

INSTITUTIONAL DEVELOPMENT PLAN

2024

TEERTHANKER MAHAVEER UNIVERSITY

(Established under Govt. of U. P. Act No. 30, 2008)

Delhi Road, Moradabad (U.P)

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Preface

The Teerthanker Mahaveer University Moradabad (U.P.), popularly known as TMU was established by an 'Act' (No. 30) of 2008 of the Government of Uttar Pradesh and is approved by UGC under section 2(f) of UGC Act 1956. The University stands committed to the ideals of Lord Mahaveer- Right Philosophy, Right Knowledge, and Right Conduct in all spheres of activities and aspires to be recognized as the ultimate destination for world-class education. As we embark on a transformative journey for the next 10 years, the Institutional Development Plan (IDP) serves as a strategic roadmap to guide TMU in achieving its short- term (1-3 years), mid-term (3-5 years) and long-term (5- 10 years) aspirations. This plan aligns with our vision to strengthen academic innovation, institutional growth, and societal impact.

Key governance enablers emphasize participatory leadership and robust decision-making frameworks to enhance institutional agility and accountability. Our financial enablers focus on optimizing resource allocation while exploring diverse revenue streams to ensure sustainable growth.

In academics, the IDP emphasizes Multidisciplinary programs, outcome-based education, and innovative pedagogical practices. Research initiatives will prioritize collaboration, innovation, and dissemination as well as the creation of impactful knowledge across disciplines. Human resource strategies will focus on attracting, developing, and retaining talent while promoting a culture of inclusivity and excellence. Networking will be the foundation for TMU's growth, facilitating partnerships with global institutions, industries, and community stakeholders. Physical and digital enablers will ensure a seamless integration of state-of-the-art infrastructure with cutting-edge technologies to create a conducive teaching-learning and research environment. Together, these elements will empower TMU to evolve as a leader in education, ensuring our stakeholders' aspirations are met with integrity and vision. Through this IDP, TMU reaffirms its dedication to creating a transformative educational ecosystem that shapes future-ready professionals/leaders and contributes meaningfully to national and global progress. To develop students with academic competencies for their growth and meaningful contribution to society, the TMU has always accorded the highest priority to quality teaching and innovative research and at the very same time upholding the values and ethics of education. The Institutional Development Plan (IDP) outlines a strategic roadmap for enhancing training, faculty development, and student skill-building initiatives. The Center for Teaching Learning and Development (CTLD) plays an important role in implementing programs focused on Employability, Skill, Faculty Upskilling, and Innovative Pedagogy.

Message from the Hon'ble Vice Chancellor

At Teerthanker Mahaveer University, our firm commitment to excellence in education, research, and community engagement drives every step we take. Guided by our vision "**to be recognized as a premier institution of excellence providing high-quality education, research, and consultancy services to society,**" and our mission to nurture critical skills and knowledge, we are poised for a transformative decade through the implementation of our Institutional Development Plan (IDP).

The IDP reflects our shared aspirations and serves as a blueprint for strategic progress over the next 10 years. It embodies our dedication to promote a culture of innovation, inclusivity, and collaboration, by key enablers. Robust governance structures and participatory leadership will ensure agility and accountability, while innovative financial strategies will sustain our growth trajectory. In alignment with our mission, academics will see a renewed focus on interdisciplinary learning, cutting-edge curricula, and pedagogy that equips students for a rapidly evolving global landscape. Research excellence will remain a prime focus, driving impactful solutions through collaboration with National and International Institutions.

Our human resource policies will continue to empower faculty and staff with growth opportunities, promoting a culture of continuous learning and inclusivity. We are committed to enhancing our networking with premier institutions and industries to amplify our global footprint and community impact.

I extend my heartfelt gratitude to all stakeholders for their trust and contributions toward TMU's journey. Together, we will continue to shape the future of education and deliver on our commitment to empowering individuals and enriching society.

Best wishes,

Prof. V K Jain
Vice-Chancellor

Vision, Mission and Quality Policy of the University

Vision

“To be recognized as a premier institution of excellence providing high quality education, research and consultancy services to the society.”

Mission

Our endeavour is to impart knowledge and develop critical skills necessary to succeed both in professional and personal life by promoting learning supported by world-class faculty, infrastructure, technology, curricula and collaborative teaching and research with premier institutions in India and abroad.

QUALITY POLICY

Teerthanker Mahaveer University (TMU) is committed towards:

- Providing world-class higher education and creating industry ready competent professionals;
- Imbibing right faith, right knowledge and right conduct with ethical values;
- Promoting measures of quality enhancement for the effective functioning of the University;
- Continual quality improvement in academics and healthcare services by upgrading the systems & processes.

