAT to pursue for Master's and Doctoral Degrees in leading universities within and outside India.
- To provide in-house training to the students to prepare and compete for Civil Services,
- Engineering Services, State Services and PSUs.
- To raise the number of placements of students in companies/organization of national/international repute and also to raise the average annual median salary with a target of Rs 15-20 lacs by giving the additional required skill sets to the students.
- Target to have at least 100 placements with annual salary of more than Rs. 40 lacs.

- Setting up more Skill Centers for training and delivery of skills benchmarked to International Standards under 'Make in India.
- To enhance progression of the students for higher studies and research.

Student Support and Progression

- To organize regular awareness programmes on usage of EMS incorporated single window service for students with robust Online grievance redressal system and further expand the single window service for students.
- To facilitate the students with 24X7 lab and library services including online resources.
- To facilitate the students with centralized computer lab facility with internet in the hostels.
- To further expand the institutional support for career development, employability, placement and counselling through corporate trainers.
- To expand the scheme of earn while you learn (EWLS) for students.
- To extend the facilities for differently abled students.
- To further expand all the facilities and training for students for grooming and nurturing

Digitization and ICT Integration/Infrastructure

- To extend the modules of Education Management System.
- To fully adopt virtual reality and make available artificial intelligence based learning resources towards teaching and learning processes.
- To make paperless working environment in the Institute while implementing e-governance.
- To further enhance open educational resources in the library collection by 30%.
- To further digitize the available print collection books by 30% and make them available through national digital platform.

- To extend facility for online content development facility for core and elective courses.
- To extend learning resources available towards the global community.
- To retain the 100 % of classrooms/laboratories with ICT enabled facilities. their talents in the area of music, singing, drama, literary events etc.
- Target of achieving atleast 10-12 national and 3-4 international championship/ medals by further strengthening the sports facilities and rigorous training through national/international coaches in the major interest areas of the students
- To introduce a credit based course on Sports for students of all the programmes.
- To create awareness about gender issues, ethics and Code of Conduct.

Institutional Social Responsibilities

- Adoption of 10 villages and undertake various development activities in the area of health, education, environment, sanitation and overall community development.
- Adoption of more nearby Govt. Schools for their overall developments.
- Full support to government campaigns and development programmes.
- Connecting with the corporate sector for CSR projects.
- To retain 5-10% increase in the annual budget for ISR activities.
- Continue to provide equal opportunities to students through enhanced infrastructural and financial facilities for Socio Economic and differently abled students.

Accreditation and Recognition

- Regular conduct of AAA from external experts.
- Strengthening of stakeholder feedback system and student mentoring system.

- To get NBA Accreditation for all eligible technical and professional programmes.
- To improve NIRF ranking with a target to reach among top institutions in all categories.
- To retain the highest NAAC accreditation Grade.
- To improve in overall QS rating with atleast 5-star rating and achieve the global ranking amongst top 200 institutions
- To apply and get ABET Accreditation for technical programmes.
- To apply for valid International Accreditations for other programmes as well.

Alumni Connect

- To continuously enhance the region-wise and global alumni network for regular and frequent interactions and effective utilization of social media platforms for global branding.
- To further strengthen the alumni engagement in the institutional activities including training and placement of existing students, setting-up centres of excellences and overall development of the institution.
- To design lifelong learning programmes for alumni.

Environmental Consciousness and Ecosystem

- Shifting to alternative energy sources by adding more grid-connected solar system for all lighting and light load arrangements in the campus.
- To further strengthen the resources for water harvesting, solar energy and waste management in the campus to make it fully sustainable and eco-friendly campus.
- Regular conduct of quality audits on energy and environment.
- To establish MRIIRS as a sustainable campus

Internationalization

- To further strengthen the collaborative relations with foreign universities involving more students and faculty exchange programmes, joint projects and collaborative research
- To enrol more number of students under different programmes from developed foreign countries
- To engage international faculty for teaching in each department to give them global exposure.

