

Charotar University of Science and Technology



Strategic Plan: AY 2021-2026

Institutional Development Plan

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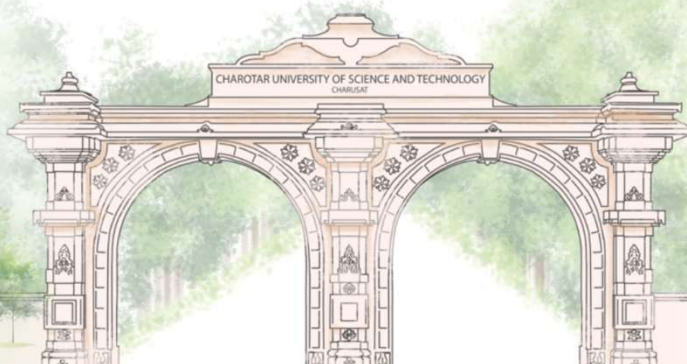
Monitoring & Evaluation



CHARUSAT
CHAROTAR UNIVERSITY OF SCIENCE AND TECHNOLOGY



Explore World Class University

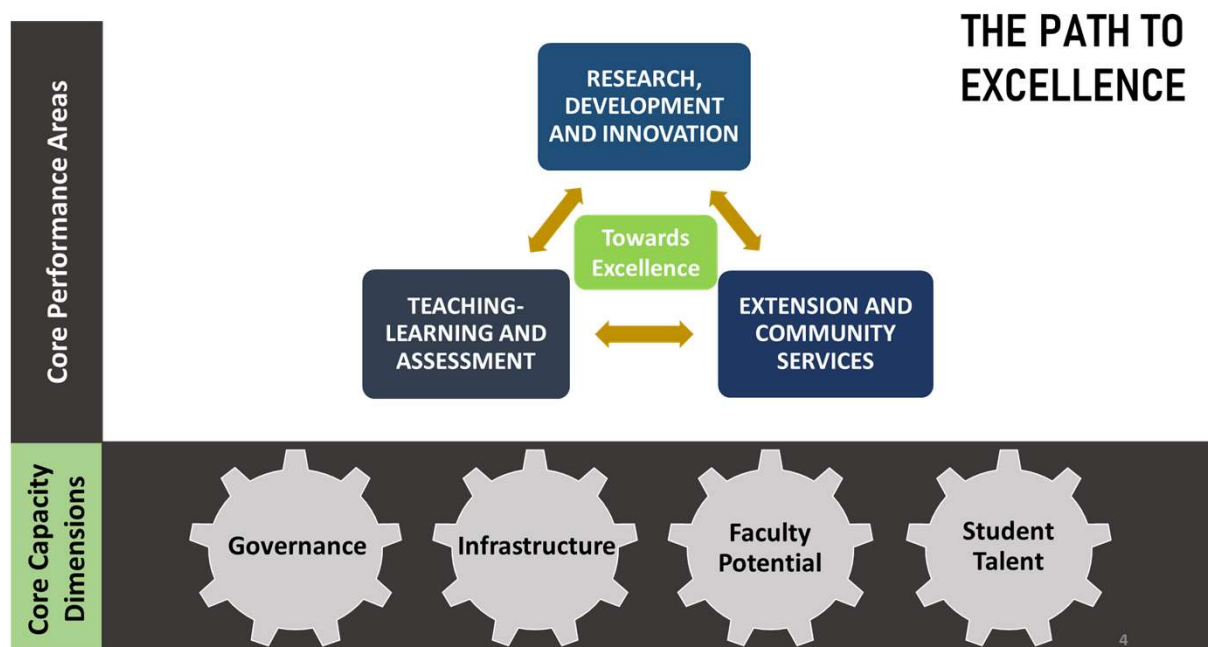


Preface

Charotar University of Science and Technology, CHARUSAT aspires to be in the league of top 20 universities of the Nation. In the pursuit of its Vision and Mission, CHARUSAT had developed and effectively implemented its Vision-2020 Plan for the duration of 2015-20. Successful implementation of the action plans towards achieving the set targets, established CHARUSAT as the first private university to secure an 'A' Grade in the very first cycle of assessment by NAAC. This process also enabled some of the constituent institutes achieve outstanding recognition through NIRF ranking and GSIRF ratings as well as other certifications/accreditations of relevance.

The organizational performance through the Vision-2020 was critically reviewed by the Governing Body and based on the subsequent comprehensive SWOC analysis, a corresponding Vision Plan has been prepared with specific goals and targets for the next five years. A proper mechanism for its implementation and monitoring has also been developed to leverage the strengths, incorporate corrective measures and optimally mobilize the existing resources while motivating students, faculty and staff to work in a synchrony to scale newer heights amidst the existing challenges.

The Strategic Plan 2021-2026 of CHARUSAT is a plan delineating its goals into core performance areas of Teaching & Learning, Research & Innovation and Community Services. These goals have been segregated into annual milestones. Broader action plans have been devised to strengthen and augment governance, infrastructure, faculty potential and students' talent, which have been identified as four core capacity dimensions for the organization growth. These plans and actions are further aligned with the national initiatives, regional needs as well as the global scenario.



Message from Provost

Charotar University of Science and Technology (CHARUSAT) has been conceived by Shri Charotar Moti Sattavis Patidar Kelavani Mandal to put India on global education map by making Charotar – the Land of Sardar Patel, a Global Education Hub. Hence, CHARUSAT fosters an aspiration of being in the ally, to be in the league of Top 20 Universities at National Level with a significant global footprint. The exceptional vision of the President, CHARUSAT and Kelavani Mandal - Shri Surendrabhai Patel strengthened by institutional values of Honesty, Integrity and transparency as well as a range of foundational initiatives, have enabled the university to realize its ambitions in the past.

I have been privileged to witness this journey as a member of CHARUSAT Family; while at the same time I feel an immense pleasure in taking the leadership to devise the strategic plan for growth and development of this potential organization. I firmly believe that our primary mission is to nurture students equipped with knowledge, skills and attitude-to-excel, eventually contributing a sharpened talent pool to address national and global challenges and serve the society at large. This is further backed by the belief that the mission is impossible without an enriched faculty pool, progressive policies and cutting-edge infrastructure.

CHARUSAT strategic plan 2021-2026 has been a plan carefully laid down considering its vision, strengths, opportunities and challenges identified across three Core Performance Areas: Teaching, Learning and Assessment; Research Development and Innovation; Extension and Community Services. In accordance with the University's Vision, Mission, Quality Policy and Ideology, seven strategic dimensions have been recommended to address the diverse challenges posed. These include (i) Enhancing and Broadening Teaching- Learning Process (ii) Strengthening Research & Innovation, (iii) Student services and Enhancing Students' Life on the Campus (iv) Strengthening Societal Interaction: Charotar, Industry and the Society at large (v) Strengthening of Infrastructure and Learning Resources (vi) Faculty and Human Potential (vii) Leadership, Governance & Planning. Further, tactical actions to foray into each of these dimensions have also been recommended, the execution of which shall be reviewed time and again as well as benchmarked.

In the next five years we would like to realize the university as an organization imparting research-integrated academic experience while also focusing on holistic development of the students. The efforts shall be to inculcate technical, communication, soft and life skills into the students, enhancing their competencies and prospects for employability, higher studies and entrepreneurship. Upskilling of the faculty members and exploring their diverse potentials towards enriching the teaching-learning environment on campus as well as the organizational development is realized to be most instrumental. As a university emerged from a rural backdrop, we further realize our role in societal development as well. The governance and leadership of the university, hence shall be geared up in augmenting resources as well as developing policies and ecosystem conducive enough to achieve the planned goals.

