

CONTENTS

Executive Summary.....	3
New Beginnings.....	7
i. Establishment	
ii. Context Setting	
Strategic Plan	11
i. Vision	
ii. Mission	
iii. Goals	
iv. Core Values	
v. Teaching-Learning Philosophy	
vi. Tools to achieve Goals	
vii. Strategy Drivers	
viii. Action Plan	
ix. Key Focus Areas	
Deployment.....	22
End Note.....	23

EXECUTIVE SUMMARY

The Strategic Plan provides a roadmap for the growth of Shri Ramswaroop Memorial University. It attempts to address the well being and development of all stakeholders- students, faculty, staff, supporters and the society at large.

Shri Ramswaroop Memorial University (SRMU) is a shining star in the educational repertoire of Uttar Pradesh. Sponsored by Shri Ramswaroop Memorial Charitable Trust, the managing trustees have the much needed experience required for administration and academic progression of the university, from their prior involvement in running one of the most outstanding educational groups in Uttar Pradesh- Shri Ramswaroop Memorial Group of Professional Colleges (SRMCEM) which has been serving the state since the year 1999.

Shri Ramswaroop Memorial University established by UP State Govt. ACT 1 of 2012 is poised to be a jewel in the crown of Uttar Pradesh for skilling and education of youth in the region. It draws on the expertise of its promoters, of more than two decades, in the domain of education, in the management of SRMCEM, which has created illustrious benchmarks in higher education in the state and is attracting the brightest minds in the arena. Building on the strengths acquired over two decades and by nurturing intellectual capital, SRMU envisions to contribute to national development by enhancing employability and employment of the prospective workforce as it passes through its portals. Accomplished faculty members, power the dream of imparting high quality multi-disciplinary education to the youthful masses of this most populous state of India and beyond.

The Strategic Plan 2012-2027 provides SRMU a vision and direction for the coming years, as well as the means to realize the plan. The 15 year plan has been demarcated into 3 phases:

**Phase 1. Establishment and Consolidation
(2012-13 to 2016-17)**

**Phase 2. Expansion & Promoting Research & Collaborations
(2017-18 to 2021-22)**

**Phase 3. Internationalization and Achieving Excellence
(2022-23 to 2026-27)**

The vision for SRMU, as laid out by this plan it to achieve excellence as per **Global Standards**. It is envisaged that futuristic curriculum, cutting edge research, understanding societal needs, dynamics of engagement with industry, internationalization and entrepreneurial activity will be productive in achievement of this ambitious goal.

Through this plan SRMU aspires to add disciplines to its curriculum offering in a systematic manner and promote inter-disciplinary initiatives to integrate the knowledge domains of various disciplines. The plan proposes creating centres of excellence and boosting incubation activities, resulting in creation of innovative companies and intellectual property. Increasing engagement with industry is one of the core tenets of the plan along with expanding the collaboration horizon with international institutions by boosting student and faculty interaction and progressing to credit exchange, joint degree programs and collaborative research.

With the implementation of the Strategic Plan 2012-27, the university is committed to encouraging and promoting its dedicated faculty, proactive students as well as investing in state-of-the-art infrastructure. The principles tenets of the Strategic Plan 2012-2027 draw their strength from SRMU's core belief of developing human resource to serve the nation.

The Strategic Plan 2012-2027 document will serve the purpose of amalgamating all stakeholders of the university towards a set of common goals so that their efforts create exponential results.

The Plan has been laid out in the following phases:

1. Establishment and Consolidation Phase

(5 years: 2012-13 to 2016-17) with focus on:

- In the first phase the launch of Institutes of Management, Engineering, Law, Humanities and Natural Sciences will be undertaken. Subsequently other disciplines will be launched. This phase will focus on the following:
 - i. Development of well defined curriculum
 - ii. Elaboration of teaching-learning processes based on learning outcomes
 - iii. Transparent examination and evaluation system
 - iv. Development of required administrative and academic infrastructure and learning resources
 - v. Development of a sound and responsive Administration and Management System
 - vi. Continuous identification of suitable persons with

- potential of becoming academic leaders.
- vii. Initiating Research, Consultancy and Outreach programs
 - viii. Infrastructure development with an aim to facilitate teaching-learning and creating conducive academic environment.
 - ix. Creating and augmentation of sports and games facility hostels, library.

