Sri Rajeshwara Educational Society, Telangana

DETAILED PROJECT REPORT

For Seeking Deemed to be University Status

(Distinct Institution Category)

for

SR ACADEMY OF HIGHER EDUCATION

Submitted to

ज्ञान-विज्ञान विमुक्तये

University Grants Commission (UGC)

Bahadur Shah Zafar Marg,

New Delhi - 110002.

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Executive Summary

SR Educational Academy, the parent body of Sri Rajeshwara Educational Society, is a 50-year-old conglomerate of educational institutions, serving over one lakh students with a dedicated team of more than 5,000 teachers. It oversees 185 educational institutions across Telangana, Andhra Pradesh, and Karnataka, including schools, 10+2 colleges, engineering colleges, and a university.

SR International Institute of Technology (SRIIT), located in Rampally Dayara, Medchal, Hyderabad is one of the higher educational institutions under SR Educational Academy. This project report presents a strategic plan to transform SRIIT into the SR Academy of Higher Education (SRAHE), a Deemed-to-be University under a distinct category. This transformation aims to address national priorities and global challenges through innovative, interdisciplinary academic programs. The proposal is aligned with India's National Education Policy (NEP-2020) and the Sustainable Development Goals (SDGs), focusing on areas such as sustainable cities, health informatics, and digital transformation. Under the stewardship of Sri Rajeshwara Educational Society, the proposed SRAHE will offer a diverse range of unique academic programs, including Digital and Heritage Arts, Smart Urban Infrastructure, Health Informatics, Environmental Informatics, Energy Informatics, Design Thinking and Technology Management, alongside its established International Engineering Programs.

Track Record and Experience of SR Educational Academy has been instrumental in establishing and managing institutions of higher education, including SR University and SRIIT. With its vast experience, the society has consistently driven academic innovation and interdisciplinary research, contributing to the advancement of the education sector in India. The establishment of SRAHE as a deemed university under Sri Rajeshwara Educational Society continues this legacy, with a focus on global partnerships and innovation in emerging fields.

Vision, Mission & Core Values: The proposed university's vision is to become a global leader in innovation and education, addressing both national and international priorities. The mission is to integrate technology, sustainability, and social responsibility into interdisciplinary programs that prepare students to tackle real-world challenges. The institution's core values are rooted in sustainability, innovation, and excellence, aiming to foster a holistic, interdisciplinary learning environment.

Justification for Transformation into a Deemed University Under Distinct Category

The transformation of SRIIT into a Deemed-to-be University is based on the institution's demonstrated capacity to offer innovative academic programs and its potential to contribute to strategic national needs. SRIIT has a history of successfully offering International Engineering

Programs in collaboration with U.S. universities, including University of Massachusetts Lowell, University of Missouri-Columbia, and University of New Haven. These programs have fostered international cooperation and elevated the institution's academic standards.

SRIIT's elevation to university status under the distinct category allows for the creation of specialized programs that bridge technology, arts, and social impact, contributing to India's socio-economic development. The proposed university's mission is to address national strategic needs in sectors such as digital and heritage arts, urban infrastructure, healthcare technologies, Environmental Informatics, Energy Informatics, and Design Thinking and Technology Management, in alignment with the NEP-2020 goals.

The university will offer a range of academic programs that cater to emerging global needs. These programs, focused on interdisciplinary education, will attract students and researchers aiming to solve real-world problems through a combination of technology, research, and practical implementation.

Key Proposed Programs

The proposed university is envisioned as a "distinct category" institution, dedicated to teaching and research in unique disciplines that address strategic national needs and global challenges. It will focus on areas such as digital transformation, healthcare innovation, cultural preservation, and sustainable infrastructure development, reflecting its commitment to the to the preservation of Indian cultural heritage, and skill development. The university's offerings include the following key programs:

1. **Digital and Heritage Arts**

   This program blends traditional arts with modern digital technologies, encouraging entrepreneurship in the cultural sector. Students will use digital tools to preserve and promote heritage arts, aligning with SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure) by integrating digital innovation into heritage preservation, and SDG 11 (Sustainable Cities and Communities). By bridging the gap between art and technology, this program supports India's digital and creative economies.

2. **Smart Urban Infrastructure**

   Focusing on sustainable urban development, this program covers the design and management of urban infrastructures using smart technologies. It includes training in urban planning, transportation systems, and energy-efficient solutions, contributing to SDG 9 (Industry, Innovation, and Infrastructure), SDG 11 (Sustainable Cities and Communities), and SDG 13 (Climate Action) by promoting climate-resilient infrastructure

and reducing the environmental impact of urbanization. The program aligns with India's vision for smart cities, providing expertise for sustainable urban growth.

3. **Health Informatics**

   Addressing the rising demand for data-driven healthcare, this program focuses on healthcare technologies, data management, and the use of AI in medical systems, aligned with SDG 3 (Good Health and Well-being) and SDG 9 (Industry, Innovation, and Infrastructure). Students will be equipped to develop technological solutions to enhance healthcare delivery, manage patient data, and improve the efficiency of healthcare services, fostering innovation and advancing the digital transformation of the healthcare industry.

4. **Environmental Informatics**

   Environmental Informatics is designed to develop solutions to manage natural resources, predict environmental risks, and ensure sustainable development through data analysis. The program will train students to address climate change, promote sustainability, and use data analytics to make informed decisions regarding environmental management, aligning with SDG 6 (Clean Water and Sanitation) by supporting sustainable water management practices, SDG 13 (Climate Action) by addressing climate-related challenges, and SDG 15 (Life on Land) by promoting the conservation and sustainable use of terrestrial ecosystems.

5. **Energy Informatics**

   This program will focus on the role of information technology in managing and optimizing energy systems. Students will explore renewable energy solutions, smart grids, and energy-efficient technologies that contribute to clean energy goals, aligning with SDG 7 (Affordable and Clean Energy), SDG 9 (Industry, Innovation, and Infrastructure) by fostering innovation in energy management and infrastructure, and SDG 13 (Climate Action). The program will prepare students to become experts in managing energy systems efficiently, a crucial need for India’s future energy security.

6. **Design Thinking and Technology Management**

   This interdisciplinary program merges design thinking with technology management to drive social innovation. Students will apply creative problem-solving and management tools to tackle social challenges, particularly in healthcare, education, and infrastructure. The program aligns with SDG 4 (Quality Education), SDG 9 (Industry, Innovation, and Infrastructure) by promoting the development of innovative solutions and technologies

for societal needs, and SDG 10 (Reduced Inequality), encouraging solutions that foster positive social impact.

7. **International Engineering Programs**

   Building on the institution's pioneering role as the first AICTE-approved institution in India to offer International Engineering Programs in collaboration with universities in the USA, the university will expand these offerings to focus on Computer Science Engineering (CSE), Information Technology (IT), and Electronics and Communication Engineering (ECE). These programs provide international exposure and cutting-edge engineering training, aligning with SDG 4 (Quality Education), SDG 9 (Industry, Innovation, and Infrastructure), SDG 10 (Reduced Inequality) by providing equitable access to high-quality education and global opportunities, and SDG 17 (Partnerships for the Goals) by fostering international collaborations that enhance educational and research outcomes. These initiatives prepare students for success in a globalized engineering field.

In addition to these specialized programs, the proposed university will also offer regular engineering programs in CSE, ECE, and a range of programs in business administration. These offerings ensure that the university remains comprehensive in its approach, addressing both traditional academic disciplines and emerging fields. This blend of unique and regular programs supports the university's mission to foster a versatile and inclusive learning environment, aligned with the goals of NEP-2020 and the SDGs.

Alignment with NEP-2020 and SDGs

The proposed programs are deeply aligned with the vision of NEP-2020, which emphasizes a holistic, flexible, and multidisciplinary education that integrates vocational skills and prepares students for the future workforce. The university aims to foster critical thinking, creativity, and innovation, supporting NEP's goal of cultivating a knowledge-driven society. Through a focus on digital learning, interdisciplinary research, and technology-enhanced education, the programs reflect NEP-2020's emphasis on flexible, student-centric learning.

Further, the programs are structured to advance the United Nations Sustainable Development Goals (SDGs), especially those concerning sustainable cities, quality education, good health, and economic growth. By embedding these goals within the curriculum, the university ensures that its graduates are not only skilled in their respective disciplines but are also equipped to tackle global challenges and drive sustainable development. This integration empowers students to contribute meaningfully to a more sustainable and resilient world.

Fifteen-Year Strategic Vision Plan

The university's growth and development over the next 15 years are structured into three phases, each with clear goals, milestones, and action plans to ensure the successful implementation of its academic, research, and administrative initiatives.

Phase 1 (Year 1-5): Establishing the Foundation

During this phase, the university will focus on building core academic programs, recruiting faculty, and establishing infrastructure to support high-quality education and research. The primary focus will be on launching foundational programs, such as **Digital and Heritage Arts**, **Health Informatics**, **Energy Informatics, Environmental Informatics,** and **Smart Urban Infrastructure**. By the end of this phase, the university aims to enrol 1,700-1,800 students and recruit 260-270 faculty members.

Key Goals:

- Launch core programs and build research infrastructure.
- Recruit qualified faculty and establish key research centers.
- Enrol 1,700-1,800 students across undergraduate, postgraduate, and PhD programs.

Milestones:

- Establishment of state-of-the-art laboratories and research centers.
- Recruitment of faculty specializing in digital arts, urban planning, health informatics, energy and environmental informatics.
- Development of strategic partnerships with global institutions and industries.

Action Plan:

- Recruit faculty through direct outreach, campus visits, and industry collaborations.
- Launch programs in emerging fields, with a focus on building interdisciplinary research capacity.
- Develop industry partnerships to support research and student internships.

Phase 2 (Year 6-10): Scaling and Expanding Programs

The second phase will focus on expanding the university's academic offerings, increasing student enrolment, and enhancing research capabilities. Doctoral programs in Design Thinking will be introduced. By the end of Year 10, faculty recruitment will increase, and the university will aim to enrol 2,300-2,400 students.

Key Goals:

- Expand academic programs and increase student enrolment.
- Strengthen global partnerships and research collaborations.

- Establish advanced research centers in design thinking, urban infrastructure, and digital transformation.

Milestones:

- Establishment of research and innovation hubs focused on key national and global challenges.
- Increase in faculty recruitment, with a focus on experts in health informatics, energy and environmental informatics, smart infrastructure, and technology management.
- International collaborations expanded through joint research initiatives and faculty exchanges.

Phase 3 (Year 11-15): Global Leadership and Recognition

In this phase, the university will aim to position itself as a global leader in research and innovation. The focus will be on increasing research output, securing international recognition, and expanding the university's global reach. By the end of Year 15, the university aims to enrol 2,900 - 3,000 students and recruit up to 520 - 540 faculty members.

Key Goals:

- Achieve global accreditation and recognition for academic programs.
- Expand international partnerships and research networks.
- Secure large-scale research funding and increase PhD enrolment.

Milestones:

- Establishment of global research centers and innovation labs.
- Launch of online and hybrid learning models to cater to a global audience.
- Achieve ISO certification for governance and administration.

Five-Year Rolling Implementation Plan

The five-year rolling implementation plan provides a detailed roadmap for the university's growth, covering academic programs, infrastructure development, faculty recruitment, research initiatives, and governance. The plan ensures that the university can adapt to changing educational needs while maintaining its commitment to excellence, innovation, and sustainability.

Academic Plan:

The academic plan is designed to provide a multidisciplinary education that integrates the arts, sciences, technology, and social impact. The focus will be on critical thinking, innovation, and preparing students for careers in emerging industries.

Faculty Recruitment Plan:

The faculty recruitment plan emphasizes the need to attract global experts in fields such as health informatics, digital transformation, energy and environmental informatics, and urban planning. A comprehensive faculty development program will ensure continuous growth and engagement.

Research Plan:

The research plan focuses on developing cutting-edge research in areas such as sustainability, healthcare technologies, and smart infrastructure. By establishing research centers and fostering international partnerships, the university aims to contribute to global knowledge and innovation.

ICT and Infrastructure Plan:

The ICT plan includes the development of a smart campus, with AI-driven tools for learning and research, while the infrastructure plan focuses on building state-of-the-art facilities for research, teaching, and student engagement.

Finance Plan:

The finance plan includes tuition fees, research grants, and industry partnerships to ensure financial sustainability. The university will also offer scholarships and financial aid to economically disadvantaged students.

Governance Plan:

The governance plan focuses on transparent decision-making, ethical practices, and inclusive governance. It will include the formation of governing bodies such as the Board of Governors, Board of Management, and Academic Council.

Conclusion

The proposed SR Academy of Higher Education (SRAHE) is a transformative initiative that seeks to address national strategic needs and global challenges through its unique academic programs, research initiatives, and commitment to sustainability. By aligning with NEP-2020 and SDGs, the university will play a key role in shaping the future of education, research, and innovation in India. The 15-year strategic vision and five-year rolling implementation plan provide a comprehensive framework for the university's growth and development, ensuring that SRAHE becomes a global leader in education, research, and societal impact. The institution's focus on interdisciplinary learning, technology-driven education, and social responsibility will create a new generation of leaders equipped to tackle the world's most pressing challenges, from design thinking to urban sustainability to healthcare technologies. Through its commitment to excellence, SRAHE is poised to become a beacon of innovation, creativity, and social impact in the global academic community.

Sponsoring Body

The Track Record and Experience of SR Educational Academy & Details of Sponsoring Body

SR Educational Academy

SR Educational Academy, the parent body of Sri Rajeshwara Educational Society was founded in 1976 and boasts nearly half a century of experience in the field of education. The academy has educated over one lakh students and employs more than 5,000 teachers. It governs 185 educational institutions, including schools, 10+2 colleges, an engineering college, and a state private university, across Telangana, Andhra Pradesh, and Karnataka.

The following two higher educational institutions are managed by the academy:

1. SR University, Warangal
2. SR International Institute of Technology (SRIIT), Hyderabad

(i) SR University - Pioneering Innovation, Education, and Entrepreneurship

SR University (SRU) is one of the first five state private universities declared by the Government of Telangana in 2020. Formerly known as SR Engineering College (SREC), SRU was established in 2002.

The vision of SR University is to accelerate the transformation and advancement of the regional innovation ecosystem through academic excellence, industry relevance, and social responsibility. SR University has been at the forefront of delivering high-quality education, with its sustained growth demonstrated through the following significant achievements:

1. National Institutional Ranking Framework (NIRF) Rankings

- 91st Rank in Engineering category and in 101-150 Rank band under university category in 2025
- 98th Rank in Engineering category and in 101-150 Rank band under university category in 2024
- 98th Rank in Engineering category and in 101-150 Rank band under university category in 2023
- 91st Rank in Engineering category and in 101-150 Rank band under university category in 2022

2. Atal Ranking of Institutions on Innovation Achievements (ARIIA) Rankings

1st Rank among private/self-financed institutions for the achievements in innovation in 2020.

3. Times Higher Education (THE) Rankings

World University Rankings 2026: Ranked in the 801–1000 band Globally, 28th in India and 7th among Private Universities.

Interdisciplinary Science Rankings 2025: Ranked in the band 401-500 in the World and one among the 65 Universities in India.

Impact Rankings 2025 (for contributions to the United Nations Sustainable Development Goals (SDGs)): Ranked in the 1001-1500 band Globally and 50th in India.

- 7th Rank in India for Responsible Consumption and Production (SDG 12)
- 16th Rank in India for Decent Work and Economic Growth (SDG 8)
- 18th Rank in India for Affordable and Clean Energy (SDG 7)
- 32nd Rank in India for Clean Water and Sanitation (SDG 6)
- 42nd Rank in India for Gender Equality (SDG 5)
- 59th Rank in India for Quality Education (SDG 4)
- 78th Rank in India for Partnerships for the Goals (SDG 17)

4. UI GreenMetric Rankings

- 23rd Rank in India and 585th globally in 2025
- 25th Rank in India and 743rd globally in 2024
- 32nd Rank in India and 619th globally in 2023

5. Accreditation

- Five B.Tech. Programs accredited by NBA under Tier-I category from 2019-2025
- Accredited by NAAC twice from 2015-2020 and 2025-2030

6. Research

- Produced **6,100+ WoS/Scopus-indexed publications**, including more than **850 Q1 category papers** since 2020, and holds an impressive **h-index of 55 in Scopus**.
- Filed over **1,200+ patents, with 65+ granted**, and has secured **₹10+ crore in funding** since 2020.
- Recognized as a Scientific and Industrial Research Organisation (SIRO) by the Department of Scientific and Industrial Research (DSIR).

7. Entrepreneurship

The Technology Business Incubator (TBI), sanctioned by the NSTEDB, Department of Science and Technology, supports over 170 startups.

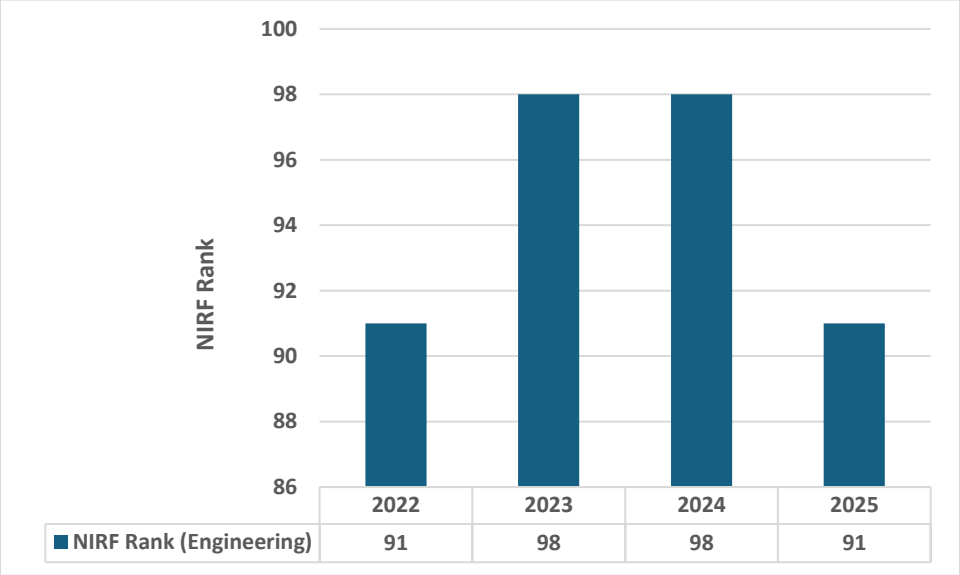
8. Collaborations

Established over 200+ partnerships with national and international universities and industries.

9. Placements

Significant increase in student placements, with over 1200 in the year 2024 with a highest pay package of 51.0 lakhs per annum in Microsoft and 34.5 lakh in PayPal.

NIRF Ranking (Engineering)



NIRF Rank Band (University & Overall)

Academic Year	NIRF Rank Band (University)	NIRF Rank Band (Overall)
2022	101-150	151-200
2023	101-150	151-200
2024	101-150	151-200
2025	101-150	151-200

SR University offers 16 programs across 5 schools, with a faculty of over 250 members and an international student body comprising more than 30 students from 5 different countries. The university is committed to meeting the demands of the **Fourth Industrial Revolution** by aligning curricula to future industry needs through its core values: Innovation, Creativity and Entrepreneurship; Industry Relevance; Interdisciplinary Learning; and Information Technology.