1. Governance Enablers

By promoting effective decision-making frameworks, decentralization, and accountability, TMU ensures agility and responsiveness. These enablers empower leadership, promote stakeholders' engagement, and align the institution with its vision for sustainable growth and societal impact.

1.1 Executive Council, Academic Council, Finance Committee & Other Statutory Bodies:

In accordance with the provisions of the first Statutes and UP Private Universities Act 2019, the University performs its functions and regulates its various Academic and Administrative activities through its Authorities vis. a vis. – Governing Body (GB), Executive Council (EC), Academic Council (AC), Board of Faculty (BOF), Board of Studies (BOS), Finance Committee (FC) and Planning Board (PB) having representation of diverse stakeholders.

Short-Term Goals

- The University is fully automated for its all-academic and administrative processes using the ERP based on Microsoft Dynamics. However, in view of the future goals and plans of the University, an advanced ERP with updated version of various academic and administrative modules has been developed for the University. University operates through various SOPs to enhance openness and transparency in its Governance.
- Considering the evolving nature of the IDP and the necessity to frequently assess the progress toward reaching the set objectives, a committee has been formed to conduct periodic reviews of the Institutional Development Plan (IDP).

Mid-Term Goals

- Continuous oversight of IDP initiatives through regular reviews will guarantee alignment with stakeholder requirements and enable timely modifications based on progress and feedback.

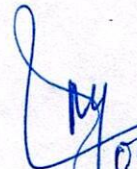
Long-Term Goals

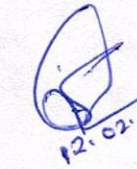
- The University will evaluate the comprehensive effects of the IDP on its development, ensuring ongoing alignment with strategic objectives and compliance with regulatory requirements.

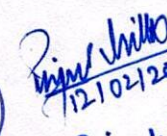
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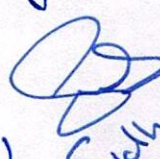
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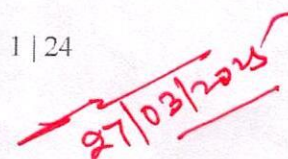

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1.2 Quality Assurance: At TMU, guided by our Vision, Mission, and Quality Policy, we aim to establish a dynamic, responsive, and sustainable framework for continuous improvement. The following strategic goals define our approach to quality assurance over the short, mid, and long term.

Short-Term Goals

- Standardize and monitor quality benchmarks across academics, administrative, and support functions.
- Initiate baseline assessments for accreditation and ranking frameworks, including NAAC, NBA, and NIRF, to identify areas for immediate improvement.
- Conduct regular internal audits of academic programs, infrastructure, and administrative processes to ensure alignment with quality standards.

Mid-Term Goals

- Introduce automated quality monitoring systems to track student progression, faculty performance, and research output.
- Expand research funding opportunities and collaborate with industry and international institutions to drive impactful research initiatives.

Long-Term Goals

- Achieve International Accreditations/Rankings such as ABET, IET, QS, THE, AACSB, AMBA etc.
- Position TMU among the top-ranked Universities Nationally and Globally through sustained excellence in academics, research, and societal contributions.

1.3 Leadership:

By participatory and inclusive leadership practices, TMU aims to empower its senior management and academic leaders to steer the University toward sustainable growth. The following goals under leadership development align with our commitment to continuous improvement and institutional quality.

Short-Term Goals

- Establish a Leadership Development Program (LDP) for senior and mid-level leaders, focusing on strategic planning, decision-making, and change management.

- Organize mentorship and hand-holding initiatives for newly appointed Heads of Departments (HoDs), Deans, and other key position holders to ensure smooth role transitions.

Mid-Term Goals

- Develop a structured succession planning framework to ensure a pipeline of well-prepared leaders for key roles.
- Implement performance management systems for leaders with a focus on accountability, goal-setting, and continuous improvement.

Long-Term Goals

- Position TMU as a model institution for visionary and ethical leadership, setting benchmarks for governance and institutional excellence.
- Build a self-sustaining leadership culture that integrates innovation, inclusivity, and stakeholder engagement into the University decision-making processes.

1.4 Risk Management Analysis: A comprehensive approach ensures the University proactively identifies, mitigates, and manages risks to safeguard its operations, reputation, and future growth. The following goals under risk management analysis align with TMU's commitment to sustainability, digital resilience, and quality assurance:

Short-Term Goals

- Establish a Risk Management Committee (RMC) to identify and address potential operational, academic, and environmental risks.
- Conduct risk awareness workshops for staff and students, focusing on health, safety, and operational continuity.

Mid-Term Goals

- Develop a comprehensive Risk Management Framework (RMF) integrated with strategic planning and operational processes.
- Enhance cybersecurity infrastructure by adopting advanced threat detection and incident response tools.