The Provost office will consistently serve and support the human resource, reinforcing a culture of excellence, inclusion, cross-disciplinary interactions and flexibility to optimally translate the efforts of all the stakeholders in a unified direction. I am thankful to the committee members involved in charting out the strategies for their meticulous work. I am confident with that our structured actions and persistent support from the patrons, well-wishers and the society, we shall convincingly surface the milestones in our journey ahead.

Prof. R V Upadhyay

CHARUSAT: Genesis



1895



1994



CHARUSAT
CHAROTAR UNIVERSITY OF SCIENCE AND TECHNOLOGY

2009



CHARUSAT
HEALTHCARE &
RESEARCH FOUNDATION
Dedicated to Quality Healthcare...

2012

Charotar University of Science and Technology (CHARUSAT) is established under Gujarat Private Universities Act, 2009. It came into existence on 24th July 2009, through Government of Gujarat's Notification No.GH/SH/24/GPU-2009-321-Kh[1]. It is empowered to confer degrees under section 22 of UGC Act 1956. CHARUSAT has bagged the distinction of being accredited by NAAC with 'A' grade (CGPA 3.11) in the first cycle. In 2015, it is also accredited with 'A' grade by the Knowledge Consortium of Gujarat (KCG), Government of Gujarat. In 2019, CHARUSAT received the Scientific and Industrial Research Organisations (SIROs) recognition by the Department of Scientific and Industrial Research (DSIR), New Delhi.

History and Inception:

The Patidars of Charotar Region (Land of Sardar Vallabhbhai Patel) of Gujarat created an organization called Shri Charotar Moti Sattavis Leuva Patidar Samaj –Matrusanstha in 1895 to nurture the social values. In 1993-94 the Samaj decided to create a dedicated organization for knowledge creation and dissemination, and Shri Charotar Moti Sattavis Patidar Kelavani Mandal took birth in 1994. Kelavani Mandal functioned under the leadership of two former Presidents - Late Shri Chhotabhai Bhikhabhai Patel, an illustrious businessman and social leader and Late Dr. K. C. Patel, a renowned nuclear scientist and a prominent educationist of Gujarat. The premier venture of Kelavani Mandal was the setting up of Education Campus, Changa in the year 2000. Education Campus, Changa grew into a conglomerate of Institutes which was transformed into a University in July 2009. The name Charotar University of Science and Technology was conceived to pay tribute to the region –Charotar (the golden land) where it has originated. In the transition phase and ingraining phase, President - Shri Surendra Patel and Secretary - Dr. M C Patel - of Kelavani Mandal provided honorary services as the President and the Provost of CHARUSAT respectively.



Vision Mission and Quality Policy



To become a dynamic global institution in a knowledge driven world through excellence in teaching, research and social contributions

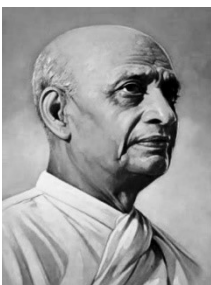


To serve society by striving to transform it through creation, augmentation, dissemination and perpetuation of knowledge



CHARUSAT is committed to quality in all its endeavors like teaching-learning, research and extension; to foster an intellectual culture; and develop graduates for a life of purpose, service and leadership.

CHARUSAT- Ideology



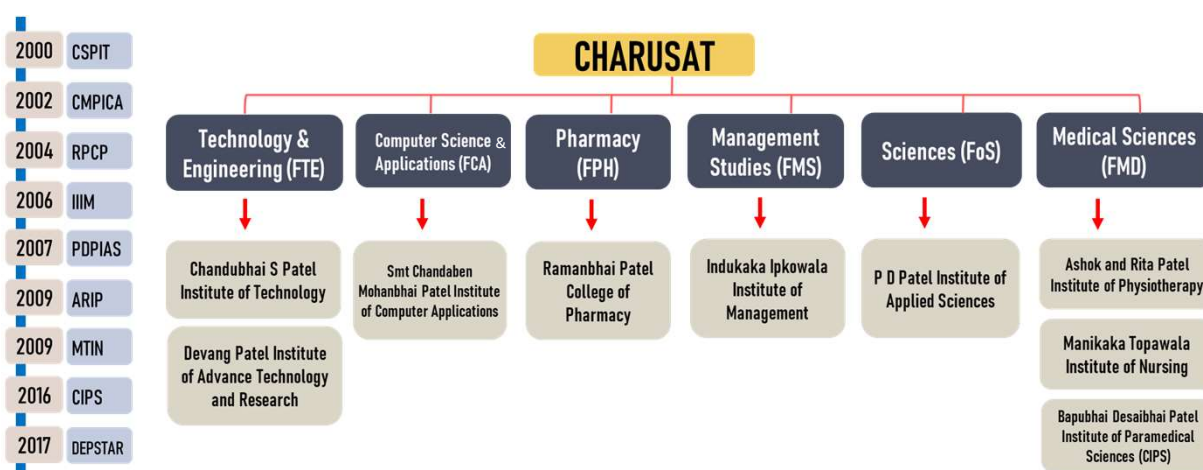
- ✓ Honesty and Integrity
- ✓ Social Responsibility
- ✓ Transparency
- ✓ Equity & Fairness

*"We want to train the citizens of independent India and not helpless young ones loitering for jobs. **Education without character is worthless.**"*

- Sardar Vallabhbhai Patel

Executive Summary

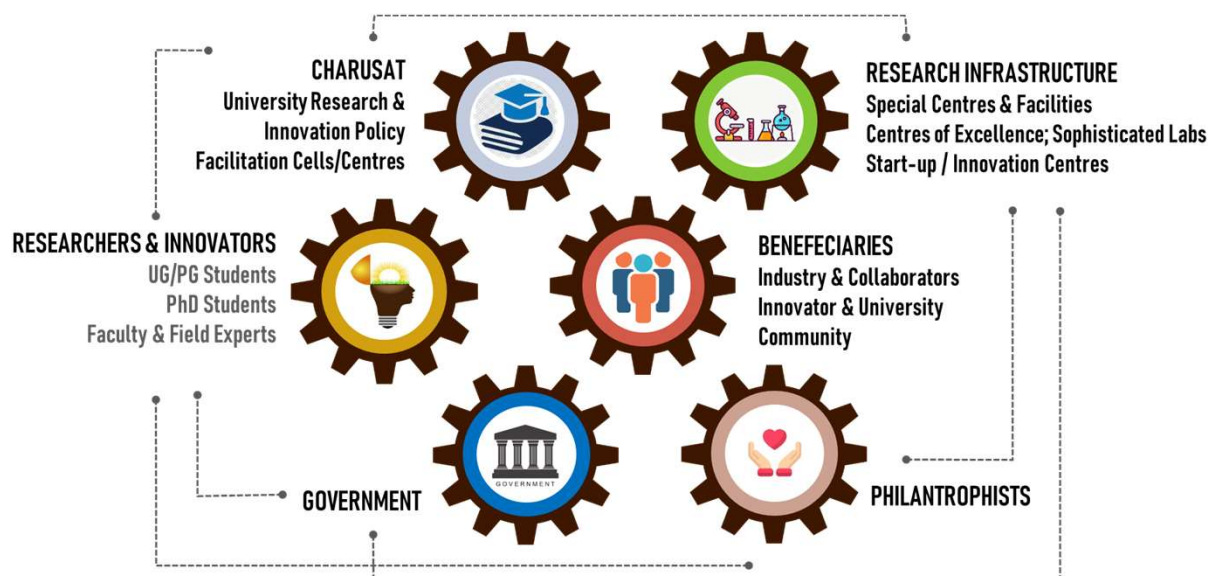
Today, in 2020, the growth and development of CHARUSAT boasts many fold. The campus sprawls across 106.2 acres of lush green lawns and trees, conducive to learning in natural surroundings. There are, under its ambit 6 Faculties, 9 Institutes and 6 Centers offering about 60 Programs, student strength of about 7300, human resource of about 550 personnel and a capital outlay of INR 150 Crores. All the constituent institutes of CHARUSAT have modern amenities like state-of-the-art laboratories with safety features, 24x7 Wi-Fi enabled premise, ICT enabled class rooms / interactive theatres, auditoria, seminar halls and computer centers. The Library Resource Utilization Center is the key academic facility which includes a wide range of reference books and text books as well as e-books and a variety of national and international journals accessible in online mode and print mode. High-end research facility housing sophisticated equipment and software worth INR more than 12 Crores has been developed. Sports facilities include two sports grounds and a Gymnasium with Multi Gym facilities for utilization by students and staff, along with a Fitness Center. CHARUSAT campus has four Girls' hostels with a housing capacity for about 1000 girls.