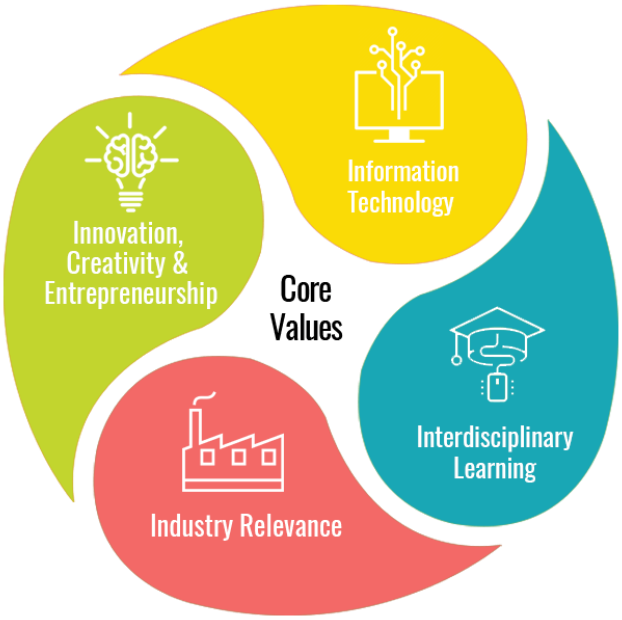


Figure: Core Values of SRU

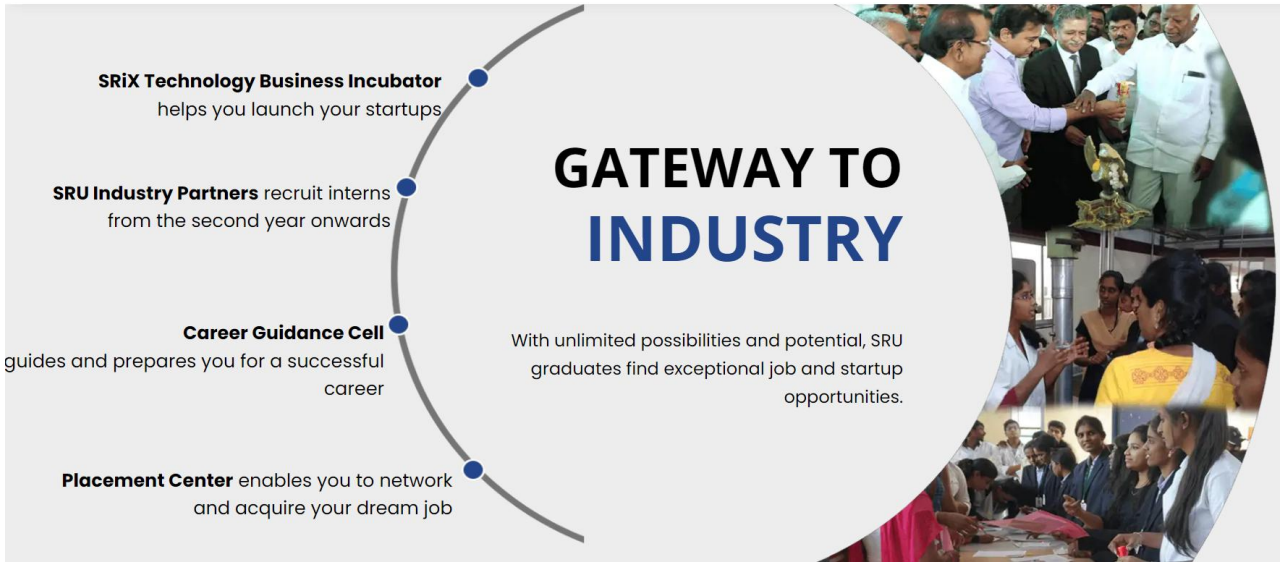


Figure: Unlocking Exceptional Job and Startup Opportunities @SRU

Figure: Gateway to Exceptional Research and Global Graduate Programs @SRU

(ii) SR International Institute of Technology (SRIIT) – Pioneering International Engineering Programs

The Government of India has introduced numerous reforms to create equal educational opportunities for the younger generation and elevate the country's education system to international standards. The National Education Policy (NEP) 2020 has paved the way for foreign universities to establish International Branch Campuses in India. NEP encourages research and teaching collaborations, as well as faculty and student exchanges, with high-quality foreign universities. According to Higher Education Secretary Amit Khare (August 2020), the initial step will involve launching twinning programs with foreign universities.

Recognizing these global and local trends early on, Sri Rajeshwara Educational Society established SR International Institute of Technology (SRIIT) in Hyderabad in 2011. SRIIT became the first institution in India to receive AICTE approval to launch an International Engineering Program (twinning program) in collaboration with universities in the USA.

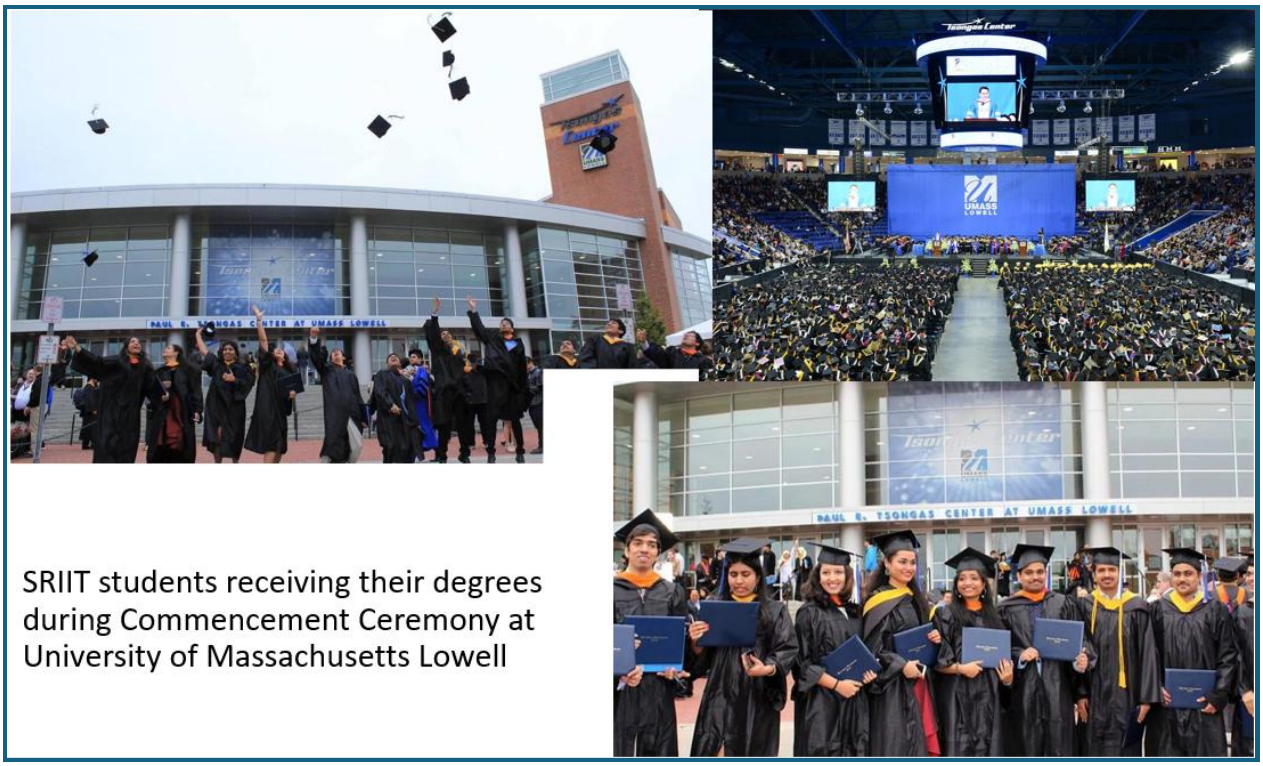
Situated on a 11.3588 acre campus at Rampally Dayara (V), Keesara Mandal, Medchal District, Telangana, near the Ring Road of Hyderabad, SRIIT currently offers undergraduate International Engineering Programs in Computer Science and Engineering, Information Technology, and Electronics and Communication Engineering. Expanding the scope of international education, SRIIT's International Engineering Program provides students with a unique experience that prepares them to become truly global engineers. By combining a strong engineering curriculum with cultural immersion, students are equipped for successful careers in a wide range of global fields. At SRIIT, students do not just learn about global engineering; they live it. Beyond enhancing their global perspectives, this international experience becomes one of the most memorable parts of their academic journey.

SRIIT's strong track record of international collaboration with U.S. universities gives it a unique advantage. As the first institution in India to receive approval for an International Engineering Program, SRIIT has consistently demonstrated its forward-thinking approach to global education. Its experience in running successful twinning programs with U.S. universities positions it as a pioneer in bridging Indian and international education systems. This expertise strengthens SRIIT's ability to offer advanced programs that integrate the best practices from both Indian and global perspectives. The partnerships between SRIIT and U.S. universities such as the University of Massachusetts Lowell, University of Missouri-Columbia, and University of New Haven, play a pivotal role in enhancing the academic and research quality of the institution's programs.

SRIIT's International Engineering Program is designed for high-achieving students who aim to earn both BS and MS degrees from U.S. universities. Through the credit transfer program, which is conducted in collaboration with U.S. universities and JNTU Hyderabad, students complete the

first three years of their engineering degree in India. Upon meeting eligibility requirements, they are transferred to one of the partner U.S. universities to complete their final year of study. After successfully completing the coursework, the U.S. university awards a BS (Engineering) degree. Students also have the option to continue for an additional year to earn a master's degree from the same university.

Figure: Mentors from leading Global Universities



SRIIT students receiving their degrees during Commencement Ceremony at University of Massachusetts Lowell

Major Advantages of Programs Offered

Innovative Curriculum:

- Aligned with international pedagogy
- offers a diverse set of courses and specializations to students.
- helps Indian students to receive education and cutting-edge knowledge at par with their global peers.

International Exposure: Students get the best of both worlds in terms of academic and cultural diversity.

Access to International Faculty: Students will have the opportunity to learn from the international faculty. Faculty from both SRIIT and foreign universities exchange know-how and ideologies of pedagogy styles and join hands for academic research.

SRIIT Students pay substantially low amount than their counterparts studying in USA for their BS degree. As their study period for BS at US University is only one year, they pay one year tuition fee, boarding and lodging charges at US University.

Job Opportunities: Collaboration with foreign universities also translates in rewarding career opportunities for students. Multinational companies are looking for Indian students who have the international exposure.

The only campus in the state of Telangana successfully offering such specialized International Engineering Programs in collaboration with US Universities and is close to the industrial clusters. The location of the SRIIT is very close to Hyderabad city and is within 20 Kilometres radius.

Hyderabad has established itself as a **major IT hub** in the country and is marching towards establishing itself as a leading global hub for **electronics manufacturing.** SRIIT makes a significant contribution towards producing more **competent** and **employable graduates.**

The scheme of International Engineering programs offered at SRIIT is as follows:

Internal Engineering Program	Scheme	
Computer Science & Engineering Information Technology Electronics & Communication Engineering	Year 1st, 2nd & 3rd	Study at SRIIT Hyderabad
	Year 4th	Transfer to Collaborated US University and obtain BS Degree **(OR)** Continue at SRIIT and Obtain B.Tech from JNTU Hyderabad
	Year 1st & 2nd	Study at SRIIT Hyderabad
	Year 3rd & 4th	Transfer to Collaborated US University and obtain BS Degree **(OR)** Continue at SRIIT and Obtain B.Tech from JNTU Hyderabad

*MS Degree: 5th Year at US University (Optional).

Eleven batches of SRIIT students have graduated from U.S. universities and are now employed at prominent companies in the U.S., including Microsoft, Qualcomm, JPMorgan Chase, Pratt & Miller Engineering, LogMeIn, Dell, Leonine Technologies, Randstad US L.P., Soroco, Precision Digital, Logitech, Infosys, Wipro, TCS, Intel, GE, and Wells Fargo, among others. The starting salary for these graduates with a BS degree ranges from $90,000 to $120,000.

Figure: SRIIT Alumni Employed at Prominent Companies at USA

Details of the Sponsoring Body

Sri Rajeshwara Educational Society is the sponsoring body of the proposed deemed to be university under distinct category. The details of background and the list of members are given below.

Registration of Sponsoring Body

Name of the Society	Category	Registration No
Sri Rajeshwara Educational Society	Educational (Under Section 3 of Societies Registration Act, 2001)	127 of 2010

Members of the Society

The details of members of Sri Rajeshwara Educational Society are provided in the Table below.

S.No	Name of Member	Designation / Role
1	Anagandula Varada Reddy	President
2	Anagandula Madhukar Reddy	General Secretary
3	Anagandula Sumathi	Treasurer
4	Chandupatla Sadana	Executive Member
5	Lalitha Chandupatla	Joint Secretary
6	Narsimha Reddy Chandupatla	Vice-President
7	Ramana Reddy Chandupatla	Executive Member

Chapter - 1

Justification for the Proposed Deemed to be University Under Distinct Category

Justification for the Proposed Deemed-to-be University under Distinct Category

1.1 Unique Focus on Teaching and Research in Strategic Disciplines

SR Academy of Higher Education (SRAHE) proposes to offer the following set of unique programs that align with India's strategic national priorities, addressing crucial issues such as sustainability, health, urbanization, and technology-driven social impact. These programs include:

Digital and Heritage Arts: This program is unique as it combines modern technology with cultural preservation. It focuses on digitizing and preserving India's rich cultural heritage, making it relevant in the digital age while ensuring it is accessible globally.

Smart Urban Infrastructure: This program responds to the growing need for intelligent urban planning and infrastructure management, particularly in cities like Hyderabad, which are experiencing rapid urbanization. It aims to train experts who can develop smart, sustainable solutions for urban challenges.

Health Informatics: With the increasing demand for data-driven healthcare solutions, this program will address the need for health information systems that improve patient care and healthcare management through technology.

Environmental Informatics & Energy Informatics: These programs will contribute to India's sustainable development goals by focusing on environmental preservation, clean energy, and the mitigation of climate change.

Design Thinking and Technology Management: This interdisciplinary program emphasizes creative problem-solving for social issues using technological innovations, addressing the need for societal change through user-centered design and management practices.

International Engineering Programs: Building on SRIIT's pioneering role in offering globally oriented education, this program focuses on providing students with international exposure and advanced technical training. It emphasizes collaboration with global institutions, offering specialized training in fields like Computer Science Engineering (CSE), Information Technology (IT), and Electronics and Communication Engineering (ECE). These programs equip students with the skills needed to thrive in a globalized engineering landscape, addressing the need for a workforce that is adept at handling the challenges of a rapidly evolving technological world.

These programs collectively aim to prepare students to meet the strategic needs of the nation while fostering innovation and global readiness.

1.2 Leveraging Existing Expertise and International Collaboration

SRIIT's existing track record of international collaboration with US universities gives it a distinct advantage. It was the first institution in India to gain approval for an International Engineering Program, a reflection of its forward-thinking approach to global education. The experience of successfully running a twinning program with US universities positions SRIIT as a pioneer in bridging Indian and international education systems. This existing expertise in collaborating with foreign universities strengthens the institution's capacity to offer advanced programs that integrate the best practices from both Indian and global perspectives. The collaborations between SRIIT and the following US universities: University of Massachusetts Lowell, University of Missouri-Columbia, and University of New Haven, play a crucial role in enhancing the academic and research quality of the proposed programs. Each university brings specialized expertise and global perspectives that help the proposed SRAHE position itself as a leader in offering cutting-edge programs like Digital and Heritage Arts, Smart Urban Infrastructure, Health Informatics, and more.

a) Digital and Heritage Arts

University of Massachusetts Lowell is renowned for its innovation in arts, humanities, and digital technologies. Collaborating with such a university will help SRAHE integrate global best practices in digital preservation, multimedia design, and cultural heritage management. This partnership enables SRAHE to offer a robust curriculum in Digital and Heritage Arts, combining traditional Indian arts with modern digital tools for preservation and dissemination. The collaboration will also facilitate student and faculty exchanges, joint research initiatives, and access to cutting-edge digital tools and platforms.

b) Smart Urban Infrastructure

University of Missouri-Columbia has a strong focus on urban planning, architecture, and civil engineering, with a track record of research in smart city technologies and sustainable urban development. Through this collaboration, SRAHE will gain access to their expertise in intelligent infrastructure, IoT integration, and sustainable urban environments, which are critical components of the Smart Urban Infrastructure program. This will enable SRAHE to offer a curriculum that combines local urban challenges in India with international expertise in technology-driven solutions for smart cities.

c) Health Informatics

The collaboration between SRAHE and the University of New Haven's School of Health Sciences strengthens SRAHE's Health Informatics program. New Haven's expertise in integrating healthcare with technology equips SRAHE with advanced curriculum, research insights, and cutting-edge practices. This partnership enhances the program's global relevance, preparing students to excel in healthcare data management, telemedicine, and system optimization. Additionally, the collaboration offers international exposure, expert

faculty, and joint research opportunities, ensuring SRAHE's program remains at the forefront of digital healthcare innovations, meeting the growing industry demand for skilled Health Informatics professionals.

d) Environmental Informatics & Energy Informatics

The University of New Haven, with its renowned programs in environmental science, sustainability, and energy management, provides an ideal partner for SRAHE in developing the Environmental Informatics and Energy Informatics programs. Their expertise in sustainability, environmental risk assessment, and clean energy technologies will help SRAHE create a strong curriculum that prepares students to tackle the pressing environmental challenges facing the world today, especially in the Indian context of resource management and climate change.

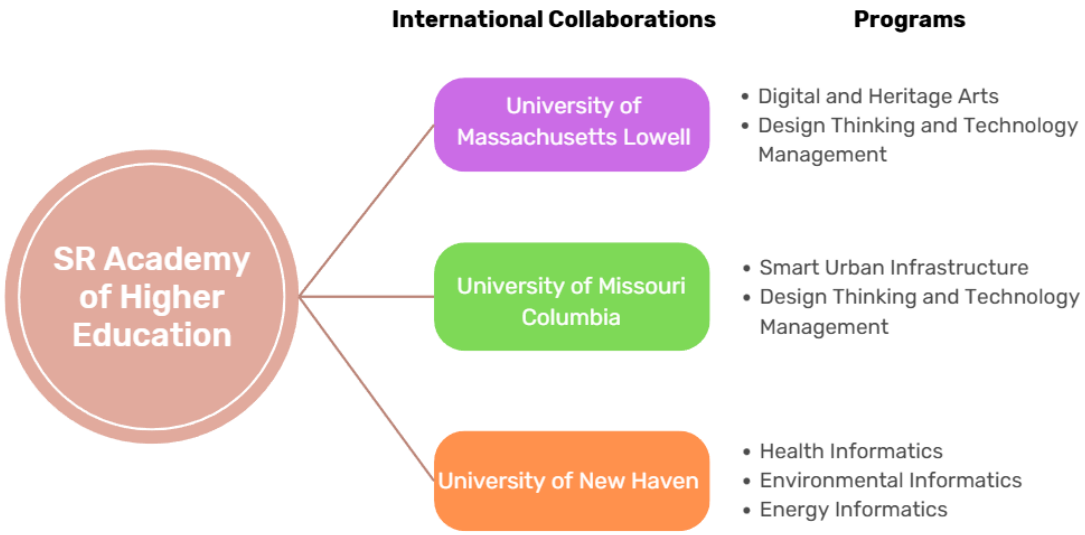


Figure: Collaborations to develop robust curriculum

e) Design Thinking and Technology Management

The interdisciplinary nature of programs offered by all of these universities, especially University of Massachusetts Lowell and University of Missouri-Columbia, fosters innovation and creativity, which are the foundations of Design Thinking and Technology Management. These institutions are known for integrating technology and design thinking principles to solve complex societal issues. Collaborating with them provides SRAHE access to frameworks and case studies that focus on using design and technology to create scalable social solutions. This will enable SRAHE students to develop user-centered solutions that address social challenges in areas such as healthcare, education, and public infrastructure.

The partnerships with these prestigious US universities strengthen SRAHE's ability to offer the proposed programs in a way that integrates international standards, cutting-edge research, and industry-relevant skills. SRIIT's existing experience in international collaboration, being the first institution in India to implement an international engineering twinning program, sets

it apart as a pioneer in global education. These collaborations will ensure that SRAHE becomes a hub for education and research in disciplines that are crucial for both India's development and global challenges, making it an ideal candidate for conversion into a distinct category deemed university.

1.3 Contribution to Employability and Industry-Ready Graduates

The proposed university at Hyderabad is located near key industrial clusters and IT hubs, and Hyderabad is recognized as a global hub for electronics manufacturing and IT services. This geographical proximity is crucial in fostering strong industry linkages, internships, and placements, thereby ensuring that graduates from the proposed university are not only well-educated but also highly employable.

- SRIIT's graduates have already proven their employability, with starting salaries ranging from $90,000 to $120,000 at leading multinational firms. These figures underscore the institution's success in equipping students with the skills and international exposure that employers seek.
- The unique programs, especially those focusing on smart urban infrastructure, and health informatics, will address current industry needs and help produce graduates with the technical expertise and innovative thinking required for the 21st-century workforce.

1.4 Strategic Location in Hyderabad, a Global Tech Hub

Hyderabad's rapid growth as a major IT and electronics manufacturing center further strengthens the case for transforming SRIIT into a distinct category deemed university. The city's status as a global tech hub, hosting numerous multinational corporations, makes it an ideal location for a university offering programs like Health Informatics, Smart Urban Infrastructure, Digital and Heritage Arts, and International Engineering Programs.

The institution's strategic proximity to the Outer Ring Road and key industrial clusters allows it to establish robust partnerships with industries, research institutions, and technology firms. This location advantage enables the proposed university to integrate industry-relevant skills, hands-on training, and cutting-edge research into its curriculum. Such collaborations are vital for equipping graduates with the skills and experience needed to excel in the global marketplace and to contribute to India's strategic growth sectors.

1.5 Addressing National Priorities and Global Challenges

The proposed programs, such as Smart Urban Infrastructure, Health Informatics, Digital and Heritage Arts, Design Thinking and Technology Management, and International Engineering Programs, directly address both national priorities and global challenges that are crucial for India. These programs focus on areas such as sustainable urban development, data-driven healthcare solutions, cultural preservation in the digital age, and advanced engineering education, all of which are essential for India's growth in a technology-driven world.

By emphasizing these areas, SRAHE aims to contribute to India's commitment to the Sustainable Development Goals (SDGs), particularly in domains like sustainable cities, good health and well-being, quality education, and cultural preservation. The proposed university will play a critical role in fostering research, innovation, and developing skilled professionals equipped to tackle these challenges, ensuring a sustainable and technologically advanced future for both the nation and the world.