Long-Term Goals

- Achieve international recognition for risk management practices by aligning with global

standards, such as ISO 31000 (Risk Management).

- Institutionalize TMU as a zero-waste and carbon-neutral campus, with full-scale implementation of sustainable infrastructure and practices.

1.5 Students' Feedback: Students' feedback is an essential mechanism for ensuring continuous improvement in academics, administration, and campus life at TMU.

Short-Term Goals

- Establish a centralized student feedback system, enabling students to share their views on teaching-learning, infrastructure, and administrative processes.
- Conduct sensitization sessions for students to highlight the importance of constructive feedback and their role in institutional development.

Mid-Term Goals

- Enhance the feedback system with digital platforms and mobile apps, offering students a user-friendly and confidential way to provide feedback.
- Expand feedback categories to include co-curricular activities, internships, and placement services, ensuring a holistic evaluation of the student experience.

Long-Term Goals

- Institutionalize TMU as a student-centric University, where feedback is deeply integrated into decision-making processes at all levels.
- Embed feedback into a comprehensive quality assurance framework, ensuring alignment with TMU's vision, mission, and quality policy.

2. Financial Enablers and Funding Models (Resource Generation): We at TMU, aim to establish a comprehensive framework for sustainable financial management and resource allocation through financial policies, budget and sources of revenue.

2.1 Financial Policies

Short-Term Goals

- Develop policies to support a range of academic initiatives, advanced research projects, and the appropriate enhancement of physical infrastructure to effectively facilitate the University's academic activities.

Mid-Term Goals

- The expansion of academic programs will necessitate additional space, including Classrooms and related facilities, which may require significant investment in physical infrastructure.

Long-Term Goals

- Long-term funds can be raised by organizing certain events, focusing on Alumni, and leveraging their professional networks to establish industry collaborations and sponsorship opportunities.

2.2 Action Plan and Budgets: TMU's action plan and budget framework aim to align resource allocation and financial planning with institutional priorities.

Short-Term Goals

- Initiate a budget planning process that involves department-wise consultations to align financial allocations with academic and administrative goals in mind.
- Promote the reuse of resources, such as recycling paper, refurbishing furniture, and repurposing outdated IT equipment, to minimize waste.

Mid-Term Goals

- Implement a multi-year budget framework, aligning financial planning with the University's strategic goals and anticipated growth.

Long-Term Goals

- Achieve cost-efficiency benchmarks by integrating lifecycle costing into budget planning, ensuring long-term value from investments.
- Create a framework for real-time budget monitoring, using advanced analytics to track expenditures and optimize resource allocation.

2.3 Sources of Revenue: Aligning with its vision and mission, TMU seeks to enhance financial resilience through innovative strategies, leveraging internal resources, external collaborations, and institutional goodwill.

Short-Term Goals

- Expand revenue from student fees by increasing enrolment through targeted marketing, scholarship programs, and improved academic offerings.

- Establish an endowment fund to attract contributions from alumni, philanthropists, and well-wishers, supporting scholarships and infrastructure.

Mid-Term Goals

- Strengthen collaborations with National and International industries, creating revenue-sharing models through joint research, innovation projects, and sponsored academic chairs.
- Diversify income sources by promoting short-term certificate courses, professional training, and online programs for working professionals.

Long-Term Goals

- Establish TMU as a recognized research hub, attracting substantial funding from international grants and foundations for high-impact projects.
- Expand revenue through technology transfers and commercialization of patents developed by TMU's research faculty and students.

3 Academic Enabler

3.1 Curriculum updation as per Industry Requirements: The curriculum is to be regularly updated to align with industry requirements, ensuring that students gain relevant skills and knowledge to meet current market demands.

Short-Term Goals

- Regular revision of Curriculum with inputs from industry experts.
- Conduct annual curriculum review workshops with industry experts. Establish advisory board with representatives from key industries. Integrate skill-based electives focused on current job market demands.

Mid-Term Goals

- Revise at least 50% of the existing curriculum to match industry-aligned competencies. Introduce industry-sponsored labs or incubation centers. Include mandatory internships or capstone projects tied to industry problems.

Long-Term Goals

- Co-develop programs with industry leaders (e.g., joint certification). Offer domain-specific micro-credentials or certifications within the curriculum.

3.2 Curriculum embedded with Employability Skill: The curriculum is designed to integrate employability skills such as critical thinking, problem-solving, communication, teamwork, and technical expertise relevant to various industries.

Short-Term Goals

- Career orientation sessions from the first semester.
- Placement readiness modules, including mock interviews and aptitude tests.
- Soft skills and communication training embedded across all programs.
- Embed soft skills and communication modules into all programs. Include placement readiness programs (e.g., mock interviews, aptitude training). Introduce a “Career Orientation” course in the first semester.