All the programs offered under CHARUSAT are semester based programs, implementing Choice Based Credit System (CBCS). The curricula are designed considering the international standards in science and technology while adequately addressing the national demands and issues; with a focus on industry and research oriented training as well as entrepreneurship development. The teaching-learning process is enriched through adopting pedagogical innovations to achieve outcome based education, feedbacks from stakeholders, regular upgrade of faculty domain knowledge and diverse initiatives like projects, internships, industrial visit, and expert sessions. The evaluation system comprises of internal (continuous) evaluation (carried out at institute level) and University Level End Semester evaluation with a judicious blend of external and internal paper setters, examiners and evaluators. A student-friendly learning environment is ensured through structured commencement program for the newly-admitted students; adherence to academic calendar and a robust mentor-mentee system that monitors students' holistic progress.

CHARUSAT promotes research-driven empowerment of the academics and society. University Research Cell (URC) has been constituted to monitor and facilitate the research-related activities on campus. Well-designed policies for facilitating research, collaborations and innovation, has led CHARUSAT to undertake more than 80 funded research project worth around INR 14 Crores; yielding more than 1000 publications in national and international journals as well as filing of 18 patents. An active industry-interface is evident from diverse consultancy projects successfully implemented in areas of commercial, technological, scientific, environmental and social relevance as managed through University Industry Interaction Cell (UIC). A structured mechanism to tap the raw ideas from young students involves grooming them through a special course in Creativity, Problem solving and Innovation' and mentoring them to translate idea into innovation through the efforts of Entrepreneurship Development and Incubation Cell (EDIC). Support mechanisms are also devised for upskilling the researchers through various training programs, promote interdisciplinary research, fellowships, networking & collaborations, appreciation schemes etc.

Research and Innovation Ecosystem @ CHARUSAT

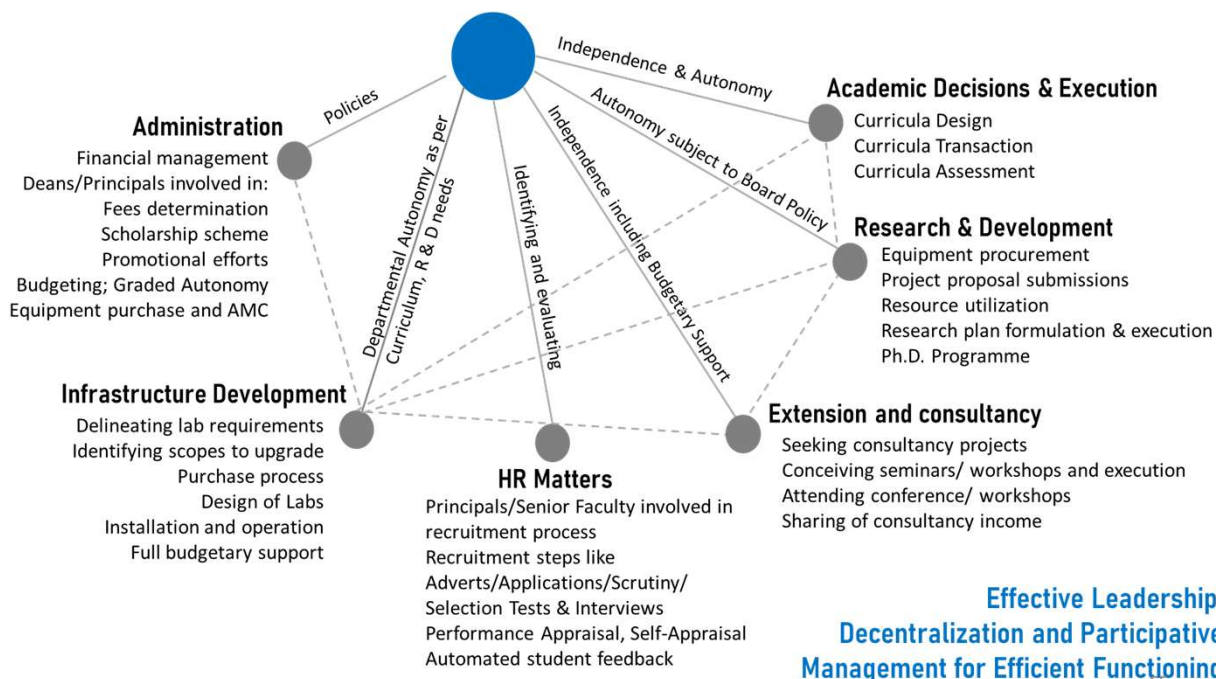


The university has broadly identified six thrust areas of research namely (i) Transformative Technologies (ii) Energy Efficiency & Management (iii) Disease Biology & Healthcare (iv) Material Science and Engineering (v) Bioresource Technology & Management (vi) Space Technology & Cosmology. Dedicated research initiatives in these areas are undertaken through establishment of dedicated research centres viz. Dr. K C Patel Research and Development Centre, CHARUSAT Space Research & Technology Centre, International Centre for Cosmology and Center of Excellence in Artificial Intelligence as well as various sophisticated labs, central instrumentation facilities and NABL-accredited special labs. These initiatives have overall yielded significant impact and deliverables in industry, academic, environment and healthcare sectors.

CHARUSAT pledges to serve the community and society in all its capacities. Through Charotar Rural Education Development Program (CREDP) and NSS initiatives, CHARUSAT has adopted 6 villages under Swachh Bharat Abhiyaan. Besides, faculty and students of CHARUSAT are actively involved in uplifting the socio-economic quality of life in near vicinity through imparting free primary education, healthcare initiatives and services through CHRF and CHARUSAT hospital as well as creating awareness about various social and national values. Research and academic practices are also inclined towards environmental protection and sustainable development as evident from increasing utilization of renewable energy sources, well-developed waste disposal systems and preservation of natural terrestrial and aquatic biodiversity across the campus and its vicinity.