V. STRATEGIC GOALS & DEVELOPMENT OBJECTIVES

Strategic Goals

- The themes have been identified to guide the University's growth towards conducting & delivering world-class research and high-quality education. The action needed to fulfil aspirations related to pillars, and hence to realize DSU's vision and mission
- Supporting the overall academic success of students by providing necessary inputs like remedial coaching, better study material, counselling
- Increase availability of Programmes, skill enhancement courses and certificate courses. Augmentation of infrastructural facilities for teaching learning and in non-academic areas.
- Augmentation of infrastructural facilities for teaching learning and in non-academic areas
- Improving the employment placement rate of students after graduation by setting up support centre for counselling, incubation and start-up.
- Building Environmentally Sustainable Campus facilities & building the culture of sustainability by establishing Global Goals Centre.
- Enhancing institutional network capacity by engaging in MoUs, Collaborations. Attracting students from other states and countries for enrolment in various programmes.

Development Objectives

To provide instructions, teaching and training in higher education, vocational and professional education and make provisions for research, innovation advancement and dissemination of knowledge.

- To create higher levels of intellectual and innovative abilities.
- To add more centres of excellence for research and development and for sharing knowledge and its application.
- To augment the consultancy services to the industry and public organizations.
- To collaborate with other Universities, Research Institutions, Government and Non-Government organization towards fulfilment of objectives of University.
- To provide meaningful learning opportunities to students of India and overseas.
- To set up collaborative provisions with foreign/international Universities to enable students of the University to leverage the advantages of faculty and students exchange, dual degree options and semester abroad programmes.

VI. GOVERNANCE ENABLERS

The organizational structure is built on decentralization of powers, through the Authorities like Board of Governors, Board of Management, Finance Committee, Academic Council, and Research and Innovation Council. A strategic plan has been implemented with focus on regular formative assessment of learning outcomes, rather than the summative assessment in tune with NEP 2020, and with inbuilt hands-on experience in a majority of courses.

DSU has implemented e-governance in all the areas of operations, through a commercial ERP software. The recruitment, and terms and conditions for all employees are as per service rules, regulations, guidelines, conduct and

discipline rules, conforming to the statutory requirements. A transparent faculty and staff appraisal system has been implemented with pre-announced criteria, involving teaching, research and administrative contributions. For the non-teaching staff, ESI and provident fund schemes are provided as per Governmental policies.

The IQAC lays down procedures and standards, conducts sensitization events and periodic academic audits, and automates and digitizes academic administration through in-house developed web interface.

DSU will adopt additional good governance enablers by further decentralise the powers and provide specific roles to staff. Obtain regular feedback from stakeholders for better governance. Recruitment and retention procedure to be strengthened. Document all administrative and management policies. Establish and strengthen institutional best practices. Make alumni as members of different committees and in academic committees and Implement faculty welfare schemes and strengthen the existing schemes and formalise SoP

VII. FINANCIAL ENABLERS AND FUNDING MODELS (RESOURCE GENERATION)

DSU is generating its financial resources predominantly on the contributions derived from the Trust and its own internal accruals for its growth and sustenance. The operational surpluses have been reinvested judiciously and productively mostly for building construction to be the best-in-the-class infrastructure. Being a State Private University, DSU is overwhelmingly dependent on tuition fee collection, and hence it has developed and implemented a three-pronged strategy for the mobilization of funds - Student fees: The tuition fee paid by the students is fixed based on: 1. for 40 % intake, based on the CET / NEET etc. Karnataka Government quota, fixed by the State Government, and 2. for remaining 60%, by the Fee Fixation

Committee, with designated members from the State Government. Hence, DSU strives for 100 % admissions in all programs, in order to become self-reliant over a period of time. Funds / Grants from non-government bodies, individuals, and philanthropists: Efforts have been made to receive funds / grants from these sources, for the cause of higher educational institution. DSU has a strategy of seeking funds from leading industries for setting up state-of-the-art laboratories. It has been successful in establishing several such innovation labs which are generously sponsored by industries like Autodesk, VMWare, IBM, Bosch Rexroth, Nvidia, GE, and Dassault. DSU continually strives to attract research, other funding, and consultancy projects

The future growth planned largely on the following cycle: good academic excellence – attract better admissions – better fee income realization – reinvest in academic and infrastructure resources –grow further.