1.6 Infrastructure and Expansion Capabilities

SRIIT's existing campus, spread over 11.3588 acres, provides ample room for growth. This infrastructure enables the institution to expand its academic and research facilities in line with the proposed new programs. The availability of land and the institution's strategic location near Hyderabad make it well-equipped to become a full-fledged deemed university, capable of offering cutting-edge programs in diverse fields.

1.7 Track Record of Academic Excellence

Since its inception, SRIIT has successfully graduated eleven batches of students who were placed at some of the world's leading companies. This success demonstrates the institution's academic excellence and ability to deliver high-quality education. By converting into a deemed university, SRIIT can leverage this foundation to scale up its offerings and reach even greater heights.

Converting SRIIT into a distinct category deemed university is a forward-thinking move that aligns with both the UGC's vision and India's national priorities. Its unique focus on disciplines like Digital Arts, Smart Urban Infrastructure, Health Informatics, Environmental Informatics, Energy Informatics and Design Thinking and Technology Management, combined with its existing experience in international collaboration and its strategic location in Hyderabad, make it an ideal candidate for this transformation. By producing industry-ready graduates and contributing to national and global challenges, SRAHE will play a critical role in shaping the future of education and innovation in India.

Chapter - 2

Vision, Mission & Core Values, Location and Land Details of the Proposed University

Vision, Mission and Core Values

2.1 Vision and Mission

The proposed university is built on the foundation of addressing national priorities while striving for global impact. Guided by a clear vision of becoming a leader in innovation and excellence, the university is dedicated to delivering interdisciplinary education and conducting transformative research. Its mission is to integrate cutting-edge technology, creativity, and sustainability into teaching and research, ensuring that students and faculty alike contribute to solving real-world challenges.

Rooted in strong core values of innovation, excellence, sustainability, and social responsibility, the university fosters an environment of interdisciplinary collaboration, cultural preservation, and a deep commitment to global and national development goals. This vision, mission, and set of values shape the university's approach to nurturing future leaders and changemakers.

Vision

To be a pioneering institution advancing purpose-driven innovation, addressing national priorities, and creating global impact through meaningful collaboration, technological leadership, and community engagement.

Mission

1. To integrate purpose-driven technology, creativity, and sustainability in developing innovative solutions for real-world challenges.
2. To foster interdisciplinary learning that prepares students to advance national priorities and meet global needs through knowledge and collaboration.
3. To promote innovation, entrepreneurship, cultural preservation, and sustainable development for the betterment of society and the environment.

2.2 Core Values

1. **Purpose-driven Technology**

   Commitment to designing, deploying, and governing technology with a clear societal purpose ensuring that digital innovation addresses real-world challenges, advances human well-being, and contributes to inclusive and sustainable development.

2. **Innovation & Entrepreneurship**

   Fostering a culture of creativity, experimentation, and entrepreneurial thinking that empowers students and faculty to translate ideas, research, and indigenous knowledge into impactful solutions, startups, and scalable ventures.

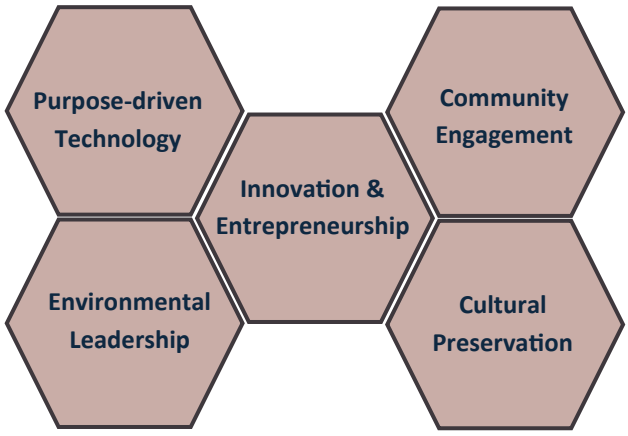


Figure: Core Values of the Proposed University

3. **Community Engagement**

   Deep engagement with local, regional, and national communities through participatory learning, applied research, and outreach initiatives that respond to societal needs and strengthen social, economic, and civic development.

4. **Cultural Preservation**

   Valuing, safeguarding, and revitalizing cultural heritage, traditional knowledge systems, arts, and languages by integrating them with design thinking, and emerging technologies for future generations.

5. **Environmental Leadership**

   Demonstrating leadership in environmental stewardship by embedding sustainability, climate consciousness, and ecological responsibility into academic programs, research agendas, campus operations, and community partnerships.

2.3 Location and Land Details of the Proposed Deemed to be University

The proposed Deemed-to-be University is strategically located in a serene and eco-friendly environment conducive to academic excellence and innovative research. Situated on a sprawling campus at Rampally Dayara, Medchal district, the institution offers state-of-the-art infrastructure that fosters a vibrant academic ecosystem. Its proximity to Hyderabad ensures seamless access to resources, industry collaborations, and cultural exchanges, making it a hub for both local and international students.

(i) Full Address with District, Taluka, Village, Pin code of the Proposed University

Name	SR Academy of Higher Education
Village	Rampally Dayara
Taluka	Keesara Mandal
District	Medchal
State	Telangana
Pin code	501301

(ii) Contact Person with Name, address, Official email and phone number

The details of contact person authorized by the Society to represent the proposal with Government of Telangana.

Name	Mr. A.Madhukar Reddy
Designation	General Secretary
Address	Sri Rajeshwara Educational Society 6-34, Kakaji Nagar Hanamkonda, Warangal TELANGANA - 506001
Mobile	9849151850
Email Id	a.madhukarreddy@gmail.com

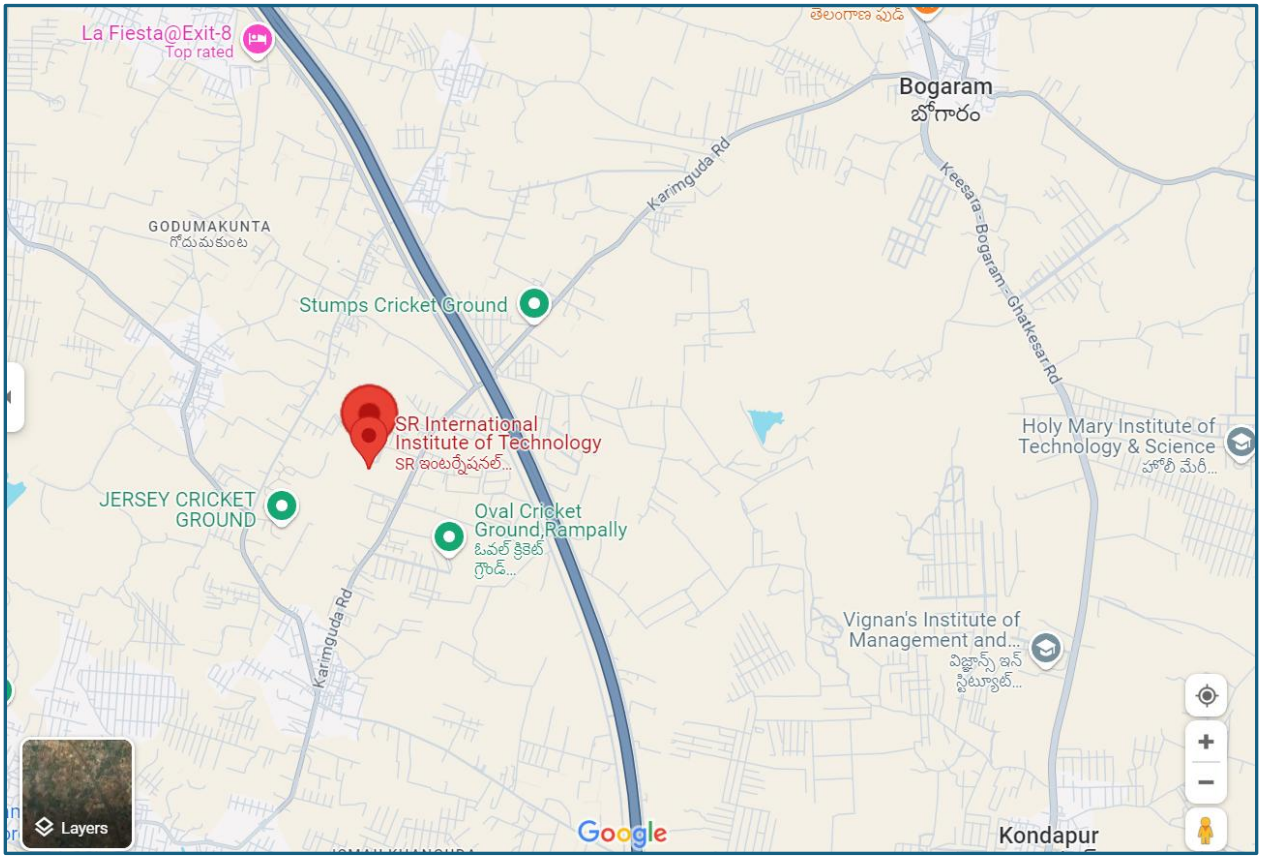
The details of existing land for the proposed Deemed to be University are given below.

(iii) Land details

The land in possession for the proposed deemed university is 11.3588 acres. The details about the land purchased are as below.

S.No	Location with Village/Taluka/ District Area	Survey Number	Acres / Guntas	Buyer
1	Rampally Dayara (V), Keesara (M), Medchal (Dist.)	524	0.0200	Sri Rajeswara Educational Society (Sri. A. Anagandula Madhukar Reddy)
2		531	1.2300	
3		532	1.3900	
4		533	1.2100	
5		534	4.0600	
6		535	0.200	
7		525	0.0500	
8		530	1.0100	
9		Plot No. 1, 2, 3 (Survey No.s 519, 520, 521, 522/P, 523/P, 524/P, 525/P, 526/P, 529/P, 530/P, 533/P and 534/P)	0.3888	
		Total Area	**11.3588**	

E.5 Location Map of the Proposed Off Campus



Chapter - 3

Fifteen-Year Strategic Vision Plan -

Academic Plan

3. Fifteen-Year Strategic Plan for Academic Excellence

The university, in alignment with the National Education Policy (NEP-2020) and the United Nations Sustainable Development Goals (SDGs), is launching a range of interdisciplinary programs designed to address critical national and global challenges. These programs, offered through specialized schools, aim to foster innovation, sustainability, and social impact, equipping students with the skills needed to address complex societal issues. By integrating technology, business, and design thinking with energy and environmental studies, the university seeks to create a learning environment that promotes both academic excellence and real-world problem-solving.

3.1 Proposed Schools of the University

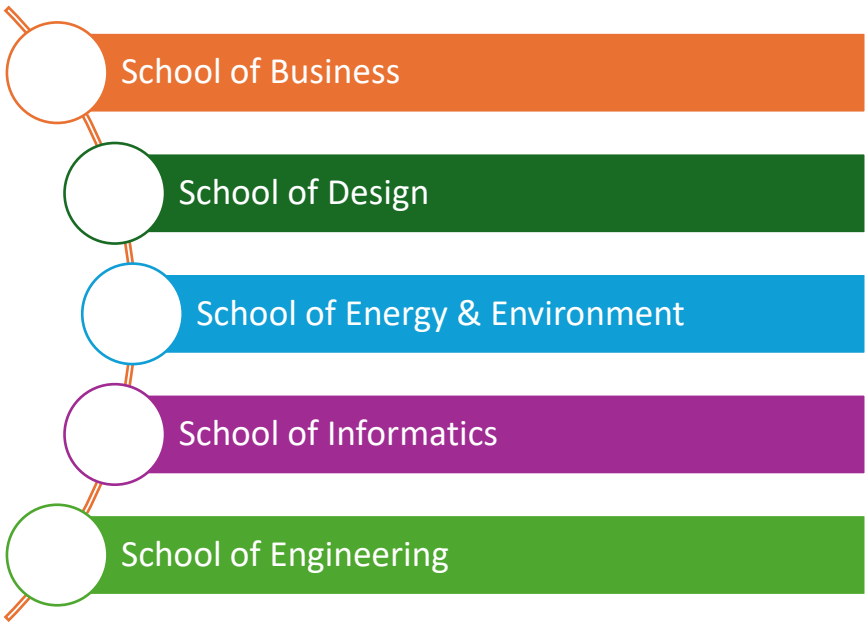


Figure: Proposed Schools of the University

3.2 Proposed Programs

1. **Digital and Heritage Arts**

   This program blends traditional arts with modern entrepreneurship, providing students with the tools to preserve cultural heritage while fostering innovative business models. By leveraging digital technologies, students will learn how to create content for industries such as media, gaming, and tourism. This program supports **SDG 8** (Decent Work and Economic Growth) by promoting cultural entrepreneurship, **SDG 9** (Industry, Innovation, and Infrastructure) by encouraging the use of digital platforms to create new economic opportunities, and **SDG 11** (Sustainable Cities and Communities) by emphasizing cultural

preservation. It aligns with NEP-2020's focus on vocational education and entrepreneurship development, giving students hands-on experience in the business of arts.

2. **Smart Urban Infrastructure**

   This program prepares students to develop and manage sustainable urban infrastructures using the latest technological tools such as IoT, AI, and GIS. It aligns with **SDG 9** (Industry, Innovation, and Infrastructure) and **SDG 11** (Sustainable Cities and Communities), addressing the challenges of rapid urbanization. Students will learn to design smart cities that incorporate environmental sustainability and resilience to climate change, in line with **SDG 13** (Climate Action). This program promotes the interdisciplinary approach championed by NEP-2020, integrating environmental science, technology, and infrastructure management.

3. **Health Informatics**

   Focusing on the intersection of healthcare and technology, the Health Informatics program trains students to manage and analyze health data, design healthcare information systems, and improve patient outcomes through informatics. This program aligns with **SDG 3** (Good Health and Well-being) by improving healthcare delivery through data-driven insights, and **SDG 9** (Industry, Innovation, and Infrastructure) by promoting the use of advanced technologies and digital solutions to enhance healthcare systems. It also aligns with NEP-2020's emphasis on digital learning and technology integration. By combining health sciences with information technology, students will be well-prepared to lead in the rapidly growing field of health informatics.

4. **Environmental Informatics**

   This program focuses on using data science and technology to address environmental challenges such as climate change, biodiversity loss, and water management. Students will be equipped with the skills to use GIS, remote sensing, and data analytics to monitor and solve environmental issues, contributing to **SDG 13** (Climate Action), **SDG 6** (Clean Water and Sanitation), and **SDG 15** (Life on Land). By integrating environmental science with informatics, the program aligns with NEP-2020's goal of promoting interdisciplinary and sustainable education.

5. **Energy Informatics**

   This interdisciplinary program trains students in energy management through the application of data science and informatics. It addresses **SDG 7** (Affordable and Clean Energy), **SDG 9** (Industry, Innovation, and Infrastructure), and **SDG 13** (Climate Action) by

promoting clean energy solutions, fostering technological innovation, and sustainable resource management. With a project-based learning approach, this program aligns with NEP-2020's focus on experiential learning and environmental sustainability, enabling students to engage in real-world challenges and drive innovation in energy systems.

6. **Design Thinking and Technology Management**

   This innovative program trains students in applying design thinking methodologies to solve complex social challenges. Students will learn how to use technology and cognitive science to design user-centric solutions that address pressing societal needs. The program aligns with **SDG 4** (Quality Education) by promoting creativity and problem-solving, **SDG 9** (Industry, Innovation, and Infrastructure) by encouraging the development of innovative solutions and technologies, and **SDG 10** (Reduced Inequalities) by fostering inclusive technology solutions. By integrating design thinking with technology management, the program supports NEP-2020's vision of fostering critical thinking and social responsibility.

7. **Business Administration**

   The program develops future business leaders who drive economic growth while ensuring social equity and sustainable business practices in line with **SDG 8** (Decent Work and Economic Growth). It also emphasizes collaboration and strategic partnerships, preparing students to work in cross-functional teams and build alliances for sustainable development, which aligns with **SDG 17** (Partnerships for the Goals).

   The program supports NEP-2020's vision of a flexible and multidisciplinary approach to management education, fostering critical thinking and a global outlook. It aims to create socially responsible leaders who can contribute to India's economic and social development.

8. **International Engineering Programs**

   SRIIT's existing International Engineering Programs in CSE, IT, and ECE, supported by partnerships with U.S. universities, directly contribute to several Sustainable Development Goals (SDGs). By enhancing the quality of education and providing students with access to global learning opportunities, these programs align with **SDG 4** (Quality Education). They foster technological innovation and infrastructure development, addressing **SDG 9** (Industry, Innovation, and Infrastructure). Through equitable access to international academic standards, they support **SDG 10** (Reduced Inequalities), while the strategic collaborations with U.S. universities strengthen global academic partnerships, contributing to **SDG 17** (Partnerships for the Goals). These programs collectively prepare students to tackle global challenges while advancing sustainable development.

These programs, delivered through the university's specialized schools, are designed to produce graduates who are leaders in their fields, capable of addressing global challenges through innovative thinking and sustainable practices. The university's commitment to the principles of NEP-2020 and the SDGs is reflected in its emphasis on multidisciplinary education, technology integration, and social impact. By fostering both academic excellence and real-world solutions, the university aims to contribute to a sustainable and equitable future for all.

3.3 Programs Alignment with SDGs

The university's proposed programs are strategically aligned with the United Nations Sustainable Development Goals (SDGs) to ensure that education, research, and innovation directly contribute to addressing the world's most pressing challenges. The SDGs provide a global framework for sustainable development, focusing on issues such as quality education, clean energy, climate action, sustainable cities, and reducing inequalities. Each of the university's programs has been designed with a clear focus on promoting sustainability, fostering innovation, and creating meaningful social impact.

By mapping these programs to specific SDGs, the university ensures that its academic offerings not only meet the needs of students and industries but also contribute to the global effort to achieve a better and more sustainable future. This alignment emphasizes the university's commitment to producing graduates who are well-equipped to lead in fields such as energy, environment, healthcare, technology, and cultural preservation, all while advancing sustainable development at both the national and international levels.

Figure: The United Nations Sustainable Development Goals (SDGs)

Table: Programs Alignment with SDGs

Program Name	UN SDGs
1. Digital and Heritage Arts	**SDG 8: Decent Work and Economic Growth** - Promoting entrepreneurship in traditional arts.
	SDG 11: Sustainable Cities and Communities - Preserving cultural heritage through digital means.
	SDG 9: Industry, Innovation, and Infrastructure - Fostering innovation in heritage arts.
2. Smart Urban Infrastructure	**SDG 11: Sustainable Cities and Communities** - Developing smart and resilient urban infrastructures.
	SDG 9: Industry, Innovation, and Infrastructure - Innovation in urban planning and infrastructure development.
	SDG 13: Climate Action - Building infrastructure that mitigates climate impact.

3. Health Informatics	**SDG 3: Good Health and Well-being** - Improving healthcare systems through data management and informatics.
	SDG 9: Industry, Innovation, and Infrastructure - Promoting innovation in healthcare technologies.
4. Environmental Informatics	**SDG 13: Climate Action** - Using data and informatics to monitor and address climate change.
	SDG 15: Life on Land - Supporting biodiversity and ecosystems management through environmental data.
	SDG 6: Clean Water and Sanitation - Monitoring and improving water resources management.
5. Energy Informatics	**SDG 7: Affordable and Clean Energy** - Enhancing energy efficiency and sustainable energy practices through informatics.
	SDG 13: Climate Action - Informing strategies to combat climate change.
	SDG 9: Industry, Innovation, and Infrastructure - Promoting innovation in energy systems and environmental protection.
6. Design Thinking and Technology Management	**SDG 4: Quality Education** - Applying design thinking in educational technology.
	SDG 10: Reduced Inequality - Creating inclusive technologies that reduce inequalities.
	SDG 9: Industry, Innovation, and Infrastructure - Innovating for social impact.
7. International Engineering Programs	**SDG 4: Quality Education -** Providing students with access to global learning opportunities
	SDG 9: Industry, Innovation, and Infrastructure - Foster technological innovation and infrastructure development.
	SDG 10: Reduced Inequalities - Equitable access to international academic standards
	SDG 17: Partnerships for the Goals - Strengthen global academic partnerships

3.4 Programs Alignment with NEP-2020

The university's proposed programs are deeply aligned with the objectives of the National Education Policy (NEP-2020) and the principles of the Indian Knowledge System (IKS). NEP-2020 aims to transform India's education system through flexibility, multidisciplinary learning, skill development, and technology integration, while IKS emphasizes preserving and integrating India's rich cultural heritage and traditional wisdom into modern education. This combination ensures a holistic approach that not only prepares students for the demands of a rapidly changing global landscape but also grounds them in India's time-tested knowledge traditions. By integrating IKS into the curriculum, the university aims to offer an education that values both contemporary advancements and ancient insights, fostering graduates who are capable of making meaningful contributions to national and global development.

Each of the university's programs is designed to reflect NEP-2020's vision of integrating vocational education, fostering interdisciplinary collaboration, and promoting experiential and research-based learning. From blending traditional arts with modern entrepreneurship to advancing clean energy and smart infrastructure, these programs offer students opportunities to engage with real-world challenges and develop future-ready skills. This alignment with NEP-2020 ensures that the university nurtures well-rounded graduates who are capable of leading innovations and contributing meaningfully to the development of the nation and the world.