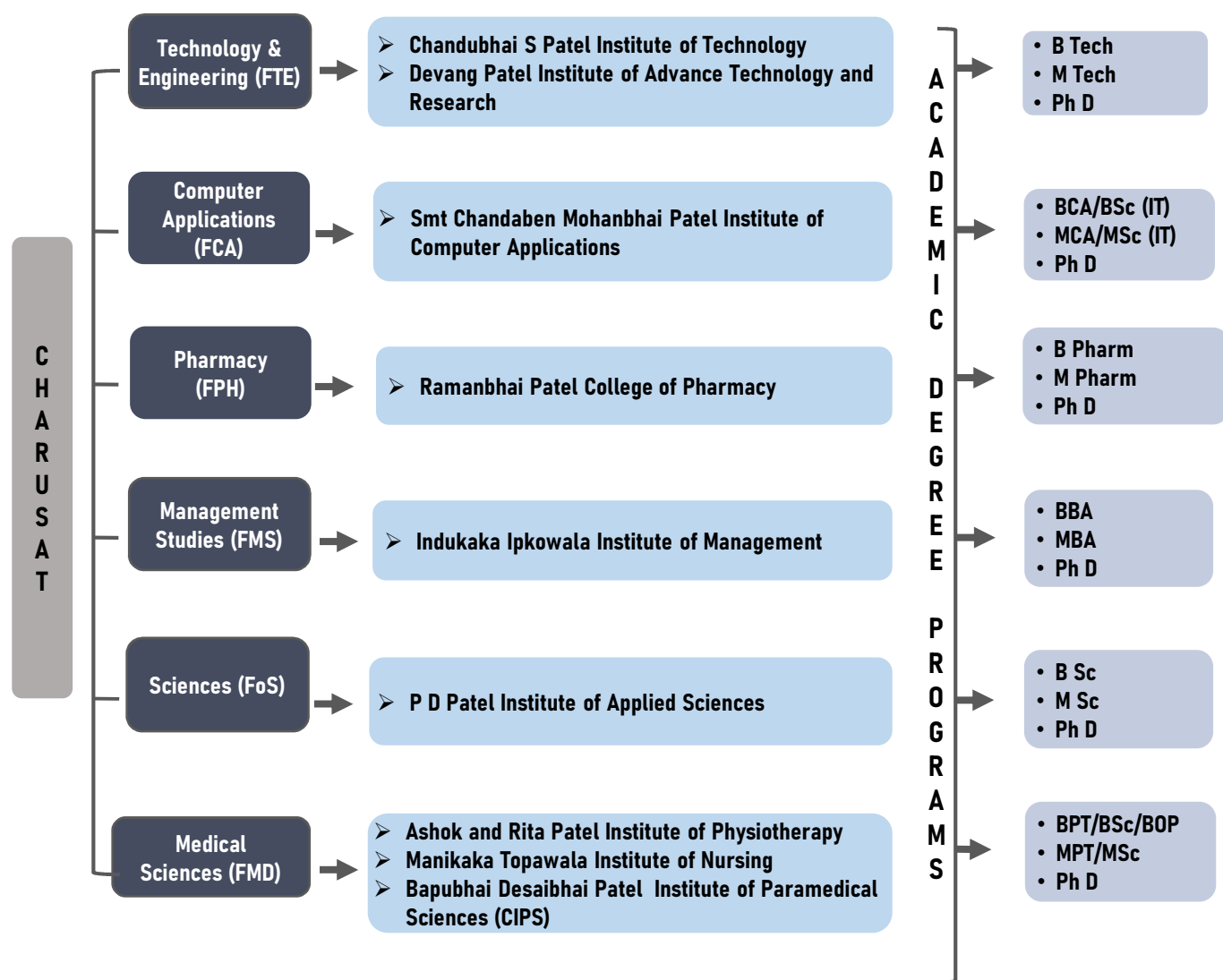


The University espouses four values of honesty, integrity, transparency and social responsibility which are practiced in its functioning. The University has well documented vision plan delineating academic and research excellence, community development and financial self-sufficiency. The University grooms leadership at various levels through providing autonomy in functioning to the employees. It strives, initially, to be in the league of Top 50 Universities at National Level. CHARUSAT wishes to achieve it through hybrid culture: a culture that represents the serenity of the oldest places of learning like Takshashila and Nalanda and the scholarship (dynamism/ technical advancements) of the centers like Harvard and Stanford.



University Profile

- Year of establishment of University : 2009
- CHARUSAT has been established under the Gujarat Private University Act No. 8 of 2009.



CHARUSAT-Academic structure

CHARUSAT Major Achievement :

- CHARUSAT NAAC Grade “A” with an overall CGPA of 3.11 - (2016-2021)
- NIRF Ranking 2020 : 101-150 rank band

SWOC ANALYSIS

Institutional Strength

- ✓ Governance with Mission of Social Service
- ✓ Organizational Culture supporting Research, Innovation and Academic Freedom
- ✓ Philanthropic support from across the world
- ✓ Fairness and equality in words and practice
- ✓ Financial Self-Sufficiency
- ✓ Active involvement and inputs of all the stakeholders in curricula design and development including industry professionals
- ✓ Wide variety of elective courses offered as Department Electives, Institute Electives, and University Electives
- ✓ Value added courses from humanities and liberal arts
- ✓ Add-on courses run under different academies for industry readiness.
- ✓ Endowment chair – lecture series for global exposure
- ✓ University support for student projects and research funding
- ✓ Advance Cloud-ready IT infrastructure and state-of-the-art facilities for learning and research
- ✓ Campus location in serene nature environs
- ✓ On campus Residence

Institutional Weakness

- ✓ Lesser presence of national and international students and faculty
- ✓ Partial say in the selection of students being admitted to the various programs
- ✓ Failure to attract highly qualified faculty due to the initial rural background of the University
- ✓ Record of scientific publications not up to high standards
- ✓ Resource constrains due to limited autonomy from Government

Institutional Opportunity

- ✓ Conducive, cooperative academic environment for overall growth of every individual
- ✓ Scope and freedom for the establishment and strengthening of teaching and research collaborations with research and academic institutes and industries
- ✓ Scope, support and freedom for innovations and creativity due to healthy management practices
- ✓ Scope and opportunities for inter-disciplinary and multi-disciplinary teaching and research
- ✓ Presence of several institutes of National repute in state
- ✓ Emergence of new information and communication Technologies which can facilitate networking
- ✓ New Education Policy of Government of India

Institutional Challenge

- ✓ Long-term sustainability without compromising standards due to horizontal growth in higher education
- ✓ Lack of societal readiness to adopt new, innovative programs
- ✓ Inculcation of commitment for scientific research among faculty and students
- ✓ Attracting and retaining very good faculty members

Key Focus Areas: Developmental Objectives

CHARSUAT has the Vision to become a dynamic global institution in a knowledge driven world through excellence in teaching, research and social contributions

CHARUSAT believes in philosophy that excellent students and excellent employees make university great. Both these human facets are interdependent on each other for attaining excellence. Attracting competent Faculty and talented students from across the world are the main drivers chosen by CHARUSAT to achieve excellence.

CHARUSAT plans to realize its goal of appearing amongst the top 50 universities of the Nation in coming five years. In a long term CHARUSAT has set –forth a lofty goal to be a World class University based in Gujarat State.