2. Expansion & Promoting Research and Collaborations

(5 years: 2017-18 to 2021-22) with focus on:

- i. Review and mid-course correction based upon inputs received from students-faculty and industry, adapting to government policies, regulatory bodies and the socio-economic environment.
- ii. Review and course correction in the areas of
 - Teaching and learning
 - Launching of additional academic courses in in various programs.
 - Examination and Evaluation
 - Improving the use of ICT
 - Research and Innovation
 - Extension activities
- iii. Inception of a Business and Technology Incubator
- iv. Initiating collaboration with aspirational institutions for emulation, growth, development and adopting best practices
 - a. National
 - b. International

3. Internationalization and achieving Excellence

(5 years: 2022-23 to 2026-27) with focus on:

- i. Establishment of centres of excellence in identified discipline
- ii. Promotion of Collaboration, Research and Consultancy with national and international Institutes/ Universities/ Research Institutions.
- iii. Development of balanced infrastructure to include the following:
 - Priority 1. Central Library & Computer Centre
 - Priority 2. Mini Stadium
 - Priority 3. Auditorium
 - Priority 4. Swimming Pool or Plunge Bath

- iv. Attracting Foreign Students to the university, analysis of foreign trade policies, understanding the cultural dimensions of foreign countries and their value systems, study of foreign languages and comparative study in areas of linguistics, culture and history, launching of dual degree programs, global management degree etc. Development of foreign students hostel. An international students cell will also be established.
- v. Establishment of Science Centre to promote research work.
- vi. Establishment of Skill Development Centre with emphasis on development of critical advantage technologies and skill deployment depending on local and societal competencies
- vii. Improving University Ranking nationally and internationally

NEW BEGINNINGS

ESTABLISHMENT

Shri Ramswaroop Memorial University (SRMU), was initiated in 2012, however the ideological foundation for Shri Ramswaroop Memorial University was laid in 1999, when fascinated by the teaching and learning processes at the Indian Institute of Technology-Kanpur, the promoters of SRMU, Er.Pankaj Agarwal and Er. Pooja Agarwal (alumnus and gold medalists of IIT-Kanpur) decided to make quality education available to the masses in Uttar Pradesh. Post completion of their B.Tech they started their first educational entrepreneurial venture in a small, rented premises in Lucknow. Hence with a vision of bringing world-class engineering & management education to the youth of Uttar Pradesh the foundation of **Shri Ramswaroop Memorial Group of Professional Colleges (SRMGPC)** was laid.

Initiated with just a few students and faculty members, the college has experienced exponential growth over the past twenty years and evolved into a mammoth institution providing high quality education. Their eye for precision and commitment to quality won the group many awards and today SRMGPC is considered amongst the best educational institutions in Uttar Pradesh. Thus the ideological foundation of SRMU was firmly etched on the landscape of the nation.

The founders enlarged their contribution to the educational arena thorough backward integration. The thought of molding students from a more impressionable age led to the creation of **Shri Ramswaroop Memorial School (SRMPS)** in 2005. Established with a vision to shape the life of a child from the initial years and to lay a firm foundation for his future development, SRMPS, a world class, fully air-conditioned residential cum day boarding co-educational school, was established, with affiliation to the CBSE board.

Determination to usher global standards in higher education led the promoters to establish Shri Ramswaroop Memorial University in 2012. Using the experience garnered by achieving excellence in a variety of educational formats and the development and dissemination of technology, the promoters established SRMU.

The University aspires to play a decisive role in the process of nation-building by bringing quality education to the masses and providing opportunities for education and skill development. The vision is to not merely impart information but to make learning a harmonious experience, to help students to shine in each and every aspect of life. Education at SRMU, is viewed as a culmination of the highest ideals in the hope that it can become a medium, through which society may be served by developing a highly educated, informed, efficient and ethical pool of human resource.

SRMU aspires to fuse the deep-rooted spiritual traditions of our Indian culture effortlessly with modern technology and teaching practices to create a value-based education system capable of molding the students into professionals, who will become harbingers of social change and competent citizens of the nation.

CONTEXT SETTING

Some of the emerging challenges that will be dominant in India and the World and shape the domain of education in the years ahead are discussed below:

a. Demography

All over the world there is a huge change in demography. In India too it is anticipated that by the year 2030, ours will be the most populous nation of the world with about 1.5 billion people. India is expected to be the largest supplier of skilled labour to the world. In order to reap benefits of this demographic dividend India will have to gear up and equip its youthful population.