Mid-Term Goals

- Develop program-specific employability frameworks with career mapping for students. Partner with organizations for live projects and hands-on training. Monitor employment metrics and feedback to fine-tune course offerings.

Long-Term Goals

- Achieve a 90%+ employability rate within one year of graduation. Establish a University-affiliated recruitment consultancy. Benchmark employability metrics against global standards.

3.3 Curriculum embedded with Emerging Technologies: The curriculum incorporates emerging technologies such as Artificial Intelligence, Block-chain, IoT, Data Analytics, and Cybersecurity to prepare students for future-ready careers.

Short-Term Goals

- Integration of technology-focused projects in assignments.
- Introduce elective courses on AI, Block-chain, IoT, Data Science, etc. Collaborate with Ed-Tech platforms for certified modules on emerging technologies. Provide basic online resources and simulations on these topics.

Mid-Term Goals

- Establish domain-specific Centers of Excellence (e.g., AI & Robotics Lab). Offer interdisciplinary programs combining emerging tech and core disciplines (e.g., FinTech). Mandate a project or thesis using emerging technologies for certain programs.

Long-Term Goals

- Host International hackathons or competitions in emerging technologies. Position the University as a regional hub for research in cutting-edge tech. Regularly launch new programs aligned with future technology trends.

3.4 Faculty Development: At TMU, Faculty Development Programs (FDP) focus on enhancing teaching methodologies, research capabilities, and industry-relevant skills of faculty members.

Short-Term Goals

- Regular FDPs on modern teaching methodologies and skills.
- Organize quarterly FDPs on pedagogical innovations and technical skills. Provide faculty with access to global MOOCs and certifications. Conduct orientation programs for Outcome-Based Education (OBE).

Mid-Term Goals

- Set up a dedicated Centre for Faculty Development with facilities for training and research. Achieve 100% faculty certification in OBE or equivalent standards. Partner with global universities for faculty exchange and training.

Long-Term Goals

- Establishment of a Faculty Development Center to enhance teaching and research capabilities.
- Evolve the center into a national-level hub for academic leadership training. Ensure faculty publish research in high-impact journals or apply for patents annually. Institutionalize a mentorship model where senior faculty train peers.

3.5 Learning Material: Learning materials are regularly updated to reflect the latest advancements and industry trends, ensuring relevance and quality and are made available to students.

Short-Term Goals

- Incorporation of case studies, simulations, and interactive content.
- Update existing learning materials to include case studies, simulations, and open

educational resources. Develop a repository of online lectures and interactive content. Implement a feedback mechanism to assess material quality.

Mid-Term Goals

- Development of an online repository for learning resources.
- Transition to blended learning, combining traditional and digital materials. Develop multilingual resources to improve inclusivity. Introduce University-published e- text books and resource kits.

Long-Term Goals:

- Transition to blended learning with digital and traditional materials.
- Create AI-powered adaptive learning platforms. Establish a digital library with global access to journals, articles, and multimedia resources. Monetize learning materials through external partnerships.

3.6 'Earn while Learn' Facility & Flexibility: The University promotes an earn-while-learn initiative, allowing students to gain practical experience and financial independence through internships, part-time jobs, and on-campus opportunities.

Short-Term Goals

- Launch University-wide student assistantship programs. Encourage startups and entrepreneurship within the campus. Provide students with part-time opportunities through tie-ups with local businesses.

Mid-Term Goals

- Introduce credit-based internships that contribute to academic requirements. Establish student-run enterprises (cafes, consulting services, etc.). Allocate seed funding for student startups with regular mentoring.

Long-Term Goals

- Develop cooperative education programs where students alternate between work and study.
- Establish a campus-based entrepreneurial ecosystem with global reach. Generate self-sustaining businesses run entirely by students.

3.7 Flexibility and Multidisciplinary: The curriculum offer flexibility through elective courses

and interdisciplinary learning pathways, enabling students to explore diverse fields and tailor their education to their interests and career goals.

Short-Term Goals

- Introduce open electives and interdepartmental course options. Implement credit transfer systems for flexible learning pathways. Pilot multidisciplinary workshops or boot camps.

Mid-Term Goals

- Offer customizable degrees where students can mix disciplines (e.g., a student-designed major). Partner with other universities for student mobility programs. Institutionalize project-based learning where students solve real-world problems.

Long-Term Goals

- Develop a framework for fully flexible, competency-based education models. Establish global multidisciplinary programs with dual degrees. Build a lifelong learning platform for alumni to update skills.

- 4 Research and Intellectual Property Enablers:** We at TMU, through its Research and Development Center (R & D), promote collaborative efforts among researchers across various disciplines.

- 4.1 Enhance Research Funding:** The University has consistently encouraged its faculty to undertake funded research projects, offering seed money grants to newly appointed and existing faculty members.