CHARUSAT is established by the Trust that has a broad social base and lineage of 115 years of social service. Thus, the vision of CHARUSAT incorporates in itself service of the whole Society i.e Region, State and Nation rather than benefiting only to its students and employees. Having base in the homeland of Sardar Vallabhbhai Patel, CHARUSAT wishes to take all the sections of society together in its journey of excellence.

In accordance with the University's Vision, Mission, Quality Policy and Ideology, seven strategic dimensions have been recommended to address the diverse challenges posed. These include:

1. Enhancing and Broadening Teaching- Learning Process (T-L)
2. Strengthening Research & Innovation (R-I)
3. Student Services and Enhancing Students' Life on the Campus (S-E)
4. Strengthening Societal Interaction: Charotar, Industry and the Society at large (S-S)
5. Strengthening of Infrastructure and Learning Resources (I-R)
6. Faculty and Human Potential (H-R)
7. Leadership, Governance & Planning (L-G)

Further, tactical actions to foray into each of these dimensions have also been recommended along with the target metrics, the execution of which shall be reviewed time and again as well as benchmarked.

Action Plan

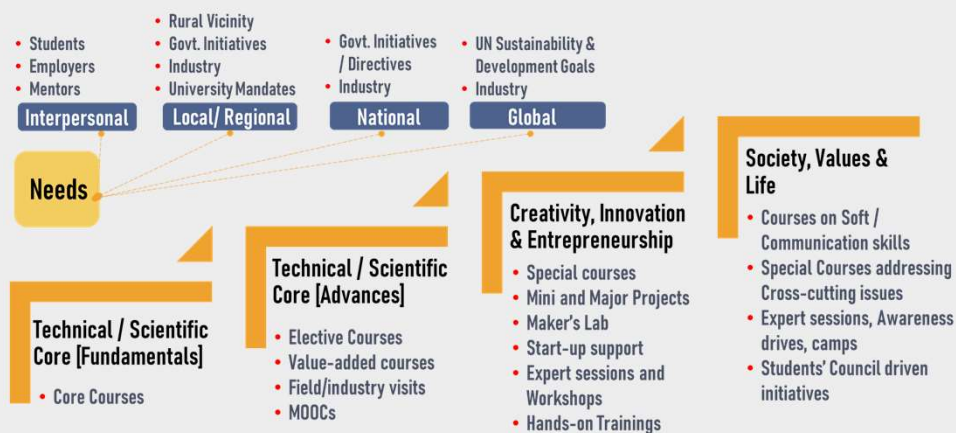
1. Enhancing and Broadening Teaching- Learning Process (T-L)

Tactical Actions/ Strategies

- Introduction of new institute and innovative & interdisciplinary Programs to cater the local, regional and global developmental needs. Establishing of new Faculty of Humanities to offer multi-disciplinary courses.
- Introduction of online programs.
- Brainstorming and crafting the curriculum reforms in phased manner, weaving the elements of National Education Policy (NEP 2020) and Sustainable Developmental Goals (SDGs), for converging to impart multidisciplinary and holistic education.
- Strengthening the activities of SDG Handprint laboratory.
- Introduction and strengthening of special courses on yoga, life skills, value education, environment, sustainability etc.
- Incorporating Indian classical texts like Bhagavad Gita, Kautilya's Arthashastra, Charaka-samhita, Patanjali Yoga Sutras and other similar texts to impart essential understanding about Indian tradition of knowledge.
- Strengthening of Outcome Based Education (OBE) inculcating the key aspects of NEP.
- Strengthening the component of internship/ apprenticeship across all programs.
- Flexible curriculum structure and length of programs.
- Developing e-contents and introducing on-line courses and programs, simulation exercises, and creation of virtual learning environment.
- Phase-wise Implementation the UGC Regulations on Academic Bank of Credits.
- Introduction of wide range of elective courses of multidisciplinary nature.
- Strengthening of value-added courses for imparting transferable and life skills (other than vocational courses).
- Introduction of vocational courses to train students for a particular trade/ job/ career.
- Enhanced use of technology and digital resources in teaching-learning.
- Reforms in evaluation process.
- Strengthen involvement of stakeholders in the design, development, and transaction of curriculum.
- Strengthening of student-centric teaching-learning processes for efficient engagement of students.

Glossary

Components of Curriculum Development



1. Enhancing and Broadening Teaching- Learning Process (T-L)

Key Performance Indicators (KPIs) & Timeline

| Sr. No. | Indicators | Year | | | | |
|---------|--|---------|---------|---------|---------|---------|
| | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 |
| 1 | New programs to be introduced | - | 4 | 7 | 6 | 6 |
| 2 | Student strength | 8500 | 9000 | 9500 | 10000 | 10500 |
| 3 | Faculty: Student Ratio | 1:20 | 1:19 | 1:18 | 1:17 | 1:16 |
| 4 | New courses to be introduced across all programs | 60 | 30 | 40 | 40 | 30 |
| 5 | Vocational courses to train students for a particular trade/ job/ career | 5 | 20 | 20 | 20 | 20 |
| 6 | Value-added courses for imparting transferable and life skills (other than vocational courses) | 20 | 20 | 25 | 25 | 25 |
| 7 | e-Courses to be developed by teachers for renowned MOOCs platforms | 5 | 10 | 20 | 20 | 20 |
| 8 | MoUs for academic development of staff and students. (including faculty and student exchange) | 15 | 25 | 30 | 25 | 20 |

Glossary



Experiential Learning

Student-Centric Methods for Enriched Learning Experiences



Participatory Learning

- ✓ Group Assignments/ Discussions/Projects
- ✓ Seminars / Workshops / National & International Conferences
- ✓ Students' Club driven Activities



Problem Solving Methodologies

- ✓ Makers' Labs / Support to Entrepreneurial Initiatives
- ✓ Case Studies / Hackathons
- ✓ Special Course on 'Creativity, Problem Solving and Innovation'

2. Strengthening Research & Innovation (R-I)

Tactical Actions/ Strategies

- Improving research and development infrastructure and resources.
- Motivating staff for research, innovation and Ph.D. programmes.
- Enriching Ph.D. and PDF program by attracting promising and meritorious students.
- Review and streamlining of research thrust areas and formulating a comprehensive research plan for nurturing the thrust areas..
- Establishing/ strengthening centers of excellence in thrust areas to promote state of the art research, teaching and extension services.
- Developing an ecosystem to boost and facilitate research and innovations.
- Organizing seminars/ conferences/ workshops/ training programs on capacity building for conduction of research, enhanced research outcomes and fetching research & development projects.
- Strengthening research infrastructure and research repository.
- Conduction of activities for enhancing the research visibility.
- Ensuring hassle-free administrative support for completing research projects and disbursal of fellowships to researchers.
- Conduction of competitions on students' innovation activities at regular intervals.
- Incentivize faculties and students for research and innovation.
- Strengthening endowment chair activities.
- Enhancing the number of minor and major research projects funded by the university.
- Facilitating the generation of patents and other intellectual property like royalty, technology-transfer etc.
- Fetching the fund for applied and translational research from nationally and internationally reputed agencies.
- Networking with research institutions and funding agencies for resource sharing and grants.
- Strengthening the functioning of research centers of the university.
- Establishment of research park and a center for technology transfer.
- Consolidation of entrepreneurial activities by cherishing the innovative ideas of students and employees, and strengthening the ecosystem for nurturing the start-ups.
- Promotion of collaborative and multi-disciplinary research by establishing partnerships.