VIII. ACADEMIC ENABLERS

DSU has adopted an efficient and effective academic administration by taking the following measures have been taken: implementation of indigenously developed e-Governance Academic Management System, an online tool for faculty, students, and administrators. This manages students' registration to courses, attendance, IA marks and allocation of courses to teachers, ongoing configuration of ERP system GNUMS, University Management System from gnwebsoft, with phased implementation of over 50 relevant modules, accessible even through a mobile app, automation of library management system, weekly filing of class reports, and the semester-wise class timetables, on the web interface developed in-house, establishment of IP Cell and implementation of an online, sortable and searchable research compendium, and meticulous employee-annual appraisals are conducted to assess the performance and ensure quality deliverance. DSU takes progressive shift towards becoming a research-centric university; through improvement in quality of research publications,

percentage of faculty members with PhD degrees, urging the faculty members with PhD degrees to receive seed money grant, and encourage them to submit research proposals to obtain extramural research grants and enhance consultancy projects. Continuous improvements in all functional aspects of the University are leading to the benchmarking of university on par with global standards, with the scope for further incremental improvements.

IX. RESEARCH, INTELLECTUAL PROPERTY, AND SUPPORTIVE ENABLERS

To promote quality research among faculty and students, the University is strengthening its research capabilities by recruiting high-quality faculty, developing research as well as infrastructural facilities, besides networking with reputed institutions/ Industries and academic in India/ Global. This will enable students to use technology with modern and traditional knowledge. Training programmes to encourage young faculty members to take up R&D and consultancy projects from different government and non-government funding agencies.

- DSU, a multi- disciplinary University, promotes research culture by adopting the following, widely publicized, policies:
- Provision of research seed grant, with a ceiling of Rs. 5 lakhs per proposal thereby encouraging researchers to start off with their initial research
- Encouragement given to researchers in the Departments to send their research proposals to external funding agencies and industries and pass on an equivalent of 8% of the sanctioned amount as incentive to Principal Investigators. Financial support for travel for attending conferences and organizing conferences
- DSU-KSCST IP Cell incepted to safeguard the intellectual properties created
- Creation of exclusive university level position, Research Professor, with mandate to prioritize multi and inter disciplinary research

- Offering of vibrant PhD programs across wide disciplines, as well as interdisciplinary research
- Due weightage for research activities carried out, during annual faculty appraisals
- Either registered for PhD or having a PhD degree is one among the criteria for fresh / selection recruitment for entry level faculty position
- Provision for faculty members without PhD and JRF / SRF staff working in research projects, to pursue PhD,
- Creating high-end research facilities.

The Seed Money Grant Scheme has been designed to stimulate competitive research in strategic areas of national and global relevance and interdisciplinary areas. The internal calls inviting proposals are made every year, scrutinized, sanctioned, and periodically reviewed for progress. The scheme also facilitates initial research to test novel ideas, which may culminate in developing in to research proposals worth to be considered by external funding agencies later.

The policy of safeguarding the intellectual properties of research findings with potential business value has been implemented via DSU-KSCST Intellectual Property Cell, established in collaboration with the Karnataka State Council for Science and Technology (KSCST), which enables and assists faculty members, research scholars, and students for filing of patents.

X. HUMAN RESOURCES AND SUPPORTIVE- FACILITATIVE ENABLERS

DSU has adopted a careful balance and interlinkage between principles and precepts.

- Institutional Autonomy and Policy Development
- Engage Faculty and Stakeholders
- Clear Communication
- Flexibility in Implementation

- Regular Review and Feedback
- Compliance Teams and Committees
- Training and Awareness
- Transparency in Decision-Making

DSU has laid the short term, midterm and long term action plan to create a stress-free environment in which teachers can work on research new ideas: such as faculty bonding programmes, promotion of forums for exchange and sharing of research ideas and other activities to encourage recreation for teachers.