It is expected that approximately 142 million students in the age group of 18 to 23 years will enter the educational institutions. There will be openings in agriculture, manufacturing and the tertiary sector and a growing demand for skilling of women too. Re-skilling of existing workforce with changing international and national environment and fast pace technology development (Disruptive Technologies) breakthrough has forced the world order, including India to adopt to new way of functioning therefore re-skilling the middle level employees is one area which needs to be started in the universities and providing them with new knowledge will be another huge task faced by educational institutions. SRMU aspires to develop flexible and continuously

evolving educational solutions to equip human resources of India for playing a dynamic role in development of the nation and the world.

- b. **Need to evolve pedagogy to the changing learning needs of students:** The curriculum and the pedagogy need to adapt to the changing needs of the learner while integrating the requirements of the industry and ensuring that the skills imparted are in tune with the changing times. Also the teaching-learning mechanisms have to be adapted to the needs of the students incorporating, e-modules and sustaining their interest by providing flexibility and knowledge at affordable price points. Incorporating social networks, which embody student interest, with requirement of reduced attention spans and promoting activity-based learning is also the need of the hour. Use of ICT in teaching learning is going to be a major change which university should adopt as soon as possible. Some of the example are Learning Management system (LMS), Digital Library, e-book, e-journal etc.
- c. **Integration of Technology:** In today's world technology is a great leveler between the masses and the classes. Internet/ web-based technology, cloud technology, mobile technology and tools of collaboration and communication are today re-defining the learning experience. Open source software and the development of MOOCs are changing the landscape of knowledge sharing. Video conferencing, social networks and learning management systems are changing the learning and research environment on campuses.
- d. **Internationalization:** India has a great chance to become the educational hub for the world given its English speaking population and committed faculty. There is a tremendous opportunity to attract students from emerging economies and train them for the global workplace. Brand India has received an impetus in its image perception with global companies opting for Indian born and educated CEOs. The time is now ripe for Indian educational institutions to make their international foray. To attract students from South East Asia, Middle East and Africa countries specially.
- e. **Evolving expectations and competition:** Indian educational sector is very large, still our Gross Enrollment Ratio (GER) in Higher Education remains very low (20% to 25%) therefore our university has to expand to meet growing demand of higher education by

introducing more number of programs which are critical to fill the gap of employment skills. The sheers numbers make it a competitive zone and market forces have already starting re-defining the arena. This competition is not only with Indian counterparts but is now spilling forth into the global trajectory. New educational concepts like MOOCs, short-term courses, education-on-the-go (m-education) are the new competitors to the current regular forms of education. This competition is making the task of student involvement and engagement challenging.

- f. **Emerging employability-education connection:** Students these days are demanding that education should lead to employability, enable them to improve the standard of living and also help them in achieving their objectives. Value for money is what the various stakeholders are demanding from the educational institutions. It is also essential that our university should suitably equip the graduates with employees skills by teaching students courses and focus on internship with industry.
- g. **Changing regulatory framework:** It is projected that over a period of time there may be a declining trend of the central government, in regulating the educational institutions and an increasing role of the state governments. There will be enhanced competition amongst the states to attract foreign partners. Centre's role will be more in forecasting the demand for higher education, directing the funds to achieve the socio-economic objectives of the country and developing a culture for research and innovation. The centre's role is projected to be more in terms of setting the agenda for skill development and providing support to institutions for skill building.

The Management of SRMU has developed its **VISION 2012-2027** and the mission and goals for a fifteen-year period keeping these 'change drivers' in mind. A re-orientation of the plan is proposed to incorporate changes and upgrade the objectives after a period of 5 years, in the year 2017-2018 and subsequently in 2022-23.

STRATEGIC PLAN

2012-2027

The first five years, of the university's existence beginning 2012 will be dedicated to establishment and consolidation endeavours. This will lay the foundation for a phase of fast paced growth. Through sustained efforts and implementation of best practices SRMU proposes to claim its place in educational arena in the state of Uttar Pradesh and also exert its influence across borders. This entire process will be executed being mindful of the expectations of all stakeholders- students, faculty, management, industry and society.

Powered by technology and integrated teams SRMU, will try to create value in all its offerings while ensuring the best quality. Networks will be developed with industry associations and national and international institutions of repute to provide best input to students. Attempts will be made to gain appropriate accreditations, undertaking quality research and internationalization. It is in this context that the core academic and administrative teams have collectively developed a dream for the future.