Glossary



CHARUSAT
University Research & Innovation
Policy; Facilitation Cells/Centres



RESEARCH INFRASTRUCTURE
Special Centres; Centres of
Excellence; Sophisticated Labs



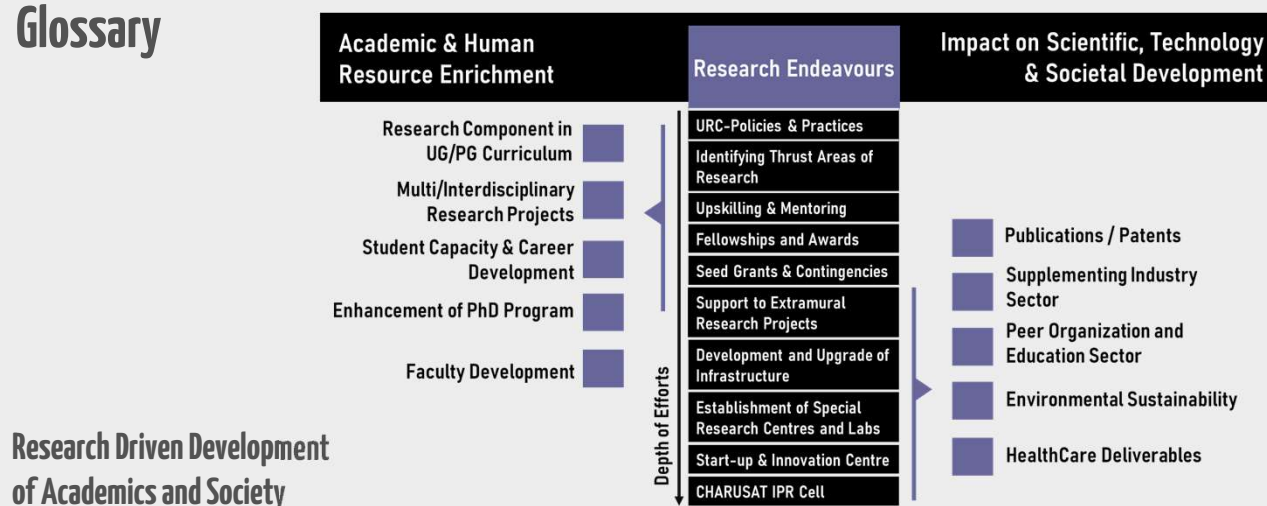
BENEFICIARIES
Industry & Collaborators
Innovators & University Community

2. Strengthening Research & Innovation (R-I)

Key Performance Indicators (KPIs) & Timeline

| Sr. No. | Indicators | Year | | | | |
|---------|--|---------|---------|---------|---------|---------|
| | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 |
| 1 | Financial support for innovation/ start up/ entrepreneurship (Lakhs) | 40 | 40 | 60 | 60 | 90 |
| 2 | Number of new research laboratories | 1 | 2 | 2 | 3 | 3 |
| 3 | Research funding from external agencies (Crores) | 2 | 5 | 5 | 7 | 7 |
| 4 | Number of Ph.D's awarded | 40 | 50 | 50 | 60 | 70 |
| 5 | Number of Post-Doctoral fellows | 5 | 3 | 5 | 5 | 10 |
| 6 | Number of Patents / IP | 3 | 7 | 12 | 15 | 20 |
| 7 | Number of Technology Transfers | 1 | 1 | 2 | 2 | 3 |
| 8 | Revenue generated from consultancy and corporate training (Lakhs) | 100 | 100 | 150 | 150 | 200 |
| 9 | Number of books publications | 1 | 2 | 2 | 5 | 6 |
| 10 | Number of publications in peer reviewed journals/ book chapters | 300 | 400 | 550 | 650 | 800 |
| 11 | Citations per Faculty | 10 | 12 | 15 | 20 | 30 |

Glossary

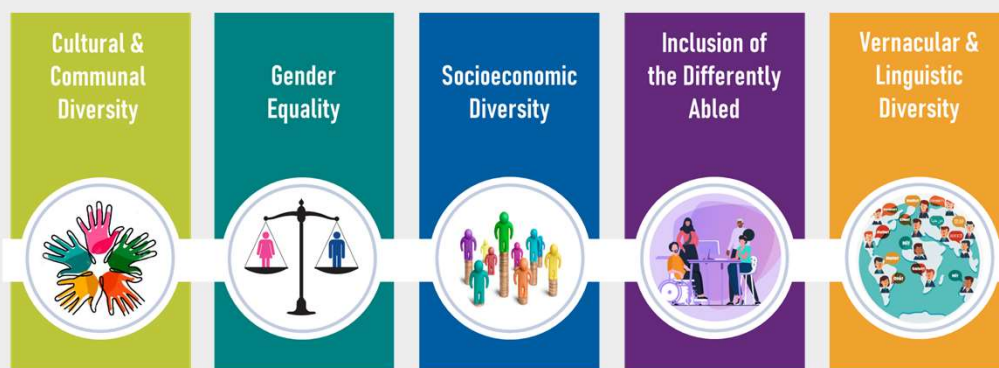


3. Student Services and Enhancing Students' Life on the Campus (S-E)

Tactical Actions/ Strategies

- Endorsing holistic care and development (cater diverse needs of National/ International students).
- Innovative policies for student scholarships, covering the aspects viz. merit, regional diversity, social diversity, needy students, rural background students, family background, students from sports background etc...
- Encouraging students' participation in sports, cultural, NSS, NCC, and other extension activities. Design and implementation of the policy for integration of these components in credit system.
- Incentivize the students who received recognition/ awards from external agencies/ bodies (including announcement in annual functions/ new letters/ website, certificate of honor, commendation and monetary incentives etc.)
- Strengthening of capacity building programs covering soft/communication/life skills, vocational courses etc...
- Strengthening of student counselling system.
- Strengthening of entrepreneurship, placement and career guidance activities.
- Strengthening of Students Council activities for institutional development and student welfare.
- Strengthening the activities of students' clubs and publication of student newsletters.
- Enhancing the presence of alumni members in the university statutory bodies for the development of students and the institutes.
- Strengthening the office of the CHARUSAT Alumni Association by encouraging the involvement of alumni in the development of students and institution.
- Strengthening the abroad activities of alumni by setting up chapters in different countries.