1. **Multidisciplinary Education**: NEP 2020 emphasizes the need for a multidisciplinary and holistic education that breaks the traditional boundaries between disciplines. Programs like Digital and Heritage Arts, Smart Urban Infrastructure, and International Engineering Programs align with this vision by combining arts, technology, entrepreneurship, engineering, and environmental science. The International Engineering Programs in CSE, IT, and ECE integrate global academic perspectives with technical expertise, promoting a well-rounded education that addresses various global challenges.

2. **Vocational Education**: NEP 2020 aims to integrate vocational education into mainstream education. The International Engineering Programs provide students with hands-on experience and practical skills in fields like artificial intelligence, data science, and electronics engineering, preparing them for real-world challenges. This aligns with the NEP's objective of fostering skill development and bridging the gap between academic learning and professional applications, much like the Digital and Heritage Arts program.

3. **Technology Integration**: Programs such as Health Informatics, Smart Urban Infrastructure, and International Engineering Programs reflect NEP's push for technology-driven education, focusing on leveraging digital tools, AI, data science, and smart systems to solve

real-world problems. By incorporating cutting-edge technologies, these programs equip students to be at the forefront of the digital transformation across industries.

4. **Environmental Sustainability**: NEP 2020 highlights the importance of sustainability in education. Programs like Environmental Informatics, Energy Informatics, and International Engineering Programs are designed to educate students on sustainability issues, such as the development of green technologies, energy-efficient systems, and sustainable infrastructure. These programs align with the national priority of equipping future engineers with the skills to create a sustainable and environmentally friendly future.

5. **Creativity and Innovation**: NEP 2020 stresses fostering creativity, critical thinking, and innovation among students. The International Engineering Programs, along with the Design Thinking and Technology Management program, embody this by teaching students how to apply engineering principles, design thinking, and technology to create solutions with social impact. These programs encourage research-driven learning, entrepreneurship, and innovative problem-solving, in line with NEP's goal of cultivating a generation of innovative thinkers.

Table: Programs Alignment with NEP-2020

Program Name	NEP 2020 Alignment
1. Digital and Heritage Arts	**Multidisciplinary Education**: Combines arts, entrepreneurship, and digital technology, promoting a holistic and flexible learning approach.
	Vocational Education: Encourages skill development in traditional and digital arts, aligning with NEP's focus on integrating vocational education into mainstream education.
	Cultural Preservation: Supports NEP's emphasis on cultural heritage and arts by modernizing traditional practices through digital means.
2. Smart Urban Infrastructure	**Focus on Research and Innovation**: Encourages research in smart cities and sustainable infrastructure, aligning with NEP's goal of fostering innovation and research in HEIs.
	Technology Integration: Integrates modern technology into urban planning, in line with NEP's emphasis on using technology to enhance education and practical application.
	Multidisciplinary and Holistic Education: Combines engineering, urban planning, and environmental studies, reflecting NEP's multidisciplinary approach.
3. Health Informatics	**Technology in Education**: Leverages technology for healthcare, aligning with NEP's focus on digital learning and the integration of technology in education.
	Interdisciplinary and Multidisciplinary Approach: Combines health sciences with information technology, reflecting NEP's emphasis on interdisciplinary learning.

4. Environmental Informatics	**Environmental Awareness**: Supports NEP's focus on environmental education and sustainability by addressing environmental challenges through data science and GIS.
	Interdisciplinary Education: Blends environmental science with informatics, promoting an integrated learning approach in line with NEP principles.
5. Energy Informatics	**Sustainability Focus**: Aligns with NEP's emphasis on environmental sustainability and the need for education that addresses global challenges like climate change.
	Innovative Pedagogy: Incorporates project-based and experiential learning as encouraged by NEP through hands-on energy and environmental projects.
6. Design Thinking and Technology Management	**Creativity and Critical Thinking**: Encourages design thinking and problem-solving, which are central to NEP's vision of fostering creativity and critical thinking in students.
	Social Responsibility and Ethics: Integrates social impact into the curriculum, supporting NEP's emphasis on ethical education and social responsibility.
	Interdisciplinary Approach: Combines design, technology, and social sciences, reflecting NEP's focus on interdisciplinary education.
7. International Engineering Programs	**Multidisciplinary Education**: Combines global academic perspectives with technical expertise in **CSE**, **IT**, and **ECE**, integrating engineering with global challenges, reflecting NEP's emphasis on holistic education.
	Vocational Education: Provides hands-on experience and practical skills in fields like **AI**, **data science**, and **electronics engineering**, aligning with NEP's focus on skill development and vocational education.
	Technology Integration: Leverages **AI**, **digital tools**, and **smart systems** to solve real-world problems, supporting NEP's push for technology-driven education.
	Creativity and Innovation: Promotes research-driven learning, entrepreneurship, and problem-solving, in line with NEP's emphasis on creativity and innovation.

3.5 Programs and Relevant Schools

The proposed programs in the university are aligned with specific schools to ensure that each program is supported by the relevant academic disciplines and resources. The following table highlights the mapping of the proposed programs to their respective schools, allowing for an organized approach with overlaps highlighted where programs are multidisciplinary.

Table: mapping of proposed programs to their respective schools

Proposed Program	School of				
	Informatics	Design	Energy and Environment	Business	Engineering
1. Digital and Heritage Arts					
2. Smart Urban Infrastructure					
3. Health informatics					
4. Environmental informatics					
5. Energy Informatics					
6. Design Thinking and Technology Management					
7. International Engineering Programs in CSE, IT & ECE					

1. **School of Informatics:**

   The School of Informatics focuses on programs that integrate data science, technology, and informatics to address complex challenges across various sectors. Programs such as Health Informatics, Environmental Informatics, and Energy Informatics are offered, equipping students with the skills to leverage technology for problem-solving in healthcare, energy, and environmental systems.

   The Health Informatics program emphasizes enhancing healthcare systems through data-driven approaches, while the Environmental and Energy Informatics programs focus on using data and technology to develop sustainable solutions for energy and environmental challenges. In collaboration with the School of Engineering, the School of Informatics incorporates data management and IoT-based health monitoring systems into smart city initiatives, advancing urban healthcare and energy management. Further, the School partners with the School of Business to explore commercialization strategies for technological innovations, ensuring that advancements in health tech, energy, and environmental solutions translate to real-world applications.

2. **School of Design:**

   The School of Design specializes in fostering creative problem-solving and applying design thinking to address societal challenges. It offers the *Design Thinking and Technology Management* program, which encourages innovation with a user-centered approach. The school collaborates with the *School of Engineering* on projects like *Smart Urban Infrastructure*, using design thinking to develop innovative and user-friendly solutions for urban challenges. It also works with the *School of Arts* to integrate design thinking into digital cultural projects, bridging the gap between technology, creativity, and social impact.

3. **School of Energy & Environment:**

   Dedicated to addressing global challenges related to energy and environmental sustainability. Programs like Smart Urban Infrastructure, Environmental Informatics, and Energy Informatics are mapped to this school, focusing on creating sustainable solutions for cities, energy systems, and the environment.

4. **School of Business:**

   The School of Business supports entrepreneurship and management across all programs, providing students with the skills needed to bring their ideas to market. It plays a key role in helping students from the *School of Design* and *School of Arts* develop business models for creative and cultural projects, fostering sustainable ventures. The school also collaborates with the *School of Engineering* and *School of Informatics* to translate technical innovations into commercially viable products, focusing on business strategy, market analysis, and strategic partnerships to ensure that technological and creative advancements achieve their full potential.

5. **School of Engineering:**

   The School of Engineering focuses on providing advanced technical skills and global exposure through its *Engineering Programs in CSE, IT & ECE* and the *Smart Urban Infrastructure* program. It equips students with the skills needed to develop sustainable urban solutions and lead in global technology sectors. The school collaborates closely with the *School of Design* to ensure that engineering solutions are user-centered and innovative, combining technical expertise with creative problem-solving to address complex societal needs.

This mapping ensures that each program is supported by the most relevant academic discipline, fostering interdisciplinary collaboration and research. The structure also allows students to engage with complex societal and global issues through a well-rounded educational approach.

The following table provides a clear overview of the levels at which the university's proposed programs are offered, including undergraduate (UG), postgraduate (PG), and PhD options. This structure allows students to engage with the programs at different stages of their academic journey, offering flexibility and opportunities for deeper specialization. At the undergraduate level, students will develop foundational knowledge, while postgraduate and PhD programs provide opportunities for advanced study, research, and innovation in key areas. By offering these programs across multiple levels, the university ensures that students can progressively build expertise and contribute to the evolving demands of their respective fields.

Program	UG	PG	PhD
1. Digital and Heritage Arts	✓	✓	✓
2. Smart Urban Infrastructure	✓	✓	✓
3. Health informatics	✓	✓	✓
4. Environmental informatics	✓	✓	✓
5. Energy Informatics	✓	✓	✓
6. Design Thinking and Technology Management	✓	✓	✓
7. International Engineering Programs in CSE, IT & ECE	✓	✓	✓

3.6 Program Launch Plan

The following table outlines the proposed academic programs to be launched at the new university over the first four years. Each program is mapped to the appropriate degree level (Undergraduate, Postgraduate, and PhD), with corresponding nomenclature, duration of study, and the year in which the program will commence. The programs have been designed to align with the university's mission to address critical areas such as, **Digital and Heritage Arts**, **Smart Urban Infrastructure**, **Health Informatics**, **Environmental Informatics, Energy Informatics,** and **Design Thinking**. This phased implementation plan ensures that the university gradually expands its academic offerings while maintaining a focus on academic excellence and interdisciplinary education.

Table: Program Launch Plan: Degree Levels, Nomenclature, Duration, and Commencing Timeline

Program	Level of Degree	Nomenclature	Duration	Commencing Year
Digital and Heritage Arts	Undergraduate (UG)	Bachelor of Arts in Digital and Heritage Arts (B.A.)	3 Years	2026-27
	Postgraduate (PG)	Master of Arts in Digital and Heritage Arts (M.A.)	2 Years	2028-29
	PhD	Doctor of Philosophy in Digital and Heritage Arts (PhD)	3-5 Years	2030-31
Smart Urban Infrastructure	Undergraduate (UG)	Bachelor of Technology in Smart Urban Infrastructure (B.Tech.)	4 Years	2026-27
	Postgraduate (PG)	Master of Technology in Smart Urban Infrastructure (M.Tech.)	2 Years	2028-29
	PhD	Doctor of Philosophy in Smart Urban Infrastructure (PhD)	3-5 Years	2030-31
Health Informatics	Undergraduate (UG)	Bachelor of Technology in Health Informatics (B.Tech.)	4 Years	2026-27
	Postgraduate (PG)	Master of Technology in Health Informatics (M.Tech.)	2 Years	2028-29
	PhD	Doctor of Philosophy in Health Informatics (PhD)	3-5 Years	2030-31
Environmental Informatics	Undergraduate (UG)	Bachelor of Technology in Environmental Informatics (B.Tech.)	3 Years	2028-29
	Postgraduate (PG)	Master of Technology in Environmental Informatics (M.Tech.)	2 Years	2030-31
	PhD	Doctor of Philosophy in Environmental Informatics (PhD)	3-5 Years	2032-33
Energy Informatics	Undergraduate (UG)	Bachelor of Technology in Energy Informatics (B.Tech.)	4 Years	2028-29
	Postgraduate (PG)	Master of Technology in Energy Informatics (M.Tech.)	2 Years	2030-31

	PhD	Doctor of Philosophy in Energy Informatics (PhD)	3-5 Years	2032-33
Design Thinking and Technology Management	Undergraduate (UG)	Bachelor of Technology in Design Thinking and Technology Management (B.Tech.)	4 Years	2028-29
	Postgraduate (PG)	Master of Technology in Design Thinking and Technology Management (M.Tech.)	2 Years	2030-31
	PhD	Doctor of Philosophy in Design Thinking and Technology Management (PhD)	3-5 Years	2031-32
Business Administration	Undergraduate (UG)	Bachelor of Business Administration (BBA)	3 Years	2026-27
	Postgraduate (PG)	Master of Business Administration (MBA)	2 Years	2026-27
	PhD	Doctor of Philosophy in Business Management (PhD)	3-5 Years	2028-29
Engineering Programs	Undergraduate (UG)	Bachelor of Technology in CSE, and CSE with specialisations in AI & ML, Data Science and Cybersecurity (B.Tech.)	4 Years	2026-27
	Postgraduate (PG)	Master of Technology in CSE (M.Tech.)	2 Years	2026-27
	PhD	Doctor of Philosophy in CSE (PhD)	3-5 Years	2028-29
	Undergraduate (UG)	Bachelor of Technology in ECE (B.Tech.)	4 Years	2026-27
	Postgraduate (PG)	Master of Technology in ECE (M.Tech.)	2 Years	2026-27
	PhD	Doctor of Philosophy in ECE (PhD)	3-5 Years	2028-29
International Engineering Programs	Undergraduate (UG)	Bachelor of Technology (CSE, IT & ECE)	4 Years	2026-27

The Tables below shows a progressive increase in student enrolment over the first 15 years, ensuring a steady growth in line with the university's infrastructure, faculty, and resources.

Table: Projected Annual Intake in the Proposed University (from Years 1 to 15)

Proposed Programs (UG, PG, & PhD)	**Admissions Per Year (Projections up to 15 years)**														
	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Year 11**	**Year 12**	**Year 13**	**Year 14**	**Year 15**
	2026-27	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**2035-36**	**2036-37**	**2037-38**	**2038-39**	**2039-40**	**2040-41**
Bachelor of Arts in Digital and Heritage Arts (B.A.)	60	60	60	120	120	120	150	150	150	180	180	180	180	180	180
Master of Arts in Digital and Heritage Arts (M.A.)	-	-	18	18	24	24	24	24	30	30	30	30	36	36	36
Doctor of Philosophy in Digital and Heritage Arts (PhD)	-	-	-	-	10	10	15	15	20	20	25	25	30	30	35
Bachelor of Technology in Smart Urban Infrastructure (B.Tech.)	60	60	60	60	90	90	90	90	120	120	120	120	150	150	150
Master of Technology in Smart Urban Infrastructure (M.Tech.)	-	-	18	18	24	24	24	24	30	30	30	30	36	36	36
Doctor of Philosophy in Smart Urban Infrastructure	-	-	-	-	10	10	15	15	20	20	25	25	30	30	35
Bachelor of Technology in Health Informatics (B.Tech.)	60	60	60	60	90	90	90	90	120	120	120	120	150	150	150
Master of Technology in Health Informatics (M.Tech.)	-	-	18	18	24	24	24	24	30	30	30	30	36	36	36
Doctor of Philosophy in Health Informatics (PhD)	-	-	-	-	10	10	15	15	20	20	25	25	30	30	35

Proposed Programs (UG, PG, & PhD)	Admissions Per Year (Projections up to 15 years)														
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
Bachelor of Technology in Design Thinking and Technology Management (B.Tech.)	-	-	60	60	60	60	90	90	90	90	120	120	120	120	150
Master of Technology in Design Thinking and Technology Management (M.Tech.)	-	-	-	-	18	18	18	18	24	24	24	24	30	30	30
Doctor of Philosophy in Design Thinking and Technology Management (PhD)	-	-	-	-	-	10	10	15	15	20	20	25	25	30	30
Bachelor of Technology in Environmental Informatics (B.Tech.)	-	-	60	60	60	60	90	90	90	90	120	120	120	120	150
Master of Technology in Environmental Informatics (M.Tech)	-	-	-	-	18	18	24	24	24	24	30	30	30	30	36
Doctor of Philosophy in Environmental Informatics (PhD)	-	-	-	-	-	-	10	10	15	15	20	20	25	25	30
Bachelor of Technology in Energy Informatics (B.Tech.)	-	-	60	60	60	60	90	90	90	90	120	120	120	120	150

Proposed Programs (UG, PG, & PhD)	Admissions Per Year (Projections up to 15 years)														
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
Master of Technology in Energy Informatics (M.Tech)	-	-	-	-	18	18	24	24	24	24	30	30	30	30	36
Doctor of Philosophy in Energy Informatics (PhD)	-	-	-	-	-	-	10	10	15	15	20	20	25	25	30
Bachelor of Business Administration (BBA)	120	120	120	150	150	150	180	180	180	180	180	180	210	210	210
Master of Business Administration (MBA)	120	120	120	120	150	150	150	150	180	180	180	180	210	210	210
Doctor of Philosophy in Business Management (PhD)	-	-	10	10	15	15	20	20	25	25	30	30	35	40	40
Bachelor of Technology in CSE, and CSE with specialisations in AI & ML, Data Science and Cybersecurity (B.Tech.)	240	240	240	240	300	300	300	300	360	360	360	360	420	420	420
Master of Technology in CSE (M.Tech.)	18	18	18	18	24	24	30	30	36	36	42	42	42	42	42
Doctor of Philosophy in CSE (PhD)	-	-	10	10	10	15	15	20	20	25	25	30	30	35	35
Bachelor of Technology in ECE (B.Tech.)	60	60	60	60	120	120	120	120	180	180	180	180	180	180	180

Proposed Programs (UG, PG, & PhD)	Admissions Per Year (Projections up to 15 years)														
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
Master of Technology in ECE (M.Tech.)	18	18	18	18	24	24	30	30	36	36	42	42	42	42	42
Doctor of Philosophy in ECE (PhD)	-	-	10	10	10	15	15	20	20	25	25	30	30	35	35
International Engineering Programs - Bachelor of Technology (CSE, IT & ECE)	240	240	240	240	300	300	300	300	360	360	360	360	420	420	420
Total Admissions Per Year	**996**	**996**	**1260**	**1350**	**1739**	**1759**	**1973**	**1988**	**2324**	**2369**	**2513**	**2528**	**2822**	**2842**	**2969**

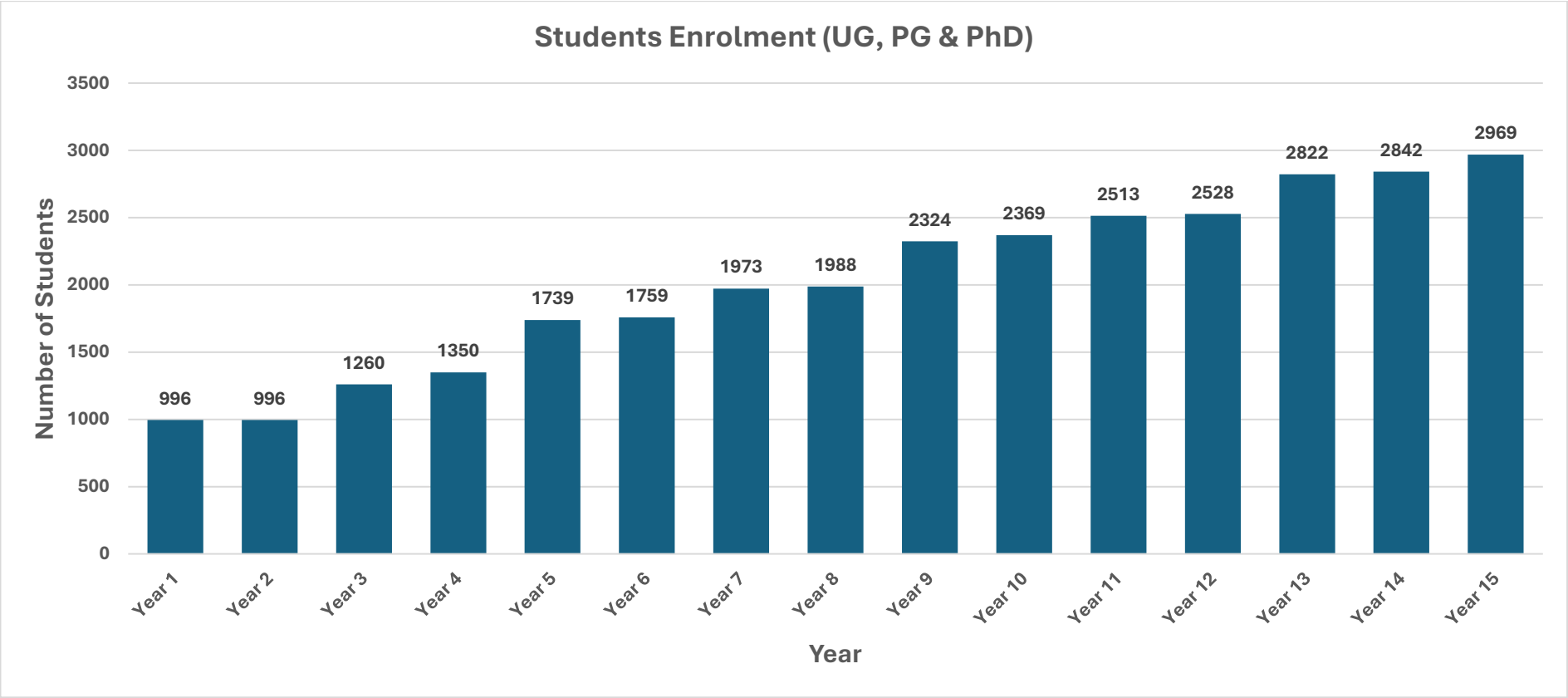


Figure: Projected Annual Intake in the Proposed University (from Years 1 to 15)