VISION

To be a globally recognized place of teaching-learning, doing research and preparing human capital with ethical, social and ecological sensibilities, thereby contributing to national prosperity.

Shri Ramswaroop Memorial University envisions the achievement of excellence in Education and Research to create synergy benefitting both the domains. Consultancy will promote application of knowledge, thus created for the advancement of industry in an ethical manner for the welfare of society.

MISSION

- **To build upon existing programs and courses and initiate new programs and courses in tune with the emerging national and global trends and relevant to local needs.**
- **To serve students of different backgrounds and abilities, through effective teaching-learning experiences in order to develop lifelong learning skills and leadership qualities.**
- **To inculcate wisdom, professional ethics, value system and social sensibilities in the students.**

- **To promote creativity, innovation and entrepreneurship among students for the betterment of the society.**
- **To collaborate with national and international institutes of eminence in research and consultancy.**
- **To create an academic ambience with physical and learning infrastructure and establish a clean and green campus.**

Shri Ramswaroop Memorial University through its undergraduate and graduate programs aspires to instill skill based learning adapted to the advancement in industry and the society at large. It views knowledge as a seamless whole and will endeavour to promote an interdisciplinary approach. The university will seek alliances with national and international centres of excellence for its growth and for providing enhanced value to its students and faculty.

GOALS

The Vision and Mission of Shri Ramswaroop Memorial University will be achieved over time with the implementation of the following goals:

1. To be among the top universities in India by 2027.
2. To develop partnership with global universities of repute, grade ranked for teaching and research excellence.
3. Develop innovative models in Higher Education to promote learning.
4. Integrate technology for delivering programs and connecting faculty resources from international partner institutions and the industry.
5. Develop research at the global level, leading to publications, patents, trademarks and copyrights.
6. To have illustrious and awarded faculty on campus to enhance the learning experience of student.
7. Develop programs that respond to emerging needs of India and other developing countries.
8. To establish Centre for Innovation, Incubation and Entrepreneurship and provide students the opportunity and facility for executing their dreams.

CORE VALUES

Core values are the fundamental beliefs of an organization and are the guiding principles that guide behavior. At Shri Ramswaroop Memorial University the core values are as follows:

- **Integrity & Ethics:** The University upholds the highest ethical values, integrity and professionalism as well as commitment to academic freedom, transparency and accountability.
- **Inclusiveness and Diversity:** The University embraces and acts on responsibility to guarantee diversity and equity.
- **Student Centric:** The University fosters a student-centric environment and provides student centered, interdisciplinary, multidisciplinary programs leading to professional excellence.
- **Excellence:** The University is committed to maintain academic excellence through quality education, extra-curricular activities and lifelong learning skills.
- **Participatory governance:** The University encourages shared decision making through a processes that rests upon collaborative consultation, open flow of information, diverse involvement and collective deliberations of all stake holders.
- **Collaboration:** The University is working towards common goals with other stakeholders in the university and the community through outreach programs while valuing teamwork, participation, and diversity of ideas and perspectives.
- **Sustainability:** The University acts in a manner that is environmentally, economically and socially sustainable.

TEACHING LEARNING PHILOSOPHY

The Teaching-Learning Philosophy elaborates on the learning goals for students and continuous improvement in the teaching and assessment methods. Some salient features of the Teaching –Learning Philosophy at SRMU are delineated below:

- **Students should become good Human Beings:**
Students should inculcate universal human values and professional ethics, justice, integrity and loyalty, sincerity, sound temperament, honesty, magnanimity and traditional knowledge. In face of anxiety and expectation, students, especially new entrants, should have an approach of positivity and openness to learning.