Glossary



Equal Opportunity Cell | Women Development Cell | International Students' Cell | CHARUSAT-NSS
Academy of English, National, and Foreign Languages (AENFL)

3. Student Services and Enhancing Students' Life on the Campus (S-E)

Key Performance Indicators (KPIs) & Timeline

| Sr. No. | Indicators | Year | | | | |
|---------|---|---------|---------|---------|---------|---------|
| | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 |
| 1 | Scholarship and financial aid to be provided as % of fees collected | 3.5 | 4 | 4.5 | 4.5 | 5 |
| 2 | Percentage of students from other states and foreign countries | 5% | 5% | 7% | 10% | 15% |
| 3 | Percentage placement of outgoing students | 65% | 60% | 55% | 50% | 45% |
| 4 | Percentage of students progressed for Higher Studies | 30% | 32% | 35% | 37% | 40% |
| 5 | Percentage of students progressed for Higher Studies in QS500 ranked institutions | 3% | 4% | 5% | 7% | 10% |
| 6 | Percentage of students as entrepreneur (Start-ups) | 1% | 2% | 3% | 4% | 5% |
| 7 | Number of awards/ medals/ recognitions earned by students | 20 | 25 | 30 | 40 | 50 |

Glossary

Student Development Initiatives

Wellness & Welfare



- ✓ Mentor Mentee System
- ✓ Value Education
- ✓ Health and Recreation
- ✓ Welfare Initiatives

Readiness & Progression



- ✓ Orientation Program
- ✓ Parents'-Teachers' Meet
- ✓ Unique Courses
- ✓ Career Development Initiatives

Awareness & Exposure



- ✓ Students Council Activities
- ✓ Activities Addressing Cross-Cutting Issues
- ✓ Alumni Interactions

Achievements & Rewards



- ✓ Key Achievements and Contributions
- ✓ Awards, Appreciations and Recognition

4. Strengthening Societal Interaction: Charotar, Industry and the Society at large (S-S)

Tactical Actions/ Strategies

- Promoting inclusive environment and responsible citizens
- Promoting hygiene and healthcare services
- Sustainable development through initiatives like conservation of rural ecosystem, use of non-conventional energy etc.
- Enhance the adoption of villages and review of outcomes.
- Contributing to capacity building in the society.
- Strengthening University-Industry, University-University, and similar collaborative initiatives.
- Liaising with neighboring government/private schools for teaching internships, collaborative community engagement, adult and vocational education related activities.
- Networking and linkages with government, non-government organizations and villages for extension activities and outreach.
- Sensitizing students and employees about university core values of honesty, integrity and transparency to make them ethically, morally and socially responsible.
- Enhancing the cultural, regional, social and linguistic diversities on the campus and nurturing the development of all-inclusive socio-ecosystem.
- Sensitizing students and employees about environment & sustainability and engaging them in addressing societal issues.
- Introduction of community-based courses.
- Strengthening and enhancement of certification, diploma and executive development programs for working professionals.
- Development of customized skill development and training programs for small and medium scale enterprises.

Key Performance Indicators (KPIs) & Timeline

| Sr. No. | Indicators | Year | | | | |
|---------|--|---------|---------|-----------|---------|---------|
| | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 |
| 1 | Activities Spread to 5 Third World Countries | Nepal | Bhutan | Sri Lanka | Fiji | Vietnam |
| 2 | Adoption of 10 Villages | 1 | 2 | 2 | 2 | 3 |
| 3 | Collaboration with 125 Schools | 25 | 25 | 25 | 25 | 25 |

5. Strengthening of Infrastructure and Learning Resources (I-R)

Tactical Actions/ Strategies

- Upgradation of existing teaching and research laboratories. And creation of new laboratories catering to the need to impart multidisciplinary and holistic education.
- Establishment of laboratories for enhanced hands-on training of students, skill development, experiential learning, research and consultancy.
- Creating social and make-do spaces for greater collaboration and knowledge sharing amongst students.
- Strengthening of sports (indoor as well as outdoor) facilities.
- Review and amendments of policies for effective maintenance and utilization of physical, academic and support facilities.
- Strengthening of institutional digital repository CHARUNIDHI.
- Design and development of high quality e-learning resources by strengthening university studio with latest technologies and softwares.
- Strengthening automation of central library with the latest technologies and softwares.
- Strengthening of Learning Management System to facilitate 24X7 learning.
- Strengthening the green campus initiatives, energy conservation & alternate energy initiatives and effective disposal waste.

Key Performance Indicators (KPIs) & Timeline

| Sr. No. | Indicators | Year | | | | |
|---------|--|---------|---------|---------|---------|---------|
| | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 |
| 1 | Expenditure on strengthening of Residential facilities for Students & Staff (Crores) | 4 | 13 | 14 | 9 | 2 |
| 2 | Expenditure on strengthening of sports & student facilities (Crores) | 1 | 1.50 | 4.50 | 1 | 1 |
| 3 | Expenditure on strengthening of library Infrastructure (Crores) | - | - | 8 | 2 | 1 |
| 4 | Expenditure on strengthening of IT enabled environment (Crores) | 2 | 6 | 2 | 2 | 1 |
| 5. | Expenditure on strengthening of Laboratory Infrastructure (Crores) | 2 | 2 | 2 | 3 | 3 |

6. Faculty and Human Potential (H-R)

Tactical Actions/ Strategies

- Empowering strategies to channelize faculty potential in core activities of teaching, research and extension.
- Review and strengthening of staff welfare schemes.
- Reformation in the recruitment policy to attract faculty members who are trained (Ph.D/ PDF or equivalent degree) from reputed institute (within as well as outside India).
- Enhancing the number of professor emeritus and professor of practice.
- Empowering faculty members to choose/ decide career path.
- Hiring of senior Professors who can transact vision and provide mentorship to young faculty members to be prepared for better tomorrow.
- Fostering the enhanced participation of employees in the institutional functioning.
- Consolidation of policies for appreciating faculty members for their contributions and achievements.
- Facilitating work-life balance by offering five-days working in a week, flexible work schedule, allowing to schedule vacations/ leaves and permitting time off to deal with personal issues/ childcare issues.
- Strengthening of policies to provide the excellent support for employees' development including academic support, financial support, and research support
- Benchmarking and attaining the respectable Faculty-Student Ratio as prevailing in reputed institutions.
- Streamlining of staff development activities by conducting happiness surveys and need analysis.
- Reformation in performance appraisal and Career Advancement Schemes (CAS). Initiation of CAS through e-Governance system.
- Identifying faculty potential as teacher, researcher and administrator (contribution to institute/student development) and appraise/ promote accordingly.
- Offering job profile where a faculty member can exhibit his/her strength & passion and create a work culture that endorse flexibility, openness, innovation and autonomy where everyone contributes enthusiastically.

Glossary

Allowances and Benefits



- Three Tier Recruitment Process
- Pay Scale, DA, HRA, TA, Medical Allowances as per rule
- Gratuity and Provident Fund
- Career Advancement Scheme
- Leave Encashment
- Maternity and Paternity Leaves
- Flexi-timings

Welfare Activities



- Annual Health Check-up
- Free Medical / Accident Insurance
- Free Emergency Medical Service
- CHARUSAT Employees Consumer Co-operative Society Ltd
- Scholarship to Employees' Children
- Wellness Programs

Covid Initiatives



- Full and timely salaries for employees during pandemic
- Work-from-Home Modules
- Vaccination for Employees
- Indigenously made Hand Sanitizer - CHARUSATVA for use across university
- Sanitization Tunnel at Gates
- CHARUSAT Hospital as Covid Care Centre

6. Faculty and Human Potential (H-R)

Key Performance Indicators (KPIs) & Timeline

| Sr. No. | Indicators | Year | | | | |
|---------|---|---------|---------|---------|---------|---------|
| | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 |
| 1 | Percentage of faculty members with PhD and equivalent qualification | 40 | 45 | 55 | 65 | 75 |
| 2 | Faculty members to be inducted who are trained (Ph.D/ PDF or equivalent degree) from reputed institute (within as well as outside India). | 2 | 5 | 5 | 10 | 10 |
| 3 | Professor of Practice and Professor Emeritus | 2 | 5 | 5 | 10 | 10 |
| 4 | Awards, recognition, fellowships at State, National, International level to be earned by faculty members. | 20 | 25 | 40 | 45 | 50 |
| 5 | Faculty development/ refresher/ training programs to be organized | 30 | 30 | 30 | 30 | 30 |