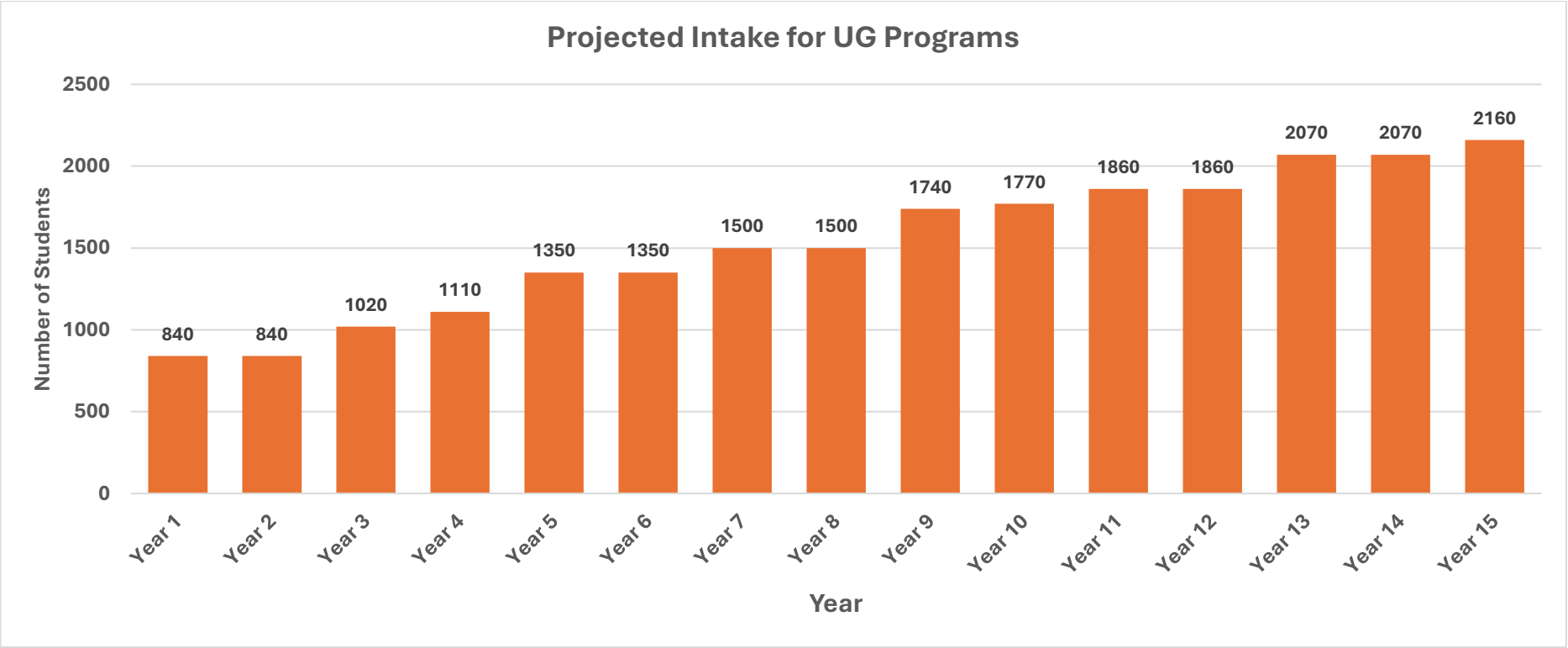


Figure: Projected Annual Intake of the UG Programs (from Years 1 to 15)

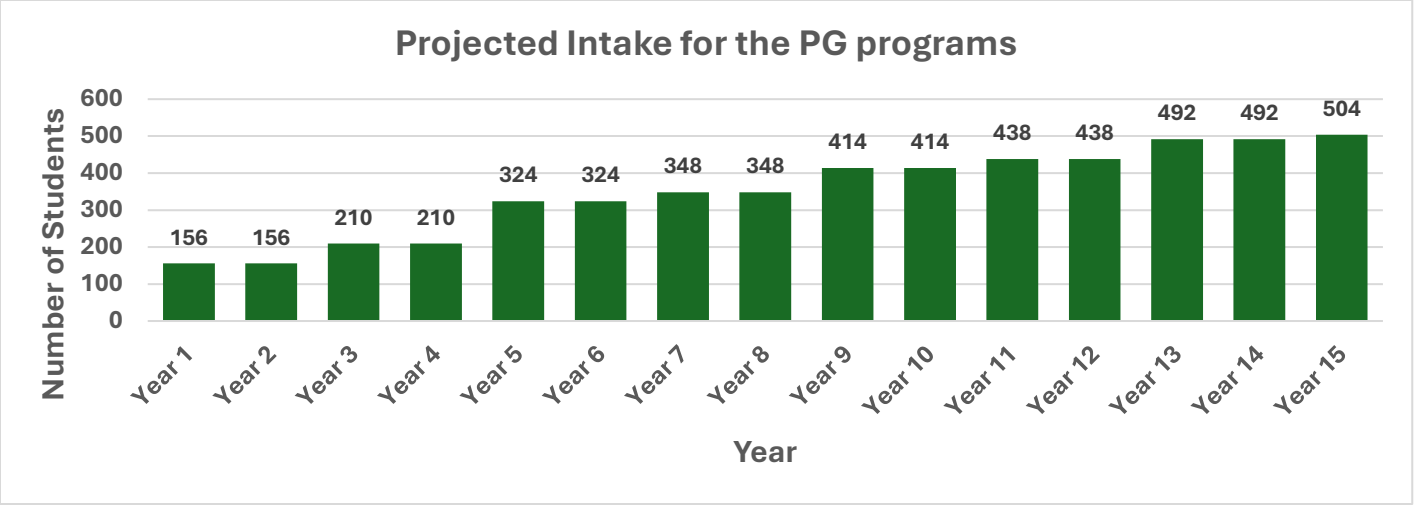


Figure: Projected Annual Intake of the PG Programs (from Years 1 to 15)

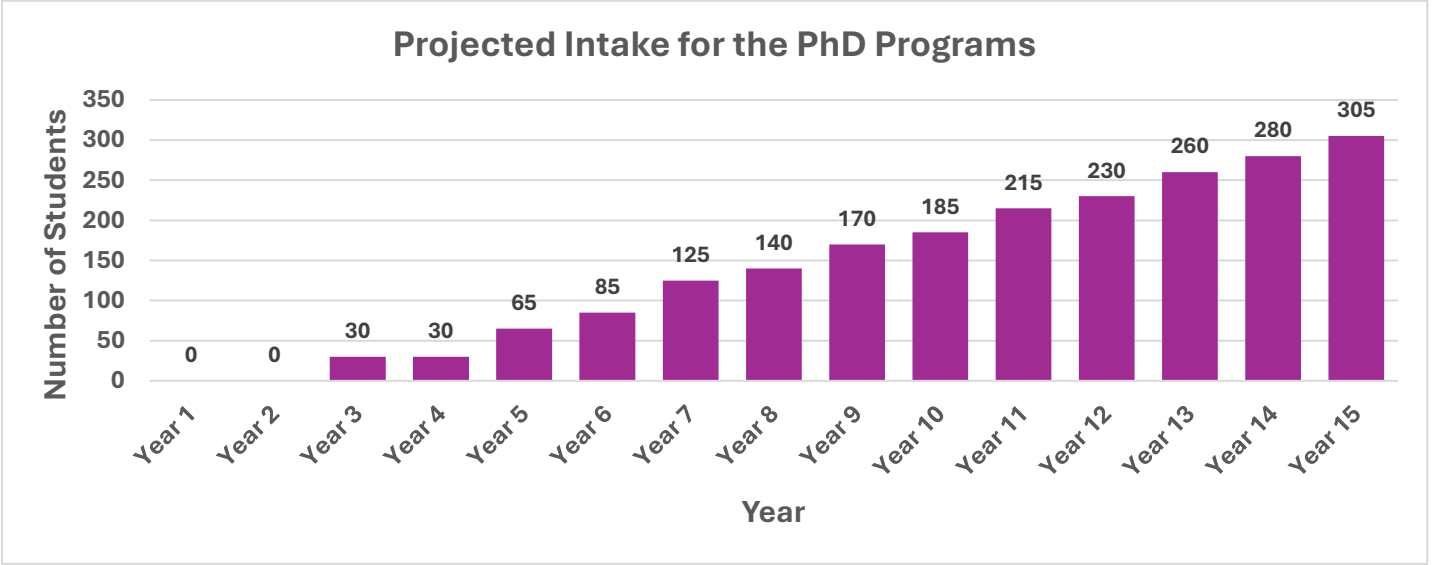


Figure: Projected Annual Intake of the PhD Programs (from Years 1 to 15)

Table: Projected Student Enrolments of the Proposed University (in Years 1, 5, 10 & 15)

Proposed Programs (UG, PG & PhD)	**Year 1**	**Year 5**	**Year 10**	**Year 15**
	2026-27	**2030-31**	**2035-36**	**2040-41**
Bachelor of Arts in Digital and Heritage Arts (B.A.)	60	120	180	180
Master of Arts in Digital and Heritage Arts (M.A.)	-	24	30	36
Doctor of Philosophy in Digital and Heritage Arts (PhD)	-	10	20	35
Bachelor of Technology in Smart Urban Infrastructure (B.Tech.)	60	90	120	150
Master of Technology in Smart Urban Infrastructure (M.Tech.)	-	24	30	36
Doctor of Philosophy in Smart Urban Infrastructure	-	10	20	35
Bachelor of Technology in Health Informatics (B.Tech.)	60	90	120	150
Master of Technology in Health Informatics (M.Tech.)	-	24	30	36
Doctor of Philosophy in Health Informatics (PhD)	-	10	20	35
Bachelor of Technology in Design Thinking and Technology Management (B.Tech.)	-	60	90	150
Master of Technology in Design Thinking and Technology Management (M.Tech.)	-	18	24	30
Doctor of Philosophy in Design Thinking and Technology Management (PhD)	-	-	20	30
Bachelor of Technology in Environmental Informatics (B.Tech.)	-	60	90	150
Master of Technology in Environmental Informatics (M.Tech)	-	18	24	36
Doctor of Philosophy in Environmental Informatics (PhD)	-	-	15	30
Bachelor of Technology in Energy Informatics (B.Tech.)	-	60	90	150
Master of Technology in Energy Informatics (M.Tech)	-	18	24	36
Doctor of Philosophy in Energy Informatics (PhD)	-	-	15	30
Bachelor of Business Administration (BBA)	120	150	180	210
Master of Business Administration (MBA)	120	150	180	210
Doctor of Philosophy in Business Management (PhD)	-	15	25	40
Bachelor of Technology in CSE, and CSE with specialisations in AI & ML, Data Science and Cybersecurity (B.Tech.)	240	300	360	420

Master of Technology in CSE (M.Tech.)	18	24	36	42
Doctor of Philosophy in CSE (PhD)	-	10	25	35
Bachelor of Technology in ECE (B.Tech.)	60	120	180	180
Master of Technology in ECE (M.Tech.)	18	24	36	42
Doctor of Philosophy in ECE (PhD)	-	10	25	35
International Engineering Programs - Bachelor of Technology (CSE, IT & ECE)	240	300	360	420
	996	**1739**	**2369**	**2969**

3.7 Commons and Concentrations in UG and PG Programs

To offer a well-rounded educational experience, the proposed university will introduce commons (core foundational courses) and concentrations (specialized subject areas) across all undergraduate and postgraduate programs offered by its five schools: School of Business, School of Design, School of Energy and Environment, School of Informatics, and School of Engineering. The commons are designed to ensure that students acquire essential interdisciplinary knowledge and skills, while the concentrations provide deep expertise in their chosen fields of study. Below is a revised description based on the attached document:

Table: Commons and Concentrations in UG Programs

School	Commons	Concentrations
School of Business	Fundamentals of Business Management, Economics and Financial Literacy, Business Communication and Ethics, Data Analytics for Business, Entrepreneurship and Innovation, Technology in Business	Business Informatics, Health Informatics (collaboration with School of Informatics), Sustainable Business Practices, Digital Marketing and E-Commerce, Financial Management, Organizational Behaviour
School of Design	Introduction to Design Thinking, Digital Arts and Media, Sustainability in Design, Innovation and Entrepreneurship in Design, Visual Communication, History and Philosophy of Design	Design Thinking and Technology Management, Smart Urban Infrastructure (collaboration with School of Engineering), Product Design
School of Energy & Environment	Fundamentals of Energy Systems, Environmental Sustainability, Climate Change and Policy, Data Science for Energy & Environment, Renewable Energy Technologies, Ethics in Energy Management	Energy Informatics, Environmental Informatics (collaboration with School of Informatics), Clean Energy and Climate Change

School of Informatics	Introduction to Computing and Programming, Data Structures and Algorithms, Database Management Systems, Artificial Intelligence and Machine Learning, Cybersecurity Basics, Ethics and Technology.	Health Informatics, Environmental Informatics, Energy Informatics, Business Informatics (collaboration with School of Business)
School of Engineering	Core Engineering Mathematics and Physics, Engineering Mechanics and Materials Science, Digital Systems and Circuit Design, Programming for Engineers, Systems and Control Engineering, Ethics in Engineering.	Smart Urban Infrastructure (collaboration with School of Design and Informatics), Robotics and Automation, Clean Energy and Climate Change, Engineering Programs in CSE, IT, and ECE.

The commons ensure that all students gain a broad foundation in critical skills and interdisciplinary knowledge, while the concentrations enable them to develop specialized expertise in areas such as Health Informatics, Energy and Environmental Informatics, Smart Urban Infrastructure, and Design Thinking and Technology Management. This combination aligns with the university's mission to create graduates who are well-rounded, innovative, and prepared to address national priorities and global challenges through their academic and professional pursuits.

Tabel: Commons and Concentrations in PG Programs

School	Commons	Concentrations
School of Business	Strategic Management and Leadership, Advanced Business Analytics, Global Economics and Trade, Corporate Finance and Investment Strategies, Business Ethics and Corporate Governance, Entrepreneurship and Venture Development	Business Intelligence and Analytics, Digital Transformation and E-Commerce, International Business Management, Sustainable Business Practices, Financial Technology (FinTech), Health Informatics (collaboration with School of Informatics)

School of Design	Advanced Design Thinking and Innovation, Sustainability in Design, Digital Tools and Media for Design, Research Methods in Design, Creative Problem Solving and Innovation	Sustainable Urban Infrastructure (collaboration with Schools of Engineering), Product and Service Design, Design Thinking
School of Energy & Environment	Advanced Engineering Mathematics, Systems Engineering and Integration, Sustainable Energy Systems, Smart Technologies and IoT, Research Methods in Energy and Environment	Energy Informatics (collaboration with School of Informatics), Clean Energy Technologies, Environmental Informatics (collaboration with School of Informatics)
School of Informatics	Advanced Data Science and Machine Learning, Artificial Intelligence and Cognitive Computing, Cloud Computing and Distributed Systems, Cybersecurity and Risk Management, Big Data Analytics	Health Informatics, Environmental Informatics (collaboration with School of Energy & Environment), Energy Informatics, AI and Robotics
School of Engineering	Systems Engineering and Integration, Advanced Engineering Mathematics, Sustainable Engineering and Design, Smart Technologies and IoT, Research Methods in Engineering	Energy Informatics (collaboration with School of Informatics), Clean Energy Technologies, Smart Urban Infrastructure (collaboration with School of Design)

The commons provide postgraduate students with a strong foundation in key areas such as strategic management, advanced design thinking, data analytics, and sustainable practices. The concentrations allow students to specialize in fields such as digital transformation, social impact, urban development, and advanced engineering technologies. This structure prepares postgraduate students for leadership roles, research, and innovation in their respective disciplines, equipping them with the skills to address both national priorities and global challenges.

3.8 Learning Trajectory of UG, PG and PhD programs

3.8.1 Indicative Learning Trajectory of 3-Year Undergraduate Program

The Table highlights the learning trajectory of three-year undergraduate programs and distribution of **commons**, **concentrations**, **internships**, and **major/minor projects** across the six semesters of the programs:

Table: Indicative learning trajectory of three-year UG programs

Year	Semester	Commons	Concentrations	Internships	Projects
Year 1	Semester 1	Foundational courses in core disciplines (e.g., digital arts, health, environment)	Introduction to basic concentration areas	--	--
	Semester 2	Continued foundational courses	Concentration exploration	--	--
Year 2	Semester 3	Advanced interdisciplinary commons	Intermediate courses in chosen concentration	--	Minor Project (related to concentration)
	Semester 4	Advanced interdisciplinary courses	Specialized concentration courses	Internship I (8-10 weeks)	--
Year 3	Semester 5	Applied courses across related commons	Advanced concentration courses	--	Major Project I (Capstone)
	Semester 6	Applied interdisciplinary courses (if required)	Final concentration courses	Internship II (8-10 weeks)	Major Project II (Capstone)

Structure Overview:

Commons: In the first and second years, students will build foundational and interdisciplinary knowledge that cuts across various aspects of their chosen field.

Concentrations: Starting from the second year, students will begin focusing more on their specialized areas of study with courses tied directly to their major.

Internships: Two internships (one at the end of Year 2 and the second at the end of Year 3) ensure students gain hands-on experience in their field of study.

Projects: Students will engage in **minor projects** during Year 2, applying theoretical knowledge. In Year 3, they will complete **major capstone projects**, allowing them to demonstrate their mastery in their area of concentration.

This structure provides a balanced approach to academic learning, professional training, and practical application.

3.8.2 Indicative Learning Trajectory of 4-Year Undergraduate Program

The Table highlights the learning trajectory of four-year undergraduate programs and distribution of **commons**, **concentrations**, **internships**, and **major/minor projects** across the eight semesters of the programs:

Table: Indicative learning trajectory of four-year UG programs

Year	Semester	Commons	Concentrations	Internships	Projects
Year 1	Semester 1	Foundational courses in core disciplines (e.g., technology, design, energy)	Introduction to concentration areas	--	--
	Semester 2	Continued foundational and interdisciplinary courses	Basic courses in chosen concentration	--	--
Year 2	Semester 3	Advanced commons covering interdisciplinary knowledge	Intermediate concentration courses	--	Minor Project (related to concentration)

	Semester 4	Advanced interdisciplinary courses	Specialized concentration courses	Internship I (8-10 weeks)	--
Year 3	Semester 5	Applied commons integrating technology and innovation	Advanced concentration courses	--	Minor Project (related to concentration)
	Semester 6	Final interdisciplinary courses in commons	Advanced concentration courses	Internship II (8-10 weeks)	Major Project I (Capstone)
Year 4	Semester 7	Applied courses and elective commons	Final concentration courses	--	Major Project II (Capstone)
	Semester 8	Optional advanced commons or electives	Capstone seminar or specialization project	Internship III (8-10 weeks)	Final Major Capstone Project

Structure Overview:

Commons: During the first two years, students take foundational and interdisciplinary courses that give them a broad understanding of their field. In Years 3 and 4, applied commons integrate technology and innovation.

Concentrations: Concentration courses begin in Year 2 and continue throughout the program, focusing on specific areas of study related to each student's major.

Internships: Three internships (one at the end of Year 2, one in Year 3, and a final one in Year 4) ensure practical exposure to industry or research settings.

Projects: Students engage in **minor projects** during Year 2 and Year 3, and **major capstone projects** in Year 4, culminating in a comprehensive project demonstrating mastery of their concentration.

This structure ensures a balance between academic learning, hands-on experience, and practical application, preparing students for professional careers and research roles.

3.8.3 Indicative Learning Trajectory of 2-Year Postgraduate Program

The Table highlights the learning trajectory of two-year postgraduate programs and distribution of **commons**, **concentrations**, **internships**, and **major/minor projects** across the four semesters of the programs:

Table: Indicative learning trajectory of two-year PG programs

Year	Semester	Commons	Concentrations	Internships	Projects
Year 1	Semester 1	Advanced foundational courses related to core disciplines (e.g., management, technology, environment)	Introduction to specialized concentration areas	--	--
	Semester 2	Continued interdisciplinary commons focusing on research and industry trends	Specialized concentration courses in chosen field	Internship I (8-10 weeks)	Minor Project (Research or Applied)
Year 2	Semester 3	Applied interdisciplinary commons integrating advanced concepts and tools	Advanced concentration courses related to research and innovation	--	Major Project I (Capstone)
	Semester 4	Final advanced commons or elective courses	Final specialized courses in concentration areas	Internship II (8-10 weeks)	Major Project II (Capstone)

Structure Overview:

Commons: During the first year, postgraduate students take advanced foundational and interdisciplinary courses. These commons focus on the core principles of the program and integrate advanced tools, research methodologies, and industry trends.

Concentrations: Concentration courses begin in the first semester and continue throughout the program, providing students with deep expertise in their chosen field.

Internships: Two internships (one at the end of Year 1 and the second at the end of Year 2) allow students to gain practical experience in their field, often in advanced roles such as research, development, or leadership.