- Teachers should possess the following virtues:**
 Wisdom and passion for teaching, coupled with a student-centric approach to teaching learning. They should follow a research-led, teaching and learning methodology. Evaluation should be based on formative and summative assessment. Review of Teaching-learning (peer review) should be conducted periodically. Faculty to follow a life long learning approach and should be a role model for students.
- Improvement of Attitude of Students:**
 Attitude plays a decisive role in our lives therefore students should be encouraged to ‘Think positively’. They should possess a sense of self-pride. Teachers should share positivity with students and guide them to take a pause before reacting to any situation and practice gratitude. Teachers should be a role model and lead by example. Students should have positive attitude for every scenario. Teachers should help students change negative thinking and develop ability to learn new subjects
- Research**
 Knowledge extracted by research is the basis of sustainable development. This knowledge, which is created, helps development of society and countries. Individually also students should acquire critical thinking and Problem solving approach which is globally recognized. Universities world over at tertiary level are recognized for their research domain. Therefore it is especially important for the universities to concentrate on socially or industrially relevant research right from undergraduate, post-graduate to doctoral degrees. For all these objectives a research based policy and inclusion of research and dissertation in curriculum needs to be emphasized by universities.
- Social Sensibilities**
 One of the basic objectives of education is to become a good human being and a useful member of the society. In order to achieve this the University should inculcate in the students qualities like: universal values and ethics, integrity and loyalty, traditional knowledge and ancient civilizations, knowledge of Indian philosophy, freedom struggle and the constitution, study autobiography of great leaders and enhance social sensitivity. Focus should be given to various extension activities and study of local needs of the lower strata of society of nearby community.

Balance of traditional values and progressive thinking should be developed and efforts made to mold students into global citizens.

TOOLS TO ACHIEVE GOALS

Shri Ramswaroop Memorial University aspires to achieve its goals using the following tools:

1. By benchmarking academic programs and processes, with the best in India, Asia and the world to initiate growth and a continuous development spiral. Benchmarking is continuous process. The University should first do internal benchmarking and then move to benchmarking with best universities of Uttar Pradesh, next with top Indian universities and finally benchmark at Global level .
2. Creating a global learning experience through mix of student and faculty from the world over.
3. Strengthening the bonding with industry, community and social organizations.
4. Pursuance of an agenda of innovation and entrepreneurship across all institutes.

STRATEGY DRIVERS

We believe that the following will be the key differentiators and drivers of momentum at Shri Ramswaroop Memorial University:

- **Human Resource** of SRMU includes the comprehensive family of students, faculty and staff of the university. By serving and promoting their interests the university aspires to be the first choice of the students and also the most sought after employer for the faculty and staff.

Recruitment & Selection: to ensure that the right person is in the right job. All efforts should be made to select teachers who have a flair for teaching and have sound and excellent academic credentials. Teachers should be given opportunity to attend conferences and workshops to broaden their disciplinary knowledge and peer interaction. Training of Teachers should be given due importance. This involves the critical decisions of teacher selection, planning for training and development of teachers, motivating teachers to become educational leaders,

developing research and society connect to be implemented and the process of benchmarking for improvement.

- **Use of Technology:** will ignite fast paced growth on campus and power collaborations with national and international institutions. Implementation of ERP will make complex information and reports available at the click of a button. Participation in open software platforms and MOOCs will enrich the teaching-learning experience. Use of digital technologies in all operations of the university will be periodically monitored and updated as per the latest advancement.
- **Promotion of Research** will lead to development of new products and services that will benefit the society and lead to application of patents and publications.

ACTION PLAN

1. Curriculum Development and up gradation:

- Continue to integrate students, employer and alumni feedback with developments in the curriculum.
- Provide technology and human resource support for development of student centric learning courseware.
- Provide faculty development in curriculum design and delivery.
- Based on audit of skills in industry, develop programs at vocational, professional and doctoral level.

2. Strengthening the Teaching learning and evaluation processes:

- Provide mentoring support to junior faculty members
- Offer international exposure to students
- Co-design programs and modules with industry-partnership that will enhance technical and managerial skills of students.
- Provide mentoring and consultancy services to students to ensure that there are no learning failures.
- To encourage merit and competition in admission to all programs
- To follow a system of continuous evaluation and feedback to the students.

3. Promoting Research, Consultancy, Extension & Community Engagement

- To appoint Director Research and constitute University Research Committee
- To appoint research committees at each institute level
- To identify potential researchers including faculty and students
- To create physical and virtual platforms for sharing research concepts
- To identify and work on existing and potential problems in industry and society
- To develop a reward process to encourage faculty and students to engage in research
- To acknowledge researchers in university research media
- To strengthen the existing doctoral programs in all institutes
- To commit funds for research
- To encourage joint research and publication between international and SRMU scholars.
- To develop and create policies related to intellectual property and its commercialization.
- To provide innovative, state-of-the-art facilities and laboratories that can serve multidisciplinary research needs of the faculty community.
- To launch outreach programs for upliftment of the regions and development of social sensitivity in the students.