Glossary

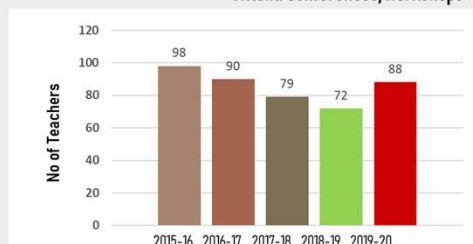
Faculty Development and Welfare Initiatives



Initiatives for self-Development

- Academic/Research Autonomy
- Deputation for Higher Studies
- Financial Assistance for Participation at Academic/ Scientific/Technical Events
- Research Project Assistance
- Incentives for research outputs, outstanding contributions
- Training and Development

No of Teachers Financially Supported to Attend Conferences/Workshops



7. Leadership, Governance & Planning (L-G)

Tactical Actions/ Strategies

- Ensuring effective strategy development and deployment.
- Execution of value-driven, transparent, enabling and accountable Governance, reflective of the vision and mission of the University.
- Enhanced use of ICT to capture data at source through in-house developed e-Governance system- a stride towards paperless functioning.
- Enhanced promotion and publicity of the university.
- Encouraging professional program to undertake NBA accreditation.
- Participation in NIRF, ARIIA, The Time higher education, QS etc.
- Reforms and automation in University examinations. Introduction of paperless examination to support strengthening of Outcome Based Education.
- Establishment of multiple campuses.
- Continuous adoption of best practices to nurture the culture of excellence in Governance, Academic and Administration.
- Communicating about university quality practices with all the stakeholders to improve peer perception.

Key Performance Indicators (KPIs) & Timeline

| Sr. No. | Indicators | Year | | | | |
|---------|--------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|---------------------------------|
| | | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 |
| 1 | NAAC Accreditation | A+ | | | | A++ (CGPA more than 3.5) |
| 2 | NIRF Ranking | To be among top 150 Universities | To be among top 150 Universities | To be among top 100 Universities | To be among top 100 Universities | To be among top 50 Universities |
| 3 | NBA Accreditation | All professional programs | | | | |

Financial Plan

It ensures **financial viability, accountability, and efficient resource utilization** to meet the university's strategic and developmental goals.

Budgeting Process



Planning

- Strategic plan objectives translated into financial requirements of departments.
- Budget proposals submitted annually by Principals /HoDs to Account Section



Review & Approval

- Scrutinized by Budget Review Committee
- Approved by Finance Committee and Governing Body



Allocation

- Based on priority and availability of funds
- Equity ensured across departments for essential development needs

Roles and Responsibility

Finance Officer

- Budget preparation, fund allocation, compliance

Principals/ HoDs

- Submission of departmental budget and spending reports

Internal Audit

- Budget utilization audit and risk control

Finance Committee

- Oversight, approval, strategic financial direction

Vice-Chancellor

- Final executive approval and resource mobilization

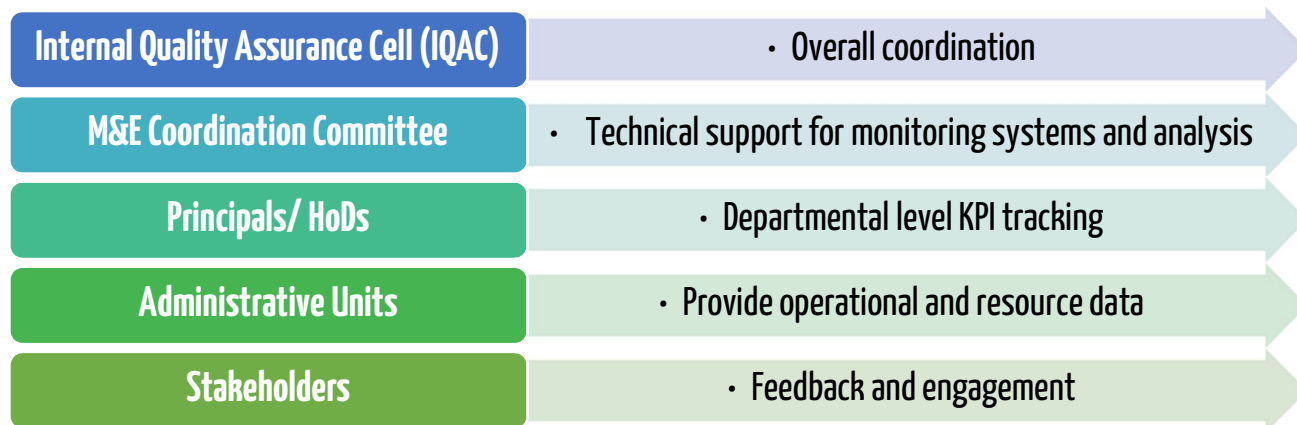
Risk Mitigation Measures

- **Cost Control Protocols:** Pre-approval for major expenses, procurement guidelines.
- **Contingency Reserve:** At least 5–10% of annual budget kept as reserve.
- **Revenue Diversification:** Encourage non-tuition-based revenue generation.

Monitoring and Evaluation

Monitoring and Evaluation ensures that the university remains aligned with its strategic goals, uses its resources efficiently, and adapts to internal and external challenges.

Monitoring Mechanisms



Evaluation Methods

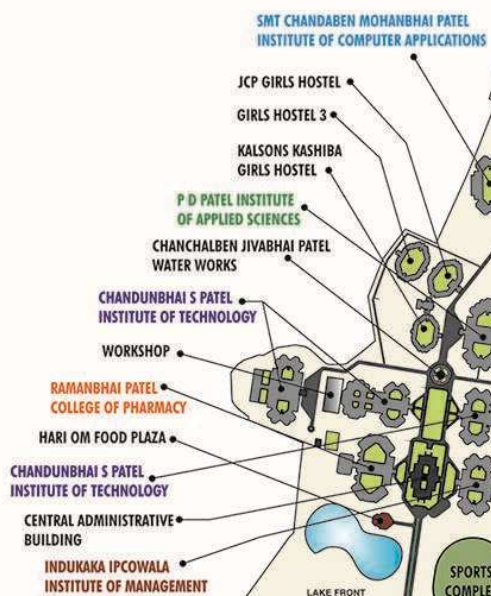
| Type | Frequency | Method |
|-------------------|--------------------------------------|---|
| Self-Evaluation | Quarterly | Departmental team |
| Mid-Term Review | Bi-Annually | Internal + Peer review (IQAC) |
| Annual Evaluation | Annually | Academic and Administrative Audits (AAAs) by involving external experts |
| Impact Assessment | Mid-Term and End-point of IDP period | Comprehensive evaluation and assessment of target achievement |

Impact/ Outcomes

1. **Track Progress:** Measure the implementation of planned initiatives across defined timelines.
2. **Ensure Accountability:** Hold departments and individuals responsible for their contributions.
3. **Facilitate Decision-Making:** Provide evidence-based insights for mid-course corrections.
4. **Demonstrate Impact:** Showcase progress to stakeholders such as accreditation bodies, funders, government, and the public.



CHARUSAT UNIVERSITY CAMPUS



CHARUSAT HEALTHCARE CAMPUS

CHARUSAT HEALTHCARE & RESEARCH FOUNDATION