Projects: Students will engage in a **minor project** in Year 1, applying foundational knowledge, followed by **major capstone projects** in Year 2 that demonstrate mastery of their field, often tied to research, innovation, or real-world problem-solving.

This curriculum provides a robust combination of advanced learning, professional experience, and research-based projects, preparing students for leadership roles, innovation, and higher academic pursuits in their chosen fields.

3.8.4 Indicative Learning Trajectory of PhD Programs

The PhD learning trajectory is a structured path guiding candidates through advanced coursework, independent research, and dissertation defense over 3 to 5 years. It includes proposal development, data collection, analysis, and regular mentorship, culminating in a final dissertation defense. This process ensures candidates develop expertise and contribute original research to their field.

Table: Indicative learning trajectory of PhD programs

Year	Semester	Key Activities	Milestones
Year 1	Semester 1	Advanced coursework in core areas Research seminars and literature review Initial research proposal drafting	Completion of advanced coursework Literature review initiation Initial research proposal development
	Semester 2	Completion of coursework Research methodology workshops Proposal defense preparation	Finalized research proposal Proposal defense Approval to start research
Year 2	Semester 3	Data collection and early-stage research	Data collection initiation Mid-stage review preparation

		Faculty mentorship Focused research seminars	
	Semester 4	Data analysis Submission of research papers for publication Mid-stage review and presentation	Preliminary findings Mid-stage review approval Paper submission to journals
Year 3	Semester 5	Completion of data collection Advanced data analysis Dissertation writing (initial chapters)	Data collection and analysis completion Dissertation writing initiation
	Semester 6	Finalization of dissertation writing Research paper submission Dissertation defense preparation	Submission of dissertation Submission of additional papers Defense preparation
Year 4 (if needed)	Final Semester	Dissertation defense Revisions (if any) Graduation and research dissemination	Successful dissertation defense PhD completion and graduation

3.9 Job Potential

The university's proposed programs are designed to equip students with cutting-edge skills and knowledge that align with emerging trends and industry demands. Each program is crafted to address critical areas such as digital arts, urban infrastructure, health informatics, environmental sustainability, and clean energy, which are sectors experiencing rapid growth and innovation. As a result, graduates from these programs will be well-positioned to pursue diverse and impactful career opportunities across various industries.

From roles in digital media and cultural preservation to smart city development, healthcare technology, and environmental management, students will have the opportunity to lead and innovate in fields that are not only in high demand but also contribute to societal progress and sustainability. The Table below highlights the potential job roles and industries that students can explore upon completing the proposed programs.

Table: Potential Job Roles and Industries

Program	Industries	Potential Jobs	Number of Jobs	Job Outlook
Digital and Heritage Arts	Cultural Organizations, Media, Tourism	Digital Artist, Heritage Manager, Cultural Content Developer, Entrepreneur	High	Growing demand due to digital transformation, digital storytelling, and cultural preservation efforts.
Smart Urban Infrastructure	Urban Planning, Construction, Government, Smart City Projects	Urban Planner, Smart City Consultant, Infrastructure Analyst	High	Strong growth with smart city initiatives, sustainable urban development, and green infrastructure projects.
Health Informatics	Healthcare IT, Hospitals, Public Health	Health Data Analyst, Clinical Informatics Manager, Health IT Consultant	High	Rapidly growing with digital health, telemedicine, and data-driven healthcare practices.
Environmental Informatics	Environmental Agencies, NGOs, Government	Environmental Analyst, GIS Specialist	Moderate	Increasing demand for sustainable development and environmental management.
Energy Informatics	Energy, Utilities, Renewables	Energy Analyst, Sustainability Consultant	High	Strong growth in renewable energy and energy management sectors.

Business Administration	Finance, Marketing, E-Commerce, Management Consulting	Business Analyst, Financial Manager, Digital Marketing Specialist, Operations Manager	High	Consistent demand for management roles, digital transformation in business, and emerging markets.
Design Thinking and Technology Management	IT, Innovation, Social Enterprises, NGOs	UX/UI Designer, Innovation Manager, Social Entrepreneur, Design Strategist	High	Growing importance in user-centered design, social impact projects, and innovation-driven initiatives.
International Engineering Programs (CSE, IT, ECE)	IT, Telecommunications, Software Development, Global Tech Firms	Software Engineer, Network Engineer, Data Scientist, AI Specialist	High	Strong demand across IT sectors with digital transformation, AI, cloud computing, and IoT driving job creation.

This updated table integrates the programs offered by the university and highlights their alignment with industry needs and job prospects, supporting the university's focus on preparing students for careers that address both national and global challenges.

3.10 Fifteen-year Strategic Vision Plan for Academic Excellence

The 15-year strategic academic plan for SRAHE outlines a roadmap for building a globally recognized institution that emphasizes interdisciplinary education, cutting-edge research, and innovation. With programs aligned with national and global priorities such as digital and heritage arts, smart urban infrastructure, health informatics, environmental informatics, energy informatics, design thinking, and advanced engineering, this plan is designed to evolve over three distinct phases: Phase 1 (Years 1-5), Phase 2 (Years 6-10), and Phase 3 (Years 11-15). The university's academic plan prioritizes the launch of core programs, growth of research capacity, and international collaborations, all while aligning with NEP-2020 and the Sustainable Development Goals (SDGs).

Phase 1 (Years 1-5): Establishing Academic Foundations

Goal:

The primary goal of Phase 1 is to establish and launch core academic programs while building the foundational academic infrastructure that will support the delivery of high-quality education and cutting-edge research. This phase sets the stage for long-term institutional growth by focusing on offering innovative academic programs that align with emerging industry needs and societal challenges. The emphasis will be on creating a robust academic framework that fosters interdisciplinary learning, supports faculty and student engagement, and positions the university for sustainable expansion in the future.

Key Initiatives:

1. **Program Launch and Enrolment:**

   In Phase 1, the focus will be on launching core academic programs that address critical areas of knowledge and skills needed for the 21st century. The initial programs to be introduced include *Digital and Heritage Arts, Smart Urban Infrastructure, Health Informatics, Environmental Informatics, Energy Informatics, Design Thinking and Technology Management*, *Business Administration,* and core *Engineering Programs in Computer Science Engineering (CSE), Information Technology (IT), and Electronics and Communication Engineering (ECE)*. These programs are strategically designed to cater to diverse industries and emerging sectors, ensuring that students receive a comprehensive and future-focused education. The university aims to set an initial enrolment target of 996 students in the first year, encompassing undergraduate (UG), postgraduate (PG), and PhD programs. The enrolment numbers will progressively increase over the years as the programs expand and gain traction among prospective students.

2. **Curriculum Development and Commons:**

   To create a well-rounded academic experience, Phase 1 will focus on developing a comprehensive curriculum that includes *commons* i.e., core interdisciplinary courses designed to equip students with fundamental knowledge across various domains. These commons will cover areas such as technology, cultural studies, business, and design thinking, providing students with a broad perspective and fostering interdisciplinary learning. From Year 2 onwards, specialized *concentrations* will be introduced, allowing students to delve deeper into subject expertise within their chosen disciplines. These concentrations will be developed in collaboration with relevant academic schools to ensure that they are aligned with industry standards and cutting-edge research.

3. **Academic Infrastructure:**

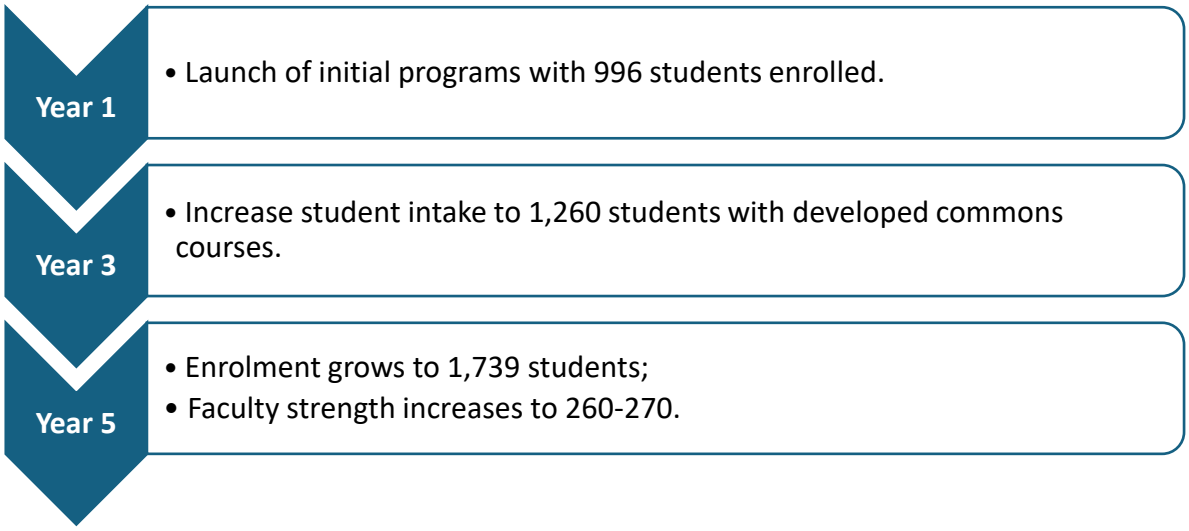
   A key initiative in Phase 1 is the development of state-of-the-art academic infrastructure to support modern teaching and research methods. This includes the construction of *smart classrooms* equipped with advanced technologies that facilitate interactive learning and virtual collaborations. Further, *high-tech laboratories* will be built to support research and experimentation in various disciplines, including health informatics, energy and environmental Informatics, and smart urban infrastructure. To further enhance the learning experience, a *digital learning platform* will be established, providing students and faculty with access to a wide range of resources and tools for both in-person and online learning. The institution will also focus on expanding the library and establishing specialized *research centers* dedicated to key academic areas, such as health informatics, energy and Environmental Informatics, and smart urban infrastructure, to promote research excellence.

4. **Faculty Recruitment:**

   Recruiting top-tier faculty members is a priority in Phase 1 to ensure the successful delivery of academic programs and SRAHE's research agenda. The goal is to recruit 260-270 full-time faculty members who possess expertise in interdisciplinary and emerging fields. These faculty members will play a crucial role in program delivery, curriculum development, and leading research initiatives across various disciplines. By attracting accomplished and forward-thinking educators, the institution aims to build a strong academic community that will drive innovation, foster student engagement, and contribute to the institution's overall mission of excellence in education and research.

   Together, these initiatives will form the foundation for academic excellence, interdisciplinary learning, and impactful research, aligning with the SRAHE’s long-term vision of growth and innovation.

Milestones:



Action Plan:

1. **Program Launch:** The launch of new programs will be supported by targeted marketing campaigns aimed at raising awareness among potential students. These campaigns will utilize digital and traditional media channels, such as social media, email newsletters, and webinars, to showcase the university's innovative programs and interdisciplinary approach. Outreach efforts will include forming strategic partnerships with local schools and colleges, offering workshops and early admissions programs, and collaborating with industry partners to highlight the practical relevance of the programs. Industry involvement will also create internship and job placement opportunities, enhancing the appeal of the university to prospective students.

2. **Infrastructure Development:** Developing state-of-the-art academic facilities is a key priority to support both education and research. The construction of new laboratories, libraries, and classrooms will ensure students have access to cutting-edge technology and resources, enhancing their learning experience. A comprehensive digital learning platform will also be implemented, enabling hybrid and online learning options. This platform will provide flexible course delivery, virtual labs, and collaborative tools, ensuring students can access quality education both on campus and remotely. The infrastructure will foster an engaging learning environment and support innovative teaching methodologies.

3. **Faculty Recruitment:** Attracting high calibre faculty is critical for ensuring program quality and driving research innovation. A robust recruitment campaign will be launched to attract experts in emerging fields, focusing on interdisciplinary domains like data science,

health informatics, energy and environmental technology. The university will offer competitive benefits and opportunities for professional growth to appeal to top talent. Faculty development programs will be established to ensure ongoing training in the latest teaching practices and research methodologies, supporting continuous excellence in education and fostering a culture of research-driven innovation.

Phase 2 (Years 6-10): Expanding Academic Excellence

Goal:

Phase 2 focuses on expanding the university's academic offerings, increasing research output, and strengthening global partnerships to position it as a leader in interdisciplinary education and innovation.

Key Initiatives:

6. **Program Expansion:**

   During Phase 2, the university will introduce doctoral programs in energy and environmental informatics and Design Thinking and Technology Management, while expanding established ones like Smart Urban Infrastructure and Health Informatics. These additions will cater to the growing demand for interdisciplinary education and will prepare students to address complex global challenges. The university will target an enrolment of 2,300-2,400 students by Year 10, with an emphasis on expanding admissions across undergraduate (UG), postgraduate (PG), and PhD programs. Particular attention will be paid to specialized areas like Digital and Heritage Arts, as well as International Engineering Programs in CSE, IT, and ECE, further enhancing the university's appeal to a diverse student body and positioning it as a hub for innovation and advanced learning.

7. **Advanced Research Centers:**

   Establishing research centers is a critical component of Phase 2. These centers will focus on emerging fields such as Digital Health, Smart Urban Infrastructure, energy and environmental informatics, and Design Thinking. These interdisciplinary centers will serve as incubators for innovation, offering faculty, researchers, and students the opportunity to engage in cutting-edge research that addresses both national and global challenges. The university aims to enrol 170-190 PhD scholars to contribute to advanced research in these fields, fostering a strong research culture and enabling knowledge creation that can influence industry, policy, and society. These centers will play a crucial role in driving the institution's research agenda and enhancing its academic reputation.

8. **Interdisciplinary Collaboration:**

   Fostering collaboration between different schools within the university will be a cornerstone of Phase 2. For example, partnerships between the School of Informatics and the School of Engineering will focus on advancing research in areas like artificial intelligence (AI) and data science, with specific applications in urban planning, healthcare, and sustainable development. Interdisciplinary research will enhance the university's ability to tackle complex problems and will offer students and faculty the opportunity to work on projects that cut across traditional academic boundaries. Additionally, the university will strengthen its global partnerships with leading institutions, such as the University of Massachusetts Lowell. University of New Haven and the University of Missouri, facilitating joint research projects, student exchanges, and broader international exposure.

9. **Faculty Development:**

   To support this expansion in academic programs and research output, the university will recruit an additional 140-150 faculty members with expertise in key areas such as artificial intelligence, digital transformation, urban development, and cultural preservation. These new faculty members will bring fresh perspectives and specialized knowledge that align with the university's interdisciplinary focus. Furthermore, faculty development will be a priority, with opportunities for professional growth through participation in global research collaborations, workshops, and international exchange programs. These initiatives will ensure that faculty members are equipped with the latest pedagogical and research tools, enhancing the overall quality of teaching and increasing the university's research output.

Milestones:

Year 6
- Total enrolment of 1,759 students including new programs.

Year 8
- Establishment of 5 research centers and an increase in enrolment to 1,988 students.

Year 10
- 2,369 students enrolled, including 170-190 PhD scholars conducting advanced research, and a robust faculty base supporting expanded academic and research activities.

Action Plan:

1. **Research Expansion:**
   To drive innovation and enhance the university's research capacity, state-of-the-art research facilities and laboratories will be built as part of the university's infrastructure development. These new facilities will be designed to support cutting-edge research in emerging fields such as artificial intelligence (AI), digital health, sustainable energy, and smart urban infrastructure. The creation of specialized laboratories will also foster hands-on learning for students, enabling them to engage in real-world problem-solving while contributing to faculty-led research. Alongside infrastructure development, the university will actively pursue global research collaborations and industry partnerships. These partnerships will provide access to additional resources, expertise, and funding, facilitating applied research projects that can lead to technological innovations, policy recommendations, and industry-driven solutions. Collaborating with global academic institutions and businesses will ensure that the university's research remains relevant and impactful, addressing both national priorities and global challenges.

2. **Faculty Upskilling:**
   To maintain high standards of teaching and research, faculty development is a critical focus. The university will organize a series of faculty development workshops aimed at upskilling faculty members in emerging areas such as AI, sustainability, digital transformation, and data science. These workshops will offer hands-on training and access to the latest research tools and methodologies, empowering faculty to stay at the forefront of their respective fields. Additionally, the institution will provide opportunities for international exchange programs, allowing faculty members to collaborate with global peers, share best practices, and gain exposure to new pedagogical techniques. These exchanges will not only enhance faculty members' teaching capabilities but will also broaden their research networks, paving the way for future collaborative projects. By investing in faculty upskilling, the university ensures continuous improvement in teaching quality and research output, driving its reputation as a leader in interdisciplinary education**.**

3. **Global Collaboration:**
   Strengthening international partnerships will be a key strategy for expanding both academic and research opportunities. The university will enhance existing collaborations with global institutions, facilitating student and faculty exchange programs that promote cross-cultural learning and knowledge sharing. These exchange programs will provide students with the chance to study abroad, gain international experience, and engage with diverse perspectives, while faculty members will benefit from collaborative teaching and research opportunities at

partner institutions. Further, the university will actively promote collaborative research across disciplines and with international institutions, focusing on areas of global importance such as climate change, healthcare innovation, and digital transformation. By fostering these partnerships, the university will position itself as a global hub for interdisciplinary research and innovation, enhancing its academic reputation and providing students and faculty with valuable international exposure.

These initiatives will drive research excellence, foster global collaborations, and ensure that faculty members are well-equipped to lead in their fields, contributing to the university's overall growth and global impact.

Phase 3 (Years 11-15): Achieving Global Leadership

Goal:

The focus of Phase 3 is to position SRAHE as a global leader in education, research, and innovation, with a strong emphasis on digital transformation, cultural preservation, and interdisciplinary research.

Key Initiatives:

1. Global Recognition and Accreditation:

A significant goal in Phase 3 is to secure global accreditations and improve the university's rankings in key fields like digital arts, smart urban infrastructure, and health informatics. Attaining these accreditations will solidify SRAHE's standing in the global academic community and increase its credibility as a world-class institution. To support this effort, the university will focus on expanding its international collaborations, joining prestigious global research networks, and participating in high-impact global research projects. This will increase the university's visibility in areas of expertise such as Digital and Heritage Arts, Health Informatics, Energy and Environmental Informatics, and Smart Urban Solutions. These initiatives will attract top-tier faculty and students, helping to raise the institution's profile in the academic and research communities worldwide.

2. Curriculum Innovation:

Continuous curriculum innovation is essential for keeping SRAHE at the forefront of global education. In Phase 3, the university will regularly update its curriculum to incorporate emerging technologies such as artificial intelligence (AI), cognitive science, and digital health. This will ensure that students are equipped with cutting-edge skills and knowledge that are in high demand across industries. Furthermore, SRAHE will focus on developing online and hybrid learning models to expand its global reach and attract international students. By making programs

such as Digital and Heritage Arts, Health Informatics, Energy and Environmental Informatics, and Smart Urban Infrastructure accessible worldwide, the university will offer flexible learning options to a global audience, positioning itself as a leader in digital education and increasing its influence on the global stage.

3. Social Impact and Cultural Preservation:

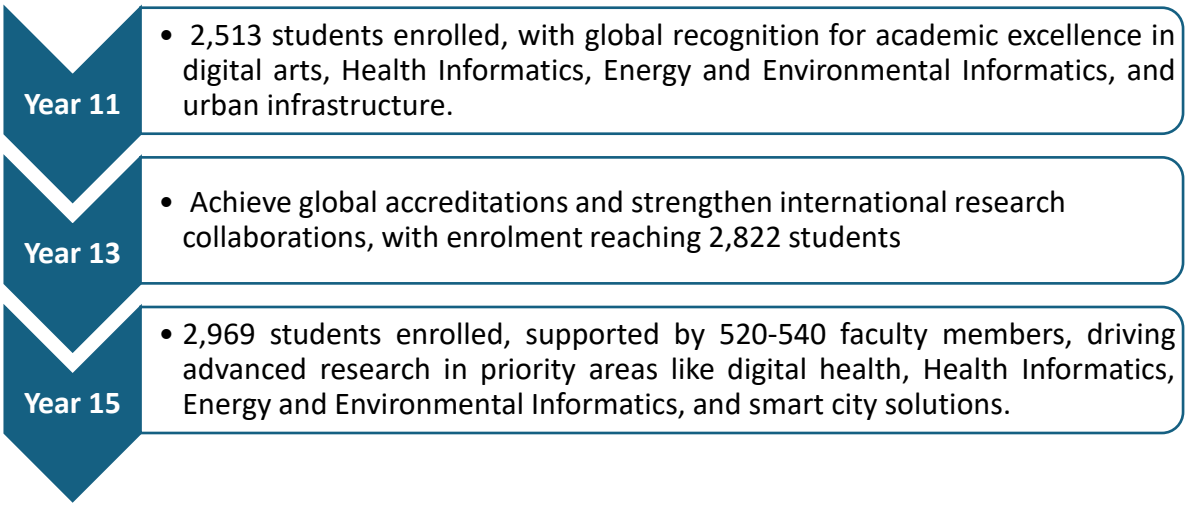
SRAHE will take a leadership role in global initiatives that address critical challenges in cultural preservation, digital arts, and sustainable urban solutions. By aligning its research and academic output with the United Nations Sustainable Development Goals (SDGs), the institution will contribute to solutions for pressing global issues such as sustainable urban development, healthcare access, and the preservation of cultural heritage. Research in these areas will focus on integrating traditional knowledge with modern technological advancements to preserve and promote cultural heritage in a rapidly digitalizing world. Through its commitment to social impact, the university will reinforce its reputation as an institution that not only drives academic and technological innovation but also leads efforts to create a more sustainable and culturally aware future.