4. Developing Infrastructure and Learning Resources

- To ensure adequate physical facilities for effective and efficient conduct of educational programs.
- To develop staff and systems for upkeep of the physical and technological resources.
- To develop a well equipped library in terms of books, journals and other learning material and technology learning tools to enable students and faculty to acquire information, knowledge and skills for their curricular development.

- To develop adequate technology resources and their maintenance for use by faculty and students.
- To create infrastructure and resources for research, which will impact development of the state, country and global policies affecting the future of management, science, technology and sustainable development.

5. Focusing on Student Support and Progression

To focus the commitment of funds to provide better facilities to students and make academic environment conducive to overall growth of students.

- To promote diversity in student intake
- To support underprivileged and differently enabled students by running orientation courses, preparatory classes and bridge sessions.
- To strengthen exchanges with other educational institutions at the national and international levels
- To create scholarship programs for meritorious students
- To promote all around development of students
- To develop and promote separate programs on soft skills, personality development and languages.
- To encourage students to participate in national and international events.

6. Developing sound practices in Governance, Leadership and Management:

- To develop effective leadership by setting values and participative decision making processes
- To develop and disseminate vision and mission to all stakeholders
- To make efforts to upgrade the professional competence of faculty and staff alike. Recruit faculty from premier institutions. Provide mentorship and support for faculty development. Provide faculty feedback. Reward faculty with performance incentives for teaching as well as research. To develop a transparent and objective faculty performance and evaluation system for annual promotions and increments.
- To develop budgets and ensure effective deployment of resources. To ensure transparency in financial management.

- To develop an Internal Quality Assurance System which ensures efficient self-regulation and provides feedback for continuous improvement of quality for achieving academic & administrative excellence.

7. Promoting Innovations Incubation & Entrepreneurship and implementation of Best Practices

- To encourage environment consciousness on campus and propagate the same amongst the faculty and students.
- To develop innovative practices in all areas of operation
- To promote and encourage students to develop and adapt innovative ideas
- To develop and integrate best practices for improving quality and creating impact locally and globally.
- To become a place for entrepreneurship development and launching Startups .

8. Priority will be given to endeavours in following areas:

- To honour educational stalwarts and persons of academic eminence with the decoration of Professor Emeritus
- To develop International hostels to promote in-bound students along with outbound students
- To launch Certification programs and diplomas
- To bestow Honorary degrees on individuals of eminence as per UGC guidelines
- To develop the Incubation Centre
- To create Centres of Excellence
- To develop special courses for development of Women
- To create Lab-view academy
- To continuously develop and digitalize the Central Library

KEY FOCUS AREAS

1. The Curriculum Content of the syllabus should be developed keeping the following points in mind:

- a. Sequence- simple to complex and following a chronological order
- b. Maintain focus of the topic
- c. Integration of the content and skill development

- d. Balance of the content in breadth and depth
 - e. Continuity of the topics
2. **Curriculum Design:** A well defined curriculum based upon the guidelines issued by UGC, consulting bodies like AICTE, BCI, NCT and others. Latest technological and international developments meeting the national and regional requirements, industry and society requirements and overall developments of the student to be incorporated.
 3. **Focus of the Curriculum Delivery** will aim to integrate academic proficiency in particular discipline of study with organizational leadership, communication skills, values and ethics.
 4. **Curriculum Review:** The need of the industry, organization or society will be ascertained. The views of all stakeholders, student, teacher, employee and parents to be analyzed. The global changes and national and regional aspirations to be kept in mind including guidelines of controlling bodies and technological advances for periodic review of curriculum.
 5. **Integrated extracurricular activities:** well planned extracurricular activities and regular sports and games to be organized.
 6. **Student Centric Policy to be prepared:** to enable our students to succeed. Provide life-changing education, an outstanding student experience and global perspective.
 - a. Transparent admission process i.e. criterion of admission, fee, duration etc.
 - b. Academic delivery: the curriculum needs to be explained and communicated to the student, industry job prospects and learning outcome of the program or courses.
 - c. Graduation and examination policy, promotion policy to be communicated to the students ensuring that the students are aware of it.
 7. **Independent Placement Cell** to be created at university level to prepare the students to face employers, arrange campus placements or guide them to take various central examinations successfully.
 8. **Focus on Research and Consultancy:** Deliver quality research. Achieve excellence in all disciplines, lead in interdisciplinary

research. A suitable research promotion policy and a research board need to be constituted which gives necessary orientation by projecting suitable research fund, focus areas of research, ways and means to get research funding from external sources, running of successful and meaningful Ph.D. programs and take on consultancy projects.