- Enhance Seed money scheme by providing 1 lakh rupees for research to the entry level Assistant Professors.
- Extend the Research incentive scheme to UGC care listed journals.
- Encourage faculty members to participate in national & international conferences using RIF scheme.
- Recognize young faculty members for publishing in high impact journals by way of an award or citation.
- Sign new MoUs with international HEIs for exchange of faculty and students for research.
- Encourage collaborations with researchers in top 500 Universities in the world.
- Encourage faculty to use 30% of overheads for research infrastructure.
- Organize Orientation/ short / refresher / FDP / FIP programmes for faculty.
- Conduct Team building and leadership workshops for faculty.
- Encourage non-PhD faculties to register for PhD in good institutions.
- Improve WiFi and LAN internet connectivity in all buildings.
- Encourage interdisciplinary research projects.
- Inspire faculty members to take up local research problems in Goa state.
- Encourage faculty to participate in workshops, conferences, summer/ winter school at national and international level for short term duration.

Mid Term

- Encourage faculty to apply for post-doctoral positions abroad in top 500 Universities.
- Achieve the target of 90 % faculty with PhD.
- Promote faculty to present papers in international conferences.
- Encourage faculty to play vital administrative processes.
- Provide uninterrupted power supply to the entire campus 24 x 7.
- Encourage faculty to set-up specialize research centers based on expertise.
- Along with the seed money provided for research, encourage and mentor faculty members to write research projects, as well as collectively tap support under FIST, SAP, for establishing new laboratories and augment the available research infrastructure.
- Internationalizing the University to encourage diversity in students/faculty through international MoUs.

Long Term

- Encourage faculty to establish themselves as among the leading experts in their area with their globally recognized research and publications.
- Allow faculty to tie-up with industry for consultancy and foreign Universities for research.
- Inspire faculty to publish in high impact factor journals.
- Expand infrastructural and recreational facilities on campus.

XI. NETWORKING AND COLLABORATIONS ENABLERS

DSU has established Alumni association to develop and strengthen ties between our Alumni and University by providing diverse profound benefits including career services, networking opportunities, special events and

lectures, and the opportunity to connect with and inspire students and graduates.

To carry out programs that augment the student experience, promote student alumni interaction, establish a spirit of loyalty to Alma Mater, and cultivate relationships between students: past, present, and future. ¶ To partner effectively with Alumni Services to offer programs that foster campus traditions and perpetuate a passion for a life-long involvement with the University.

To provide placement, career guidance and employment opportunities to alumni. Create a feedback tool that allows young alumni to assess their networking experiences and offer opinions on the best ways to build alumni relationships. Increase alumni exposure to current students and faculty by utilizing alumni (or their contacts) for a variety of opportunities, existing and invited guest speaking engagements, panellist positions, internship sponsors, etc. To let qualified alumni, participate in University curriculum development, Board of studies, Research advisors and appoint distinguished alumni as Promotion and brand building ambassador.

To seek Alumni cooperation and support in brand building of the DSU, marketing and recruitment of students for various programs of the university. Create alumni networking opportunities and connections based on professional fields or industries. Collaborate with college counseling to identify ways to connect young alumni of the college with older alumni to be able to offer them career opportunities, professional development, etc. To promote placement opportunities through referrals by networking with their company HR professionals. Implement a LinkedIn platform to support a scalable mentoring program and career education opportunities. Connect alumni and students through affinity associations, for example through theatre, sports, quizzes, debate, etc. To provide platforms for Alumni to share their experiences through arranged talks, seminars, webinars, video

conferences, social networking, etc. To set up Entrepreneurship cells, Skill development cells, Innovation and Incubation centers at DSU through support from Alumni. To setup Alumni Chapters in most of the metropolitan cities in India in the next 5 years. To Organize Mega Alumni Meets at various Centers of DSU Alumni chapters in India in the next 5-8 years. To setup International Alumni Chapter in the next 10 years in prominent global cities. To conduct International Global Alumni Meet organized with major participation in the next 12 years. Set-up Alumni Endowment Chair positions in new frontiers of Science and Technology in the next 10-15 years