Short-Term Goals

- Over the next two years, the University aims to achieve an average of one R&D project or consultancy per faculty member within a three-year timeframe.

Mid-Term Goals

- The target of funded research projects and consultancy set for the first three to five years will be enhanced, R & D projects and consultancies per faculty will be increased. Emphasis will also be placed on securing a few interdisciplinary research projects with a cumulative funding.

Long-Term Goals

- Over the next ten years, the University will prioritize increased research funding through enhanced industry collaborations, competitive grant applications, and international partnerships. Focus will be placed on emerging areas of research and innovation to attract diverse funding sources.

4.2 Enhance Research Publication: To enhance research publications at TMU, initiatives will include incentivizing high-quality publications in reputed journals, providing training on research methodologies and writing skills, and promoting interdisciplinary research collaborations.

Short-Terms Goals

- Currently, faculty members publish an average of one paper annually in UGC CARE-listed, WOS, Scopus, PUBMED and SCI journals. Efforts will be made to raise this average to two publications per faculty each year. Research incentive funds will be extended to cover publications in all the categories.

Mid-Term Goals

- Training and mentoring sessions will be conducted for all faculty members, with special emphasis on young faculties to help them increase the average annual number of publications per faculty across all publication categories.

Long-Term Goals

- Emphasis will be given on establishing research collaborations within the University with other disciplines, State, National and International Institutions to boost the average number of publications per faculty per year across all publication categories.

4.3 University Incubation Center: Incubation Centre at Teerthanker Mahaveer University (TMU) plays a crucial role in promoting innovation and entrepreneurship, although the growth is still in the early stages comparatively.

Short-Term Goals

- Organize University-wide awareness campaigns to educate students about the available resources, incubation support, and the advantages of pursuing entrepreneurship after graduation.
- Establish a network of industry experts and successful entrepreneurs to mentor students in transforming their ideas into start-ups, with mentorship accessible to students across all faculties.

Mid-Term Goals

- Incorporate incubation support into the academic curriculum by introducing entrepreneurship courses, incubation-focused electives, and credit-based start-up development programs. This integration will enable students to build business skills alongside their academic studies.

Long-Term Goals

- Establish the University as a leader in academic incubation by developing a robust incubation network featuring Centers of Excellence, Specialized Laboratories, and access to National and International markets.

5. Human Resource and Supportive-Facilitative Enabler

The University acknowledges that its most valuable asset is its human resource. By promoting a culture of continuous professional growth and skill development, the University is dedicated to capacity building and knowledge progression.

5.1 Faculty Recruitment and Responsibilities: By promoting an environment of professional growth and skill enhancement, the University is committed to capacity building and knowledge progression.

Short-Term Goals

- Implement multilevel application screening to ensure impartial shortlisting based on the requisite competencies and qualifications.
- Introduce rotation system, where faculty members get to change roles in committees and societies, ensuring an equitable exposure of responsibilities.

Mid-Term Goals

- Move to a digital platform for job applications and its processing.
- Implement chat-bots or virtual assistants to address frequently asked questions and provide quicker response.

Long-Term Goals

- Establish the University as a globally competitive employer by implementing international best practices in recruitment and attracting top talent from global academic and research communities.
- Motivate faculty members to assume roles that align with their professional development and leadership aspirations.

5.2 Staff Empowerment Enablers: At TMU, we acknowledge the importance of our staff in achieving institutional excellence. Our strategic approach to staff empowerment focuses on promoting growth, enhancing capabilities, and creating a collaborative and holistically inclusive workplace.

Short-Term Goals

- Conduct regular training programs and skill development workshops, ensuring staff stay updated with the latest advancements in their fields.
- Introduce wellness initiatives, including health camps and stress management programs, to promote work-life balance and staff well-being.
- Create recognition and reward programs to celebrate staff contributions and motivate them to excel in their roles.

Mid-Term Goals

- Develop a structured professional advancement framework, offering opportunities for certifications, higher studies, and leadership training.
- Introduce a mentorship program for staff, enabling knowledge transfer and peer learning within the institution.

Long-Term Goals

- Establish TMU as a model workplace, recognized for its commitment to staff empowerment and professional growth.
- Develop a wellness and well-being fund to provide ongoing support for staff health, mental well-being, and personal development.

5.3 Enablers for Pedagogical Innovation: TMU is committed to advancing educational excellence through innovative and learner-centric teaching methodologies. By equipping educators with modern tools, training, and support, we aim to create a dynamic and impactful learning experience.

Short-Term Goals

- Introduce e-learning platforms and blended learning models, integrating traditional and online teaching methods.
- Conduct faculty training workshops on the latest pedagogical trends, including flipped classrooms, gamification, and hybrid teaching models.