9. Incubation Centre: It is a fact that government and private organizations cannot ensure 100% jobs. Therefore germination of new ideas, and its development with working models based upon technology and management needs to be encouraged. Therefore a suitable Centre needs to be established which work on the innovative, new ideas, new processes to start a new venture by collaborating with young entrepreneurs with university helping them with technology and management inputs. Suitable reward policy for innovation both for students and teachers to be instituted to encourage the innovation.

10. Outreach Programs: Champion social, cultural and economic growth. Be a catalyst and partner for regional, national and international development and sustainability.

11. Development of required infrastructure: creation of suitable infrastructure both academic and administrative to keep pace with expansion and development for a newly established university is very critical but at the same time it requires huge capital investment. Therefore well thought out expansion and development plans is required and financial outlay need to be carefully planned.

12. Participative leadership and governance: Engage our communities, value our staff and students, and encourage them to contribute and achieve their potential.

13. Graduating to e-Governance: To move towards greater transparency by building technology networks.

DEPLOYMENT

1. In the Strategic Plan, certain key focus areas were listed and emphasized. These pertain to how teaching-learning, doing useful research, taking consultancy projects or how social connect programs is to be given due consideration in the functioning of the university in the coming years. The plan of 15 years was also divided into three phases of 5 years each. At the end of each phase, a review was done of what was planned and what has been executed and certain changes if required that need to be incorporated.
2. The University has completed first phase i.e. '**Establishment and Consolidation Phase**' (2012-13 to 2016-17). Out of the next phase of '**Expansion and Promoting Research & Collaborations Phase**' (2017-18 to 2021-22), till date we have completed 3 years i.e. 2017-18, 2018-19 and 2019-20)
3. As per planned 5 years of Phase I and 3 years of Phase II, the following activities have been successfully implemented:
 - i. **Phase I Deployment (2012-13 to 2016-17):**
Institute of Technology, Institute of Management and Institute of Media Studies were launched initially. Next followed the opening of Institute of Legal Studies (BBA LLB and B.Com LLB Honours) in 2013 and opening of the Institute of Education and Research in 2016-17. There was visit of the Bar Council of India, visit of UGC and also the visit of NCTE. Programs in BSc. (Hons.) Physics, Chemistry and Mathematics were also launched.
 - ii. **Phase II Deployment (2017-18 to 2021-22)**
2017-18 Opening of Institute of Architecture & Planning
2019-20 Opening of Institute of Agricultural Science & Technology

After the completion of the First Phase, review has been done and necessary changes have been decided arising out of socio-economic changes, political environment and governmental policies. These changes have been executed. The deviation review of Phase I has been conducted and necessary action taken. The deviation review of Phase II will be conducted on its completion.

ENDNOTE

The broad goals of the Strategic Plan 2012-2027 are to reaffirm SRMU's commitment to excellence in education, research and consultancy and focus on the key thrust areas. The Strategic Plan reiterates SRMU's ambition of being acclaimed as a global leader in research and education and making a place for itself among top institutions of the world.

SRMU aspires to attract the best students from variety of backgrounds and provide them a stimulating educational experience. It offers academic flexibility, a thought-provoking ambience for education and research, a range of extra-curricular activities, personality development, life skills and career planning to ensure holistic development of students.

The Strategic Plan aspires to leverage the strengths honed through twenty years of successful administration of a leading engineering and management college and to build on them to develop competitive advantage. Specifically the Strategic Plan aims to nurture the faculty working under the umbrella of SRMU and encourage them to focus on addressing and solving the problems being faced by our nation today, in key areas of energy and water management, housing and sanitation, healthcare and education. It lays out the route map to enhance the quality and quantity of research output by laying greater emphasis on research, increasing the dedicated faculty, enrolment of Ph.D. students, provision of state-of-the-art laboratories, industry interactions and international collaborations. The Strategic Plan also proposes to increase the level of sponsored research and the proliferation and management of intellectual property. The Strategic Plan visualizes the establishment of an incubation system that will enable entrepreneurship and value creation from the research and innovation at SRMU.

Above all the Strategic Plan 2012-2027 aspires to ensure that all programs are intellectually stimulating, provide digital experience, increase representation from marginalized groups, equip students for employment and entrepreneurship and to transit successfully to the next stage of their lives as alumni and responsible citizens.