XII. PHYSICAL ENABLERS

The institution has adequate facilities for teaching - learning. viz., classrooms, laboratories, computing equipment, etc. DSU has infrastructural facilities for teaching-learning at DSU include, state of art an instructional area, admin area and amenities area. The floor areas allocated for the classrooms and laboratories are or more than the minimum specified requirements by the statutory bodies. The University has sufficient number of furnished class rooms, of varying capacities to accommodate 60 and 80 individuals. Over 85% are smart classrooms, equipped with projectors / LCDs, screens, CCTVs, and other teaching aids. All class rooms have Wi-Fi facility, with 1 Gbps speed. Adequate quality-furniture, designed considering the ergonomic factors, are available in the class rooms. Advanced infrastructural facilities with modern teaching and learning tools are offered by the university. A student to computer ratio of 3:1 is maintained in the laboratories. Across the University, for all programs, the student-computer ratio on an average is 9:1. All the computers are on a LAN, for remote access. DSU has a 1 Gbps leased line over fibre connectivity, with redundancy, and with zero fault tolerance. E-LAB facilities in libraries are equipped with tablets and discussion rooms. Other augmented facilities for teaching-learning process provided are digital cameras, tablets, scanners, educational videos on DVDs and CDs, audio books, animated illustrations, simulation tools for mathematical models, audio-visual aids, and language

lab. Industries sponsored laboratories, like Autodesk, Bosch Rexroth, ETAS, GE, Analog Electronics, Texas, Nvidia, - Boston, VMware, Dassault, Analog Devices, and IBM, provide state-of-the-art software, simulation tools, and high-performance computing facilities. Start-up companies incubated by Atal Innovation Centre and DERBI on campus, provide internships and real-time project experiences to students, virtualization tools, and state-of-the-art laboratories for experimentation and prototyping. Students are exposed to virtual learning environment, for improvisation of teaching-learning process, via Moodle Learning Management System (LMS), as well as customized LMS module of commercial ERP, GNUIMS. Virtual labs are available in a few departments, where students may operate virtual machines, like simulations, offering insights and an effective practice before operating the real machines. The central diagnostics of medical school is spread over 10000 sq feet with centralized AC, fully automated and is easily accessible. 24 hours functional laboratory services are provided in the fields of haematology, clinical chemistry, clinical pathology, microbiology, cytology and histopathology. the art equipment are available- on par with cutting edge technology, capable of delivering high quality results with an excellent throughput. The designated campus, being a green-field project, has requisite number of lecture theatres, demonstration rooms, seminar halls and the likes. All assets in the designated campus have been under the coverage of insurance.

DSU has following facilities for cultural activities and sports: a basketball court in Campus 1, and a half court in Campus 3, football field in Campus 1, cricket ground in Campus 1, a volleyball court in Campus 1, tennis court in Campus 1, throw ball court in Campus 1, table tennis rooms, three 60-seater galleries, a modern Gymnasium; foot balls, basket balls, throw balls, cricket bats and balls, carrom boards, chess boards, tennis and table tennis rackets and bats, in adequate numbers, with other sport gears are available for both students, teachers and staff members. DSU students are encouraged and supported well to participate in All India inter University events, like, Shuttle

Badminton, Netball, Cross country Race, Yoga Competitions, and Athletics. They also participate in various intercollegiate Tournaments / Competitions. DSU offers fitness training for such teams selected. The students' clubs of Table tennis, and Yoga, with faculty as well as student coordinators are established. The Director of Physical Education oversees all concerned activities. Both students and employees take part in the annual sports events held on the campus. DSU also has four students' clubs for cultural activities: Abhinaya club: helps young buds to showcase their talents. DSU provides them the platform to bring out their expressions, feelings in the form of dance and drama. The Fine Arts Club: is an amalgamation of art such as painting, sketching, cooking etc. Literary Club: promoting literary activities like essay, poetry and story writing. Music Club: encourages students to practice Carnatic, Hindustani, Folk, Ghazal, arts. Various cultural events are generally hosted in the galleries of DSU or in the open-air space. Cultural events such as Kalakruthi, face painting competition, canvas painting workshops, intra college debate competition "War of Words" and many more are been conducted on a periodic basis. Many teachers who have expertise in dance, drama, music and other fine arts enthusiastically are engaged in cultural activities and teach, lead and build respective student troupes and teams that take part in inter-collegiate and inter-state level competitions. Performing arts is given a great prominence at DSU. Students are encouraged to involve and pursue their interests in arts, cultural and literary activities. Students are also encouraged to participate in various indoor and outdoor sports activities throughout the year. All facilities that can help and facilitate students to pursue their extra-curricular interests are provided on the campus and the team of Deputy Director – Student Affairs encourages and motivates students to showcase their talent at various events.