Mid-Term Goals

- Encourage the creation and use of digital content and Open Educational Resources (OERs) to supplement classroom teaching.
- Integrate assessment innovations, such as peer evaluations, portfolio-based assessments, and real-time feedback, to track and enhance learning outcomes.

Long-Term Goals

- Position TMU as a leader in pedagogical innovation, recognized for setting benchmarks in transformative education practices.
- Institutionalize continuous professional development programs to ensure faculty remain at the forefront of global teaching advancements.

6. Networking and Collaboration Enablers

6.1 Strategic Collaboration: Through partnerships with premier institutions, industries, and organizations, both nationally and internationally, we aim to promote knowledge exchange and create impactful opportunities for all stakeholders.

Short-Term Goals

- Establish Memorandums of Understanding (MoUs) with National Academic Institutions for faculty exchange, joint workshops, and collaborative research.
- Initiate Industry-Academia Interaction programs, such as guest lectures, panel discussions, and career fairs to bridge the gap between education and industry needs.

Mid-Term Goals

- Expand partnerships to include International Universities and research centers, creating opportunities for global learning and collaboration.
- Establish a global internship and training program, providing students with industry-relevant experience in international settings.

Long-Term Goals

- Create a global network of academic and industry partners, facilitating seamless exchange of knowledge, resources, and talent.
- Develop joint degree programs with renowned international universities, offering students a competitive edge in global careers.

7. Physical Enablers

7.1 Role of Physical Enabler: TMU recognizes the critical role of physical infrastructure in promoting academic excellence, innovation, and student well-being.

Short-Term Goals

- Upgrade classrooms and laboratories with modern teaching tools and technologies to support interactive learning.
- Ensure that all campus facilities are accessible to students with disabilities, including ramps, elevators, and accessible restrooms.

Mid-Term Goals

- Build and upgrade research facilities to support interdisciplinary and cutting-edge research

initiatives ensuring alignment with global standards.

- Increase environmental sustainability across campus by implementing energy-efficient systems, waste management programs, and sustainable construction practices.

Long-Term Goals

- Achieve a carbon-neutral campus through sustainable infrastructure initiatives, including green buildings, renewable energy sources, and water conservation practices.
- Implement smart campus technologies, such as AI based monitoring systems, to ensure efficient resource management and enhance the overall campus experience.

7.2 Library as a Learning Resource: At TMU, the library serves as an essential resource for academic and intellectual development. Offering an extensive collection of physical and digital resources, it supports a wide range of disciplines and research initiatives.

Short-Term Goals

- Expand digital resources by increasing access to e-books, online journals, and databases relevant to current academic and research needs.
- Upgrade library infrastructure with modern computer terminals, Wi-Fi access, and self-service kiosks to enhance user experience.
- Enhance accessibility features for remote users, ensuring students and faculty can easily access library resources from anywhere, at any time.

Mid-Term Goals

- Build a digital archive of research papers, theses, and academic publications authored by TMU's faculty and students.
- Introduce interactive learning spaces within the library, equipped with multimedia tools for research and collaborative projects.
- Expand partnerships with global publishers, research organizations, and academic institutions to increase the range and depth of digital resources available to the University community.

Long-Term Goals

- Develop a fully integrated digital library system, where all library resources (physical and digital) are seamlessly inter connected for easy access.
- Achieve sustainability in library operations, incorporating eco-friendly practices in resource management and waste reduction while ensuring efficient energy use.
- Develop collaborative research spaces within the digital library, allowing real-time interaction between faculty, researchers, and students globally for joint research, webinars, and discussions.

7.3 IT Infrastructure: TMU is committed and provides a seamless digital environment that supports academic excellence.

Short-Term Goals

- Upgrade internet bandwidth across campus to ensure reliable and high-speed connectivity for all users. Enhance computer labs with modern hardware and software, ensuring they meet the evolving needs of students and faculty.
- Expand the use of IT-enabled classrooms, integrating interactive tools such as smart boards and projectors to foster engaging learning experiences.

Mid-Term Goals

- Develop a robust cloud-based infrastructure to facilitate flexible and remote access to academic and administrative resources.
- Integrate virtual learning environments (VLEs) with interactive tools such as forums, assignments, and video lectures to support a blended learning approach.

Long-Term Goals

- Develop a comprehensive digital ecosystem integrating administrative, academic, and research systems for seamless interaction and efficiency.
- Build a data-driven campus, utilizing advanced analytics and AI tools to enhance decision-making, track student progress, and optimize resource allocation.

7.4 Maintenance of Campus Infrastructure: TMU prioritizes the maintenance of its campus infrastructure to ensure a safe, clean, and conducive environment for both academic and extracurricular activities.