4. Faculty and Student Excellence:

To support the expansion of academic programs and research initiatives, SRAHE will increase its faculty strength to 520-540 members by Year 15. These faculty members will be world-class experts in fields such as digital transformation, urban infrastructure, cultural studies, and health informatics, bringing global perspectives and cutting-edge research to the university. Faculty recruitment will focus on attracting talent with interdisciplinary expertise, enhancing the university's ability to offer innovative, interdisciplinary programs. Additionally, SRAHE will aim to enrol 2,969 students by Year 15, with an emphasis on increasing PhD recruitment in advanced research areas like Design Thinking and Technology Management, Health Informatics, Health Informatics, Energy and Environmental Informatics, and Smart Urban Infrastructure. This increase in PhD students will drive the university's research output, positioning it as a hub for advanced research and innovation.

By implementing these key initiatives, Phase 3 will firmly establish SRAHE as a global leader in education, research, and social impact, with a strong commitment to interdisciplinary approaches and addressing the world's most pressing challenges.

Milestones:



Action Plan:

1. Sustainability Leadership:

To position SRAHE as a global leader in sustainability, the institution will spearhead initiatives that contribute to global sustainable development efforts. This will involve forging strategic partnerships with governments, international organizations, and industry leaders to collaborate on solutions for pressing global issues such as climate change, renewable energy, and sustainable urbanization. SRAHE will also promote interdisciplinary research that addresses these global challenges, leveraging its expertise in areas like energy informatics, environmental informatics, and smart urban infrastructure. These targeted academic programs will encourage students and faculty to engage in meaningful research that contributes to the global sustainability agenda. The university will actively participate in global forums, conferences, and collaborative projects, ensuring that its research and initiatives are aligned with international goals such as the United Nations Sustainable Development Goals (SDGs).

2. Curriculum Expansion:

As part of its commitment to academic excellence and global relevance, SRAHE will continuously update and expand its curriculum to incorporate cutting-edge technologies and innovations. Emerging technologies like artificial intelligence (AI), machine learning, cognitive science, and digital health will be integrated into academic programs to equip students with the skills required for future global challenges. In response to the growing demand for flexible learning options, SRAHE will develop hybrid learning programs that combine online and in-person education. This

approach will expand access to the university's programs for international students, allowing them to benefit from the institution's expertise regardless of their geographical location. By offering hybrid programs in key fields such as Digital and Heritage Arts and Smart Urban Infrastructure, SRAHE will attract a global student body and enhance its reputation as a forward-thinking institution.

3. Faculty and Student Excellence:

To ensure that SRAHE attracts and retains top-tier talent, the university will launch global recruitment drives aimed at hiring world-class faculty with expertise in interdisciplinary and emerging fields. These recruitment efforts will target academics known for their research contributions and teaching excellence, further enhancing the institution's academic reputation. In parallel, SRAHE will establish comprehensive mentorship programs for both students and faculty. These mentorship programs will pair students with experienced faculty and industry leaders, providing personalized guidance and fostering academic excellence. Faculty members will also benefit from mentorship and professional development opportunities, ensuring that they remain at the forefront of research and innovation in their fields. By cultivating an environment that emphasizes mentorship and academic growth, SRAHE will support the development of future leaders in research and academia while enhancing its global standing as an institution of excellence.

These efforts will strengthen SRAHE's position as a global leader in education, innovation, and social impact.

Identifiable Outputs and Identifiable Outcomes

Identifiable Outputs	
Academic Program Launch	• Increase in enrolment of all proposed academic programs across UG, PG, and PhD levels by Year 10, including specialized courses in *Digital and Heritage Arts*, *Health Informatics*, *Energy and Environmental Informatics, Design Thinking and Technology Management*, and *Smart Urban Infrastructure*. • Establishment of 5+ research centers focused on emerging global challenges.
Faculty and Student Growth	• Recruitment of 520-540 faculty members by Year 15, with global expertise and an interdisciplinary focus in fields like digital transformation, urban development, informatics, and cultural studies.

	• Enrolment of 2,969 students by Year 15, with a balanced faculty-student ratio of 1:17 to 1:20, emphasizing growth in advanced research programs and PhD tracks.
Infrastructure Development	Creation of high-tech research facilities, smart classrooms, and digital learning platforms to support hybrid and online learning, as well as global research collaborations in key areas like *Health, Energy and Environmental Informatics,* and *Digital Arts*.

Identifiable Outcomes	
Global Leadership	SRAHE becomes a recognized leader in *Digital Arts*, *Smart Urban Infrastructure*, and *Health Informatics*, *Energy and Environmental Informatics* contributing significantly to the SDGs and addressing global priorities such as cultural preservation and sustainable urban development.
Research **and Innovation**	Faculty and students are actively engaged in cutting-edge research and innovation, with a strong focus on interdisciplinary collaboration to address challenges in digital health, urban planning, and user-centered design.
Social Impact and Cultural Preservation	The university's emphasis on *Digital and Heritage Arts* and *Design Thinking* positions it as a global thought leader, shaping the future of cultural preservation, social impact, and technological advancements in a rapidly evolving digital world.

Conclusions

The 15-year strategic academic plan is designed to position the proposed university as a leader in interdisciplinary education, research, and innovation. Through a carefully structured approach to undergraduate, postgraduate, and PhD programs, the plan fosters academic excellence while addressing global challenges such as digital transformation, cultural preservation, health informatics, digital arts, and smart urban infrastructure.

By integrating commons for foundational knowledge, specialized concentrations for in-depth expertise, and internships for practical experience, the university will produce well-rounded graduates ready for leadership roles in industry, academia, and research. The PhD trajectory, with its focus on advanced research, ensures that the university contributes significant new knowledge to critical fields like *Health Informatics*, *Energy and Environmental Informatics, Digital and Heritage Arts*, and *Design Thinking and Technology Management*.

This strategic plan will guide the university's academic growth, ensuring it evolves into a globally recognized institution, driving innovation, cultural preservation, and societal impact. The phased implementation across various academic programs provides a sustainable path for long-term success and global engagement.

The 15-year academic plan for SRAHE is designed to evolve in three strategic phases, each with clear goals and measurable outcomes. By Phase 3, SRAHE will emerge as a globally recognized institution in academic excellence, research innovation, and leadership in areas like *Smart Urban Infrastructure, Energy and Environmental Informatics,* and *Digital Health*, making significant contributions to addressing national and global challenges while aligning with NEP-2020 and the SDGs.

Chapter - 4

Fifteen-Year Strategic Vision Plan - Faculty Recruitment Plan

Strategic Plan for Faculty Development

The university is committed to building a strong faculty base to support the growth of its key proposed programs: *Digital and Heritage Arts*, *Smart Urban Infrastructure*, *Health Informatics*, *Energy and Environmental Informatics, Design Thinking and Technology Management* and *International Engineering Programs*. The faculty development plan spans 15 years and focuses on recruiting, developing, and continuously upskilling faculty to ensure excellence in teaching, research, and innovation across these interdisciplinary fields. With a focus on emerging areas like *Digital Transformation*, *Cultural Preservation*, *Informatics,* and *Advanced Urban Solutions*, the plan aims to attract world-class faculty who can drive the university's vision and contribute to impactful research and education.

4.1 Key Tenets for Faculty Recruitment

Excellence in Education and Research

The recruitment process will focus on attracting faculty with a proven record of outstanding teaching and research in key areas such as clean energy, climate change, smart urban infrastructure, digital and heritage arts, and health informatics. Faculty members should demonstrate a strong commitment to innovation, critical thinking, and interdisciplinary approaches in both pedagogy and research. This will ensure the university's academic programs are led by scholars who inspire and challenge students while advancing the frontiers of knowledge in their fields.

Alignment with the University's Mission

Faculty recruitment will prioritize candidates whose academic objectives and professional experiences align with the university's goals of societal impact, sustainability, and cultural preservation. Faculty will contribute to initiatives related to the National Education Policy (NEP-2020) and the Sustainable Development Goals (SDGs). This alignment guarantees that the university's programs educate students who are equipped to address complex global challenges.

Diversity and Inclusion

The university is committed to fostering a diverse and inclusive faculty. This involves actively recruiting candidates from various cultural, academic, and professional backgrounds, promoting gender equality, and providing opportunities for underrepresented groups. A diverse faculty will cultivate an inclusive academic environment, enriching the learning experience and fostering innovative approaches to global challenges.

Global and National Expertise

The university aims to recruit faculty with both national and international experience, helping to foster global partnerships and cross-border collaborations. With existing partnerships with institutions such as the University of Massachusetts Lowell and the University of Missouri, faculty will engage with global research networks, ensuring that students benefit from a globally informed curriculum and research experience.

Student-Centric Learning

Faculty who prioritizes student-centered learning, creating dynamic, engaging, and inclusive educational environments, will be essential to the university's mission. Candidates who are committed to mentoring, guiding students through their academic journeys, and fostering independent thinking will be highly valued. Innovative teaching methods and personalized student engagement are central to maintaining the university's student-focused ethos.

Interdisciplinary Collaboration

The university will prioritize the recruitment of faculty who can engage in interdisciplinary collaboration, working across various departments to contribute to integrated academic programs. Faculty should be able to participate in projects that span multiple disciplines, particularly in areas like design thinking, energy informatics, and social impact technologies, fostering an environment that addresses complex, real-world problems through collaborative efforts.

Sustainability and Innovation Mindset

Faculty recruitment will focus on candidates with a strong commitment to sustainability, particularly in fields like clean energy and climate resilience. Additionally, faculty who are at the forefront of innovation, incorporating emerging technologies such as artificial intelligence, data science, and digital tools into their research and teaching, will be integral to the university's academic growth.

Entrepreneurship and Industry Engagement

Candidates with experience in industry, entrepreneurship, or technology transfer will be highly sought after. Faculty who can bridge the gap between academia and the commercial world will ensure that the university's research has real-world applications. These connections are essential for fostering research commercialization, startup incubation, and industry partnerships that will benefit students and researchers alike.

Lifelong Learning and Professional Development

The university values faculty who are committed to lifelong learning and professional development. Candidates should actively engage in continuous learning, staying updated on emerging trends and evolving research practices. Faculty development programs will focus on upskilling in areas such as AI, cognitive science, and sustainability, ensuring that faculty remain leaders in their fields.

Ethics and Integrity

Ethics and integrity will be core to faculty recruitment. The university will seek faculty who uphold the highest standards of academic integrity, ethical research practices, and professional conduct. Promoting a culture of transparency, ethical decision-making, and social responsibility will be essential to the faculty's role in shaping the university's academic environment.

These key tenets for faculty recruitment will help the university build a strong academic foundation, with a faculty that not only excels in teaching and research but also aligns with the institution's mission of innovation, sustainability, and societal impact. This approach will create a dynamic and inclusive environment where education and research thrive.

4.2 Fifteen-year Strategic Vision Plan for Faculty Recruitment

The 15-year strategic faculty recruitment plan for SRAHE is focused on building a robust faculty base to support the university's growth and promote excellence in teaching, research, and interdisciplinary collaboration. Aligned with the university's key academic programs, including *Digital and Heritage Arts*, *Smart Urban Infrastructure*, *Health Informatics*, *Design Thinking and Technology Management* and *International Engineering Programs*, this plan ensures that faculty recruitment is tailored to meet academic goals and address pressing global challenges.

The recruitment plan is divided into three phases: *Phase 1 (Years 1-5)*, *Phase 2 (Years 6-10)*, and *Phase 3 (Years 11-15)*, each with specific goals, milestones, and action plans for attracting top-tier faculty and supporting the university's evolution into a globally recognized institution. This phased approach ensures that the university has the expertise and capacity needed to drive innovation and maintain high standards in both education and research.

Phase 1 (Years 1-5): Establishing the Foundation for Faculty Excellence

Goal:

The primary goal in this phase is to build a core faculty team to launch the university's foundational academic programs, while establishing the infrastructure for ongoing faculty recruitment and development.

Key Initiatives:

1. **Priority Recruitment:**

   The initial focus of faculty recruitment will be on building strong teams for the university's foundational programs, including Digital and Heritage Arts, Health Informatics, Energy and Environmental Informatics, Smart Urban Infrastructure, and Design Thinking and Technology Management. These programs are integral to the university's mission of interdisciplinary education and addressing global challenges. Recruitment efforts will prioritize attracting faculty with a blend of academic and industry experience, ensuring a balance between experienced scholars and emerging academic talent. Specifically, core faculty teams will be developed in critical areas such as digital arts, data analytics, informatics, and urban planning, as these disciplines are key drivers of the university's focus on innovation and social impact. These teams will lay the groundwork for program excellence and long-term academic growth.

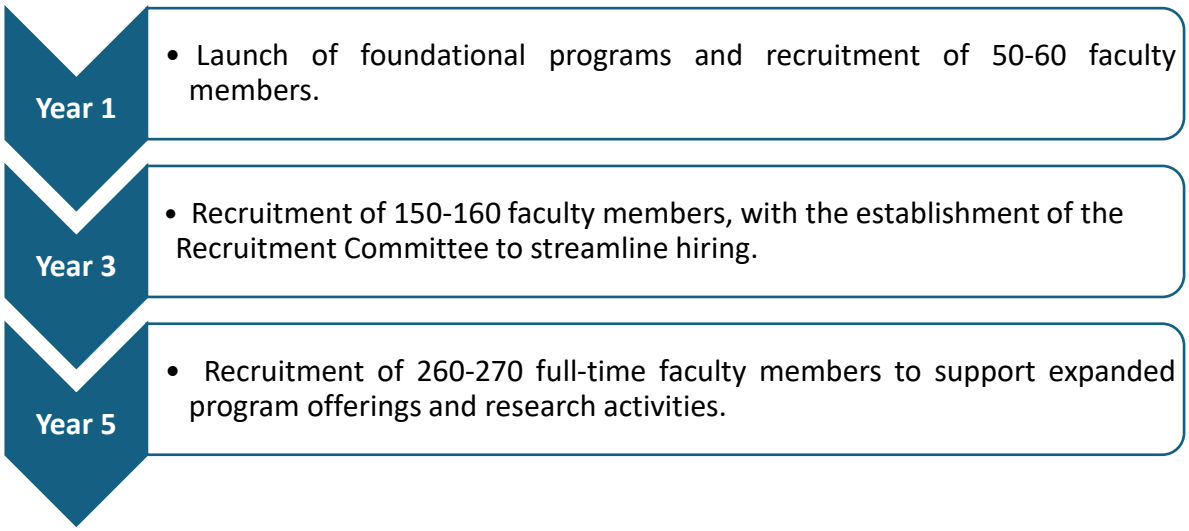
2. **Diverse Recruitment Methods:**

   To attract a diverse pool of candidates, faculty positions will be advertised widely through multiple channels, including newspapers, online job portals, and leading academic journals. These efforts will help the university reach a broad audience of potential candidates, including both seasoned academics and young researchers eager to contribute to the institution's mission. In addition to traditional recruitment methods, the university will engage in direct outreach to industry leaders and academics with expertise in key fields such as digital transformation, cultural preservation, and health informatics. This will ensure the university attracts individuals who bring real-world experience and forward-thinking perspectives to the classroom. Furthermore, the university will conduct campus visits at prestigious institutions, particularly targeting recent PhD graduates in emerging fields like Health Informatics, Energy and Environmental Informatics, and Digital Arts. This approach will allow the university to recruit rising talent with cutting-edge research experience and the potential for long-term contributions to academic programs.

3. **Establishing a Recruitment Committee:**

   A Faculty Recruitment Committee will be formed to oversee all hiring processes, ensuring alignment with the university's mission and values. This committee will be responsible for maintaining diversity and inclusion in faculty hiring, ensuring that the university benefits from a wide range of perspectives and experiences. The committee will also focus on recruiting faculty who are committed to student-centric learning, employ innovative teaching methodologies, and actively contribute to interdisciplinary collaboration. This will help foster a dynamic and engaging academic environment where students and faculty can thrive. By maintaining a high standard for faculty recruitment, the university will position itself as a leader in innovative education, preparing students to excel in a rapidly changing world.

Milestones:



Action Plan:

1. **Recruitment Campaigns:**

   To attract the best academic and industry professionals, SRAHE will develop and launch highly targeted recruitment campaigns. These campaigns will focus on reaching individuals with expertise in critical fields such as Health Informatics, Energy and Environmental Informatics, Smart Urban Infrastructure, and Design Thinking. The campaigns will highlight SRAHE's unique interdisciplinary approach and its innovative academic programs, showcasing the institution as a leader in addressing global challenges through education and research. The messaging will emphasize the opportunity to contribute to a dynamic academic environment that integrates technology, sustainability, and social impact. The campaigns will be disseminated through various channels,

including academic networks, industry associations, and global job platforms, to reach a wide audience of potential candidates.

2. **Diversity in Recruitment:**
   SRAHE is committed to fostering a diverse and inclusive academic community. To achieve this, the university will establish specific recruitment policies aimed at promoting gender diversity and ensuring representation from underrepresented groups. These policies will guide the hiring process, ensuring that faculty recruitment reflects the university's commitment to inclusivity. Further, SRAHE will create focused recruitment efforts to attract faculty with expertise in emerging fields such as artificial intelligence (AI), data science, and user-centered design. These fields are critical to the university's mission of leading in digital transformation and addressing complex societal challenges. By prioritizing diversity in these high-demand areas, SRAHE will cultivate a more inclusive and innovative academic environment that benefits from a range of perspectives and experiences.

3. **Mentorship Programs:**
   To support the professional development of newly recruited faculty members, SRAHE will implement structured mentorship programs. These programs will pair junior faculty with experienced academics who can provide guidance on teaching, research, and navigating the academic environment. The mentorship programs will foster the integration of new faculty members into the institution, helping them adapt to the interdisciplinary and collaborative culture of SRAHE. Mentors will also play a key role in nurturing the research careers of junior faculty by offering advice on grant applications, publishing strategies, and building academic networks. This initiative will not only support the career growth of junior faculty but also contribute to the overall academic excellence and stability of the institution.

All these actions will ensure that SRAHE attracts and retains top-tier faculty, fosters a diverse and inclusive academic environment, and supports the ongoing professional development of its faculty members, thereby strengthening the institution's academic and research capabilities.

Phase 2 (Years 6-10): Expanding Faculty Strength and Expertise

Goal:

The focus in this phase is to scale faculty recruitment to support new academic programs, promote research excellence, and strengthen international collaboration, ensuring that SRAHE remains at the forefront of interdisciplinary education.

Key Initiatives:

1. **Specialized Faculty Recruitment:**
   The recruitment focus will center on hiring faculty with expertise in key academic areas such as Digital and Heritage Arts, Smart Urban Infrastructure, Health Informatics, Energy and Environmental Informatics, and Design Thinking and Technology Management. These fields are critical to SRAHE's mission of fostering interdisciplinary education and addressing societal and global challenges. Recruitment efforts will prioritize faculty with not only academic credentials but also industry experience in areas like digital transformation, cultural preservation, urban planning, and technology management. Faculty with a strong background in these areas will bring valuable real-world insights into the classroom and drive applied research that can be translated into tangible solutions.

2. **Faculty Development and Upskilling:**
   To maintain academic excellence, SRAHE will encourage its current faculty members to expand their expertise through interdisciplinary research and participation in global collaborations. The university will offer various upskilling opportunities through workshops, conferences, and international exchange programs in emerging areas such as artificial intelligence (AI), user-centered design, informatics, and digital arts. These programs will help faculty stay at the forefront of technological advancements and evolving industry practices. By promoting interdisciplinary research and global collaborations, the university will ensure that its faculty are equipped with the knowledge and skills to lead innovative academic and research initiatives.