Availability of general campus facilities and overall ambience Response: Aesthetics blended with sound architecture make the physical infrastructure appealing at DSU, and is associated with adequate space and functionality.

DSU has buildings and sprawling grounds, innovation galvanizing research labs, cross ventilation facilitated and ICT enabled class rooms, equipped library, centrally air-conditioned office spaces, sports complex with facilities, spacious parking lots, exhilarating gardens, and cafeterias. The campus provides a piquant ambience for harmonious teaching-learning process, and propitious research. The notable campus facilities are highlighted in what follows, and is not limited to those mentioned as there are additions on a regular basis to ensure convenience of all involved and maintain competitive learning ambience to match the global standards. A considerable amount of spare, open land and space is available for extension and expansion purposes. The centrally air-conditioned Administrative Block (A-Block) has the offices of the Vice Chancellor, Pro Vice Chancellor, Registrar, Dean (Research), Director Operations, IQAC, Admissions, offices of CMO and CFO, Conference Room, two incubation centres, industry sponsored laboratories, cafeteria, and so on. The B-Block has the offices of Controller of Examinations, Deans, staff rooms, class rooms, laboratories, and common rooms for discussions.

For co and extra-curricular activities, and sports activities, galleries, auditoria, open-air theatre, and quadrangles have been made available. Stationery shops and reprographic facilities are located at strategic points. The buildings are built following fire safety and other norms, provided with modern elevators, divyangjan friendly wash rooms, and spacious parking. Multiple water dispensers are provided at every floor. Diesel generators, sewage treatment plants, and waste management system with requisite capacity have been installed. The campus has CCTV security cameras installed at strategic points, and 24-hour security is available. The campus is provided with swift transport facility with proper connectivity to all important locations. The campus has pedestrian friendly pathways, gardens and a trained housekeeping team of personnel who maintain a hygienic and serene ambience. The campus has world-class infrastructure, hostel, and staff-quarters. Exclusive hostels have been provided for students and

quarters for residents with spacious, comfortable, well-furnished rooms with modern amenities with access to multi-cuisine food. Round the clock security guards- males and females, as well as CCTV cameras are placed for continuous monitoring and vigilance for the safety. To add to the experience of campus life, students are provided with facilities to pursue sports, cultural and extracurricular activities in a safe and secure environment. DSU benefits from a rich cultural heritage of fortifying the lives of numerous students during the years of graduate-life spent in the campus. As the campus houses students and faculty across multiple disciplines and schools, it provides an opportunity for students to network for integrating their learning experiences and explore wider scopes for conducting research across inter-disciplinary and multi-disciplinary areas. The University provides an invigorating atmosphere to all its stakeholders, with an innate inspiration to enjoy the experience of learning.

XIII. DIGITAL ENABLERS:

- DSU has strong ICT infrastructure across all campuses for high-speed internet, communication, and digital information access. Host in-house or cloud-based data servers with real-time monitoring, security, and structured Wi-Fi networks.
- Centralize admission processes, student fees, and faculty compensation through digital platforms. Elevate the digital presence through dynamic websites, online teaching systems, computerized examination processes, and digital credentialing.
- High speed Internet is provided with 500 mbps Airtel and 100 mbps of Tata with WIFI facility.
- Digital Library: Developing and updating digital library and providing digital library membership to every stakeholder of the university for ubiquitous access of books, periodicals, study materials, magazines, annual/year books of organizations, journals in digital form is the responsibility of University digital library. Internet speed - 500 Mbps
Speed

- Education ERP: To integrate various departments of the university for timely exchange & access of information.
- Plagiarism software facility: A software facility available to every stakeholder to check plagiarism content in the documents.
- Social media-based promotions: Information access & Brand building promotions
- Online digital magazine & Student publication: In online publication. Digital format through University.