Short-Term Goals

- Conduct regular audits and inspections of all campus buildings, laboratories, classrooms, and recreational areas to ensure safety, cleanliness, and functionality.
- Implement energy-efficient solutions, including LED lighting and smart temperature controls, to reduce energy consumption across campus.

Mid-Term Goals

- Expand the use of green building technologies to further reduce the environmental footprint of campus infrastructure, incorporating solar panels, energy-efficient building materials etc.
- Introduce sustainability-focused campus events to raise awareness and encourage eco-conscious behavior among students, faculty, and staff.

Long-Term Goals

- Position TMU as a leader in sustainable campus infrastructure, incorporating advanced green technologies such as zero-energy buildings and smart campus systems.
- Maintain campus facilities that support future needs, with scalable designs and spaces that adapt to evolving educational and technological trends.

8 Digital Enablers

8.1 Digitization of TMU: TMU is committed to embracing a fully digitized approach, enhancing both academic and administrative functions through technology.

Short-Term Goals

- Enhance digitization by integrating tools such as Learning Management Systems (LMS), smart classrooms and e-books to improve engagement and interactivity in courses.
- Provide training to staff and faculty to ensure effective use of digital tools and platforms for teaching, administration, and communication.

Mid-Term Goals

- Expand the scope of ERP functionality to include advanced modules for research, management, library automation, and alumni engagement, further streamlining University operations.
- Develop an advanced version of mobile application to provide students and staff with on-the-go access to University services such as class schedules, assignments, grades, and notifications.

Long-Term Goals

- Ensure continuous innovation in digital education by regularly upgrading technology, refining digital platforms, and exploring emerging trends to remain at the forefront of educational advancements.

8.2 Internet Usage: Internet connectivity at TMU is an integral part of digital ecosystem, enabling a robust learning environment and supporting academic, research, and administrative activities.

Short-Term Goals

- Upgrade network infrastructure to provide high-speed, stable internet connectivity across all academic buildings, hostels, and common areas on campus.
- Provide cybersecurity training for students, faculty, and staff to raise awareness about the data protection and safe internet practices.

Mid-Term Goals

- Expand high-speed Wi-Fi coverage to all outdoor spaces, ensuring comprehensive campus-wide internet access for students and faculty.
- Regularly review and update internet usage policies, addressing emerging trends in digital learning, research, and cybersecurity.

Long-Term Goals

- Position TMU as a smart campus with seamless, high-speed internet access across all campus areas, supporting IoT-based devices, real-time data analytics, and digital resource management.

- Create a comprehensive online learning ecosystem that includes digital libraries, virtual classrooms, research collaborations, and interactive learning tools, accessible globally.

8.3 Website: TMU recognizes the importance of a dynamic, user-friendly website as a key tool for academic and administrative engagement serving as a central hub of information. The website provides comprehensive details on academic programs, research opportunities, admissions, events, and institutional updates.

Short-Term Goals

- Redesign and optimize the website for improved navigation, user experience, and mobile accessibility, ensuring it caters to the needs of diverse audiences.
- Ensure regular updates to the website's content, including the latest academic programs, admission details, event announcements, and institutional news.

Mid-Term Goals

- Create an integrated admissions portal that simplifies the process of application submission, fee payment, and document verification for prospective students.
- Develop a faculty and staff directory with detailed profiles, research interests, and contact information, promoting greater engagement within the academic community.

Long-Term Goals

- Establish TMU's website as a global gateway for online education by offering virtual learning environments, including course registrations, digital classroom integration, and live-streamed lectures.
- Position the website as a key tool for branding and outreach, incorporating testimonials, success stories, and interactive content to attract top-tier students, faculty, and partners.

9. Student Development: To enhance the holistic development of students, the University aims to implement initiatives categorized as Short-term, Mid-term, and Long-term plans.

9.1 Sports

Short-Term Goals

- Upgrade basic Sports facilities like Gymnasiums etc.
- Introduce Sports clubs for popular games such as Cricket, Football, Basketball, and Badminton.

Mid-Term Goals

- Establish professional coaching programs in collaboration with National Sports Associations.
- Organize University-level Sports fests to attract participation from other institutions.

Long-Term Goals

- Host National-level Sports competitions to position the University as a Sports Hub.
- Establish Scholarships for outstanding athletes and create pathways for Sports Careers.

9.2 Extra-Curricular

Short-Term Goals

- Launch Literary Clubs and Cultural Clubs for Music, Dance, Drama, Photography, and Fine Arts etc.
- Celebrate more Festivals and Cultural Events promoting inclusivity and diversity.

Mid-Term Goals

- Organization of University level competitions.
- Organize annual cultural festivals and invite notable artists as mentors or judges.
- Develop tie-ups with local art galleries and performance spaces for student showcases.

Long-Term Goals

- Establish a dedicated Cultural Center to facilitate professional-level training.
- Collaborate with National Universities for Cultural Exchange Programs (CEP).

9.3 Co-Curricular

Short-Term Goals

- Encourage participation in academic competitions like quizzes, debates, and hackathons.
- Industry partnerships for certified soft skills programs
- Form Academic Clubs in fields like Robotics, Literature, and Entrepreneurship.

Mid-Term Goals

- Organize inter-University Co-curricular competitions.
- Introduce Credit-based courses linked to Co-curricular activities.

Long-Term Goals

- Establish an Annual co-curricular expo showcasing student achievements.
- Promotion of interdisciplinary projects involving multiple departments.

9.4 Soft Skills & Personality Development

Short-Term Goals

- Initiate personality development workshops focusing on communication, teamwork, and problem-solving.
- Include soft skills training in the existing curriculum for all departments.

Mid-Term Goals

- Partner with professional organizations to offer certified courses in leadership and negotiation skills.
- Create a student leadership program to enhance managerial skills.

Long-Term Goals

- Organize international personality development boot camps.
- Collaborate with reputed firms to align soft skills training with industry needs.

9.5 Career Guidance and Facilitation for Competitive Exam Preparation

Short-Term Goals

- Host orientation programs for competitive exams like CAT, GATE, NET/JRF, UPSC, and Civil Judge etc.
- Establish a competitive exam club to facilitate peer-to-peer learning.

Mid-Term Goals

- Set up coaching facilities in partnership with reputed academies.
- Develop a library section exclusively for competitive exam preparation materials.

Long-Term Goals

- Establish a dedicated Career Guidance and Competitive Exam Cell.
- Develop in-house test series platforms for continuous practice and evaluation.

10. Ranking and Accreditations

10.1 Ranking

Short-Term Goals

- Organize workshops for faculty and staff on ranking parameters and methodologies.
- Benchmark the University performance against peer institutions in prominent rankings such

as NIRF, QS, and THE.

- Securing position in NIRF top 100 Institutions.

Mid-Term Goals

- Focus on improving metrics such as research output, and employer reputation.
- Organize workshops for faculty and staff on ranking parameters and methodologies.

Long-Term Goals

- Aim for inclusion in top 500 global rankings in QS and THE.
- Establish strategic partnerships with industry leaders to improve employer reputation scores.

10.2 Accreditation

Short-Term Goals

- Conduct internal audits to ensure compliance with NAAC and NBA standards.
- Organize training programs for staff on accreditation requirements and processes.

Mid-Term Goals

- Pursue accreditation from international bodies such as ABET and AACSB.
- Align all academic programs with global quality standards.

Long-Term Goals

- Achieve and maintain the highest grade in NAAC accreditation.
- Obtain institutional accreditation from multiple International agencies.

Conclusion

The Institutional Development Plan (IDP) of Teerthanker Mahaveer University represents a strategic roadmap designed to guide our growth and development over the next decade. Rooted in our vision of becoming a premier institution of excellence and aligned with our mission of imparting knowledge and promoting innovation, the IDP underscores our unwavering commitment to academic, research, and societal advancement.

This plan summarizes key enablers—governance, finance, human resources, academics, research, and infrastructure—that collectively support the realization of our University goals. We aim to strengthen governance through robust frameworks, transparency, and stakeholder engagement. Financial sustainability will be achieved through diversified revenue streams, strategic partnerships, and prudent resource management. Investments in faculty and staff empowerment, coupled with initiatives for students' holistic development, ensure that TMU continues to be a nurturing and inclusive environment.

In academics and research, we strive for global standards of excellence by integrating innovative teaching practices, interdisciplinary research, and collaborative opportunities. Our focus on innovation and entrepreneurship reinforces TMU's role as a catalyst for economic and societal transformation. Additionally, the integration of green practices and advanced digital tools emphasizes our commitment to sustainability and technological relevance. The IDP highlights the importance of strategic collaborations and partnerships in driving impactful initiatives, while a structured action plan ensures timely execution and measurable outcomes. Quality assurance mechanisms and risk management strategies further solidify our foundation, preparing us to navigate challenges and capitalize on opportunities effectively. The IDP 2024 emphasizes faculty training, student employability, and curriculum innovation, aligning with the objectives of CTLD. The structured training initiatives, soft skills programs, and faculty development strategies will contribute significantly to improving student success and institutional excellence. CTLD can leverage these initiatives to enhance its role in student career readiness and professional skill-building.

As we embark on this transformative journey, TMU reaffirms its dedication to promoting a vibrant ecosystem of learning, discovery, and innovation. Guided by this plan, we are poised to shape the future of education, research, and societal impact, ensuring that TMU remains a beacon of excellence for generations to come.

IDP 2024

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