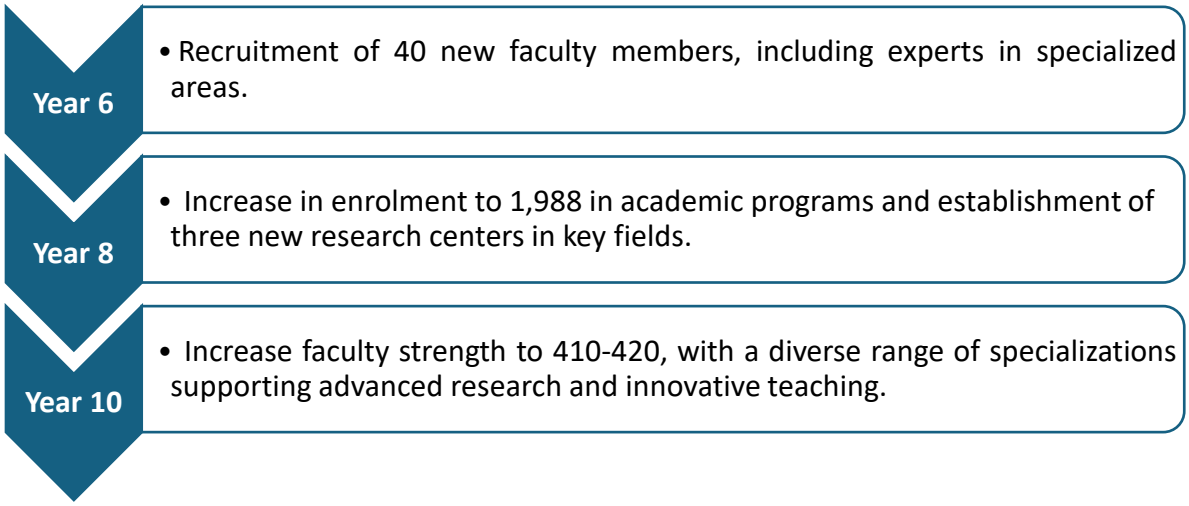
3. **Internal Promotions:**
   Recognizing and fostering internal talent is a priority for SRAHE. Talented faculty members will be promoted to leadership roles within new academic programs and research centers, providing them with opportunities to shape the future direction of the university's academic offerings. This initiative will not only reward faculty for their contributions but also strengthen the leadership within the institution. Moreover, internal faculty will be encouraged to participate in leadership development programs designed to enhance their skills in managing research projects, leading academic departments, and overseeing new

initiatives. By promoting from within, SRAHE ensures continuity in leadership while fostering faculty loyalty and commitment to the institution's mission.

4. **Expanding International Collaborations:**
   SRAHE will focus on attracting internationally recognized faculty through partnerships with prestigious U.S. institutions such as the University of Massachusetts Lowell, University of New Haven, and the University of Missouri. These partnerships will provide faculty with opportunities to engage in international research projects, joint research initiatives, and collaborative academic programs. By fostering global research networks, SRAHE aims to secure research funding, enhance its global presence, and provide faculty and students with access to cutting-edge research environments. Expanding international collaborations will strengthen the university's academic reputation and provide students with a more globally connected educational experience.

Through these key initiatives, SRAHE will scale its faculty recruitment, enhance research capabilities, and foster a global academic environment that aligns with the university's goal of being a leader in interdisciplinary education and research.

Milestones:



Action Plan:

1. **Specialized Recruitment Drives:**
   To support the expansion of academic programs and promote interdisciplinary learning, SRAHE will launch specialized recruitment drives aimed at attracting faculty in key fields such as Smart Urban Infrastructure, Health Informatics, Energy and Environmental Informatics, Design Thinking, and Digital Arts. These recruitment drives will focus on reaching experts with both academic and industry experience who can contribute to the university's mission of innovation and social impact. The university will actively collaborate with international universities to identify and recruit global talent, leveraging partnerships to facilitate joint research initiatives and knowledge exchange. This collaboration will help attract faculty who bring diverse perspectives and a wealth of global experience to enhance the university's academic community.

2. **Faculty Upskilling Programs:**
   SRAHE will prioritize the continuous development of its faculty by organizing upskilling programs that focus on emerging technologies, cultural preservation, and global best practices in teaching and research. These workshops and development programs will ensure that faculty remain at the forefront of their respective fields, equipped with the latest tools and methodologies to deliver high-quality education and conduct impactful research. Further, the university will create a structured framework for faculty to participate in international research exchanges and collaborative projects. This will not only enhance their global perspectives but also foster international partnerships that can lead to joint research opportunities and increased visibility for the university's research initiatives.

3. **Leadership Development:**
   To cultivate a strong leadership pipeline, SRAHE will develop leadership training programs for faculty who aspire to take on leadership roles within academic departments and research centers. These programs will focus on skills development in areas such as strategic planning, academic management, and research leadership. By fostering a culture of academic leadership and innovation, the university will ensure that its faculty members are prepared to lead major initiatives and drive the institution's long-term growth. This leadership development initiative will also encourage internal talent to take ownership of new academic programs, promoting a sense of responsibility and commitment to the university's mission.

Through these action steps, SRAHE will enhance its ability to recruit specialized faculty, upskill its current academic staff, and develop future leaders who can drive the institution's research and academic excellence.

Phase 3 (Years 11-15): Achieving Global Leadership in Faculty Excellence

Goal:

In this phase, the aim is to position SRAHE as a global leader in education and research by attracting top-tier faculty and fostering large-scale interdisciplinary research projects in key fields like *Digital Arts*, *Health Informatics*, *Energy and Environmental Informatics,* and *Smart Urban Infrastructure*.

Key Initiatives:

1. **Global Faculty Recruitment:**
   Attracting internationally recognized faculty with expertise in areas such as Digital Transformation, Smart Urban Planning, Health Informatics, Energy and Environmental Informatics, and Design Thinking and Technology Management is a top priority. SRAHE will launch an aggressive global recruitment campaign targeting scholars and researchers who have made significant contributions to their fields. The focus will be on hiring research leaders who not only bring advanced knowledge and teaching excellence but also have a proven track record in securing major national and international research grants. These research leaders will be instrumental in driving impactful research initiatives that can address emerging global challenges, enhancing the university's research profile on the global stage.

2. **Promoting Research Excellence:**
   To further solidify its position as a research-driven institution, SRAHE will support faculty in leading large-scale interdisciplinary research projects that address global challenges. Priority will be given to research in areas such as urban resilience, digital health, cultural preservation, and energy sustainability. These projects will not only advance academic knowledge but also create real-world solutions that can be implemented in various sectors. The university will also expand its partnerships with prestigious global institutions, facilitating collaborative research, student and faculty exchanges, and deeper industry engagement. These collaborations will enhance SRAHE's ability to contribute to global research networks while offering students opportunities to engage in cutting-edge, globally relevant research.

3. **Mentorship and Leadership Development:**
   To ensure the continuous growth of academic expertise, SRAHE will implement structured mentorship programs where senior faculty will mentor junior faculty members. This mentorship will focus on professional development in both teaching and research, enabling junior faculty to become future leaders in their fields. Further, the university will expand leadership opportunities for faculty, encouraging them to take on roles as heads of research centers and leaders of global academic initiatives. This approach will promote a culture of innovation and excellence, with faculty empowered to drive new ideas, research breakthroughs, and academic initiatives that align with the university's long-term strategic goals.

4. **Sustainability and Innovation Mindset:**
   SRAHE will place a strong emphasis on recruiting faculty who are not only experts in their respective fields but also committed to cultural preservation and innovation, particularly in areas like Digital Arts and Design Thinking. These faculty members will be pivotal in fostering a mindset of sustainability and innovation within the university. SRAHE will also strengthen its focus on entrepreneurship and industry engagement, ensuring that the research conducted at the university translates into practical applications. By integrating research with entrepreneurship, the university will encourage faculty and students to develop solutions that have real-world impact, further enhancing its reputation as a leader in both academic innovation and sustainable development.

By executing these key initiatives, SRAHE will significantly enhance its global stature, attracting top-tier talent, driving world-class research, and fostering a culture of innovation that addresses the most pressing global challenges.

Milestones:

Year 11
- Recruitment of 50 new faculty members, including internationally recognized leaders in their fields.

Year 13
- Faculty-led participation in global research networks, with SRAHE securing major international research grants and establishing a strong global research presence.

Year 15
- Total faculty strength reaches 520-540 members, supporting the university's advanced research and teaching objectives.

Action Plan:

1. **Global Recruitment Campaigns:**
   SRAHE will initiate a series of global recruitment campaigns aimed at attracting top-tier faculty from prestigious universities and research institutions around the world. These campaigns will be designed to highlight the university's unique strengths in interdisciplinary research and innovation, particularly in fields like Digital Arts, Health Informatics, Energy and Environmental Informatics, and Smart Urban Solutions. The recruitment strategy will emphasize SRAHE's commitment to fostering a collaborative academic environment that encourages research excellence and innovative thinking. By positioning SRAHE as a global leader in cutting-edge research, the campaigns will attract faculty members who are experts in their fields and eager to contribute to high-impact research and teaching. The university will use both digital platforms and academic networks to reach a global audience, ensuring that the best talent is recruited to support its long-term growth and academic leadership.

2. **Mentorship and Leadership:**
   SRAHE will establish formal mentorship programs to ensure the continuous development of junior faculty. These programs will pair junior faculty members with senior scholars who can provide guidance on research, teaching, and professional growth. The mentorship initiative will foster a collaborative academic culture, ensuring that faculty at all levels are supported in their professional development. In addition to mentorship, the university will promote qualified faculty members to leadership roles within research centers and academic departments. This will help ensure that faculty members with expertise in critical areas such as Health Informatics, Smart Urban Infrastructure, and Digital Arts take on leadership positions, driving research initiatives and ensuring a continuous cycle of academic growth and leadership. By fostering leadership from within, SRAHE will strengthen its academic and research capabilities while cultivating a sense of ownership and responsibility among its faculty.

3. **Industry Collaboration:**
   Strengthening partnerships with industry leaders will be a core focus of SRAHE's strategy to ensure that research efforts are aligned with real-world needs. The university will work closely with industry to facilitate opportunities for the commercialization of research and the promotion of entrepreneurship among faculty and students. By engaging with industry, faculty will have the opportunity to collaborate on projects that address pressing societal challenges, ensuring that their research has a tangible impact. This collaboration will also provide students with opportunities to work on industry-driven projects, enhancing their learning experience and employability. SRAHE will establish formal

channels for faculty and industry interaction, such as research grants, innovation labs, and collaborative forums, to create a seamless link between academic research and practical applications. This industry engagement will reinforce SRAHE's position as a leader in innovation, ensuring that its research efforts contribute to societal progress and economic development.

Through these initiatives, SRAHE will position itself as a global academic and research leader, attracting top-tier talent, fostering leadership, and driving impactful industry collaborations that translate research into real-world solutions.

Identifiable Outputs and Identifiable Outcomes

Identifiable Outputs	
Faculty Recruitment Growth	• Recruitment of 260-270 faculty members by the end of Phase 1 (Year 5), increasing to 520-540 faculty members by the end of Phase 3 (Year 15). • Establishment of specialized faculty teams across interdisciplinary programs such as Digital and Heritage Arts, Smart Urban Infrastructure, Informatics, and Design Thinking *and Technology Management*.
Establishment of Research Centers	• Creation of research centers in key areas such as Digital Health, Smart Urban Infrastructure, Energy and Environmental Informatics, and Digital and Heritage Arts. • Enhanced faculty participation in global research networks, fostering international collaborations and innovative research projects.
Development of Faculty Leadership	• Internal promotions and leadership opportunities for faculty members within new programs and research centers. • Implementation of mentorship programs to ensure continuous professional development for junior faculty, fostering a pipeline of future academic leaders.

Identifiable Outcomes	
World-Class Faculty Base	• A globally competitive faculty body that drives interdisciplinary research and academic excellence in fields like Digital Arts, Urban Development, and Health, Energy and Environmental Informatics. • Enhanced research output with significant contributions to global challenges such as cultural preservation, urban sustainability, and digital transformation.
Increased Research Output	• Growth in publications, patents, and research funding, positioning SRAHE as a global leader in research and innovation. • Faculty securing major research grants from national and international funding bodies, supporting advanced research projects in priority areas.
Global Leadership in Higher Education	• By Year 15, SRAHE is recognized as a global leader in faculty recruitment, research excellence, and innovation, with a strong focus on interdisciplinary collaboration. • Faculty members leading large-scale interdisciplinary projects that address global challenges, reinforcing the university's global reputation and impact.

The 15-year faculty recruitment plan ensures that SRAHE is well-positioned to become a global leader in academic excellence and research. Through a structured approach to faculty recruitment, development, and international collaboration, the university will build a strong foundation of diverse and talented faculty, enabling it to tackle global challenges and drive cutting-edge research and innovation. This plan aligns with the university's mission to advance knowledge and make a meaningful impact on society through interdisciplinary education and research.

Table: 15-Year Faculty Growth Projections

Position	Year 1	Year 5	Year 10	Year 15
Vice-Chancellor	1	1	1	1
Professors (A)	5	28	45	58
Associate Professors (B)	10	56	90	116
Assistant Professors (C)	41	183	282	361
Total Faculty (A+B+C)	**56**	**267**	**417**	**535**
Cumulative Student Strength	996	4799	7503	9641
Faculty-Student Ratio	**1:18**	**1:18**	**1:18**	**1:18**

4.3 Rationale for Faculty Projections

The faculty projections for the proposed university over the 15-year period are designed to ensure a sustainable and high-quality academic environment that aligns with the institution's mission to deliver world-class education and research. The following factors provide the rationale for the faculty growth projections:

1. Faculty-Student Ratio

A faculty-student ratio less than 1:20 is essential to maintain a balance between providing personalized attention to students and ensuring faculty workload remains manageable. This ratio is a global standard for quality higher education, enabling effective teaching, mentoring, and research supervision. It ensures:

- Small class sizes, allowing interactive teaching and personalized learning experiences.
- Effective mentoring and guidance for research students, particularly in graduate and PhD programs.
- A focus on high-quality student outcomes, fostering academic success, employability, and innovation.

2. Phased Program Expansion

The proposed university will introduce new programs gradually over the 15-year period. Faculty numbers are projected to grow in alignment with the introduction of these programs and the increase in student enrolment. The incremental growth of faculty ensures that:

- Faculty recruitment is efficiently aligned with program needs, avoiding underutilization or overburdening of resources.
- New faculty bring specialized expertise to support the development of emerging fields such as clean energy, climate change, urban infrastructure, and health informatics.

3. Leadership and Administration

The growth in Deans and Professors is based on the increasing number of programs and schools being introduced. The recruitment of Deans is crucial for the establishment of leadership and governance within the major schools of the university, including:

1. School of Business
2. School of Design
3. School of Informatics

4. School of Energy & Environment
5. School of Engineering

As these schools grow, the Deans will provide oversight and strategic direction for research and academic operations. This ensures the institution is prepared for academic governance and leadership across interdisciplinary programs.

4. Faculty Distribution (Professors, Associate Professors, Assistant Professors)

The balanced distribution of senior and junior faculty is crucial for creating a well-rounded academic environment. The rationale for this balance includes:

- Professors and Associate Professors are expected to lead research initiatives, secure external funding, and mentor junior faculty. They will also serve as role models for students pursuing advanced degrees.
- Assistant Professors will focus on delivering high-quality teaching and developing their research profiles, with support and mentoring from senior faculty.
- This tiered structure ensures a robust pipeline for faculty development, promoting academic career progression within the institution.

5. Growth of Research and Interdisciplinary Programs

The increase in faculty numbers, particularly at the Professor and Associate Professor levels, is essential for the university's goal of becoming a research-driven institution. This allows the university to:

- Lead interdisciplinary research initiatives in fields such as clean energy, climate resilience, and digital arts.
- Attract research funding and grants, contributing to the university's reputation and financial sustainability.
- Support PhD programs, which require significant faculty involvement in supervision, mentorship, and research collaboration.

6. Support for a Growing Student Body

The gradual increase in faculty numbers is directly aligned with the projected growth in student enrolment. As the university introduces more programs and expands its student intake, the corresponding increase in faculty ensures:

- Students receive adequate academic support and personalized attention.

- Faculty are not overburdened, maintaining the quality of teaching and research.
- The university can maintain its international standards of education, helping to attract more students and faculty globally.

7. Global Academic Standards and Accreditation

Maintaining a faculty-student ratio less than 1:20 and ensuring sufficient senior faculty positions is critical for achieving and maintaining accreditation standards from both national and international bodies. This ensures:

- The university adheres to the best practices in higher education, making it competitive with global institutions.
- It can meet the quality benchmarks necessary to attract international students and faculty, enhancing its global standing.

These faculty projections are carefully designed to ensure that the proposed university grows in a sustainable manner, with a focus on maintaining high standards of education and research. The phased expansion of faculty numbers ensures alignment with program launches and student enrolment, while the balanced distribution of senior and junior faculty fosters a dynamic academic environment. Keeping the number of adjunct professors under 10% guarantees long-term faculty engagement and stability, while still allowing the university to leverage external expertise. Overall, these projections support the university's goal of becoming a leading institution in education, research, and societal impact.

4.4 Continuous Faculty Upskilling

To ensure that faculty stay at the forefront of their fields, a continuous upskilling initiative will be implemented, focusing on emerging technologies and interdisciplinary approaches.

4.4.1 Areas of Focus for Faculty Upskilling:

- **Emerging Technologies**: Faculty will receive training in cutting-edge technologies such as artificial intelligence (AI), cognitive science, and data analytics, particularly in fields like health informatics, energy and environmental informatics, urban infrastructure, and environmental science.
- **Sustainable Design Practices**: Training workshops will be organized for faculty to enhance their knowledge of sustainable urban design, energy-efficient systems, and environmental resilience. This is particularly critical for programs like Smart Urban Infrastructure and Clean Energy and Climate Change.

- **Interdisciplinary Research and Collaboration**: Faculty will be encouraged to collaborate across disciplines, promoting the integration of digital arts with business innovation, and energy management with environmental sustainability.
- **International Exchange Programs**: The university allows faculty to engage in international research exchanges through its partnerships with global institutions, keeping them abreast of global academic and industry trends.

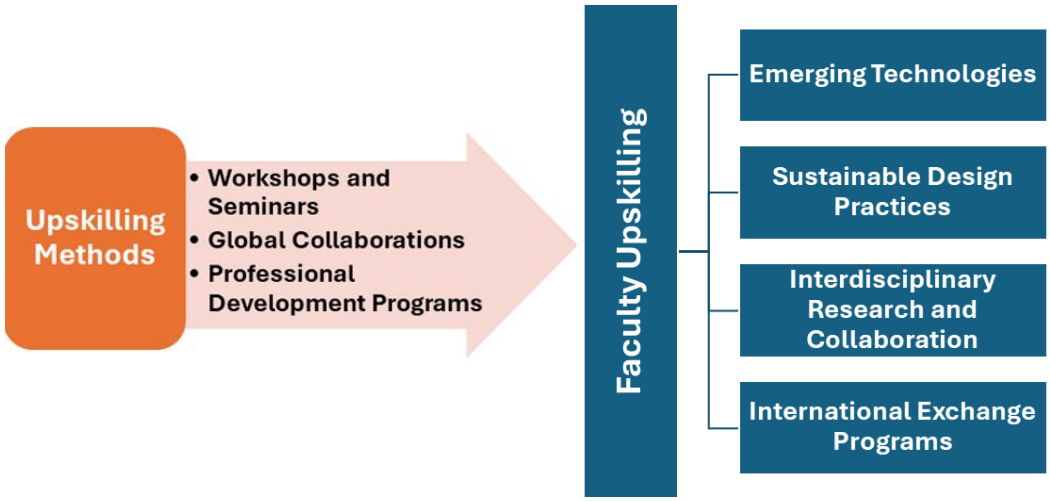


Figure: Continuous Faculty Upskilling

4.4.2 Upskilling Methods:

Workshops and Seminars: Faculty members will participate in regular workshops on emerging topics such as AI in healthcare, sustainable urban development, and design thinking.

Global Collaborations: Faculty exchange programs and research partnerships with leading global institutions will help faculty stay at the forefront of their fields.

Professional Development Programs: Ongoing access to professional development programs and certifications, particularly in emerging technologies and interdisciplinary methodologies, will be provided.

4.5 Faculty Recruitment and Retention Strategies

4.5.1 Key Steps in Recruitment

The faculty appointment process ensures that highly qualified individuals are selected to drive the university's vision forward. The key steps in the recruitment process are as follows:

1. **Position Announcement**: Led by the Dean of Faculty Affairs, position announcements will be circulated through newspapers, job portals, professional networks, and academic forums to attract a diverse pool of candidates.
2. **Application Review**: A screening committee will thoroughly evaluate applicants based on their qualifications, teaching experience, research contributions, and alignment with the university's goals.
3. **Interviews and Presentations**: Candidates will be required to present research and demonstrate teaching abilities to showcase their expertise in digital arts, urban planning, environmental science, and other critical fields.
4. **Selection and Offer**: Based on their performance, selected candidates will be extended a formal offer, with terms regarding salary, start date, and benefits.
5. **Joining and Onboarding**: Once the offer is accepted, the new faculty member will complete onboarding procedures, including submitting academic credentials and completing necessary documentation.

4.5.2 Modes of Recruitment

Advertisement: Faculty positions will be advertised across multiple platforms, including newspapers, job portals, professional networks, and the university's website, ensuring a diverse and qualified candidate pool.

Internal Promotion: The university will recognize existing staff's expertise through internal promotions, providing career advancement opportunities to those who have made significant contributions.

Networking and Referrals: The university will also rely on recommendations from current faculty and professional networks to identify highly qualified candidates.

Direct Outreach: Exceptional candidates will be scouted through direct outreach, targeting experts in key disciplines such as energy management, urban planning, and digital technologies.

Campus Visits: The university will conduct campus interviews at reputed institutions to recruit promising new faculty, especially for emerging programs such as Design Thinking and Environmental Informatics.

This comprehensive 15-year faculty recruitment and development plan ensures that the university builds a faculty body that is dynamic, innovative, and continuously evolving to meet the needs of the academic programs and the global challenges they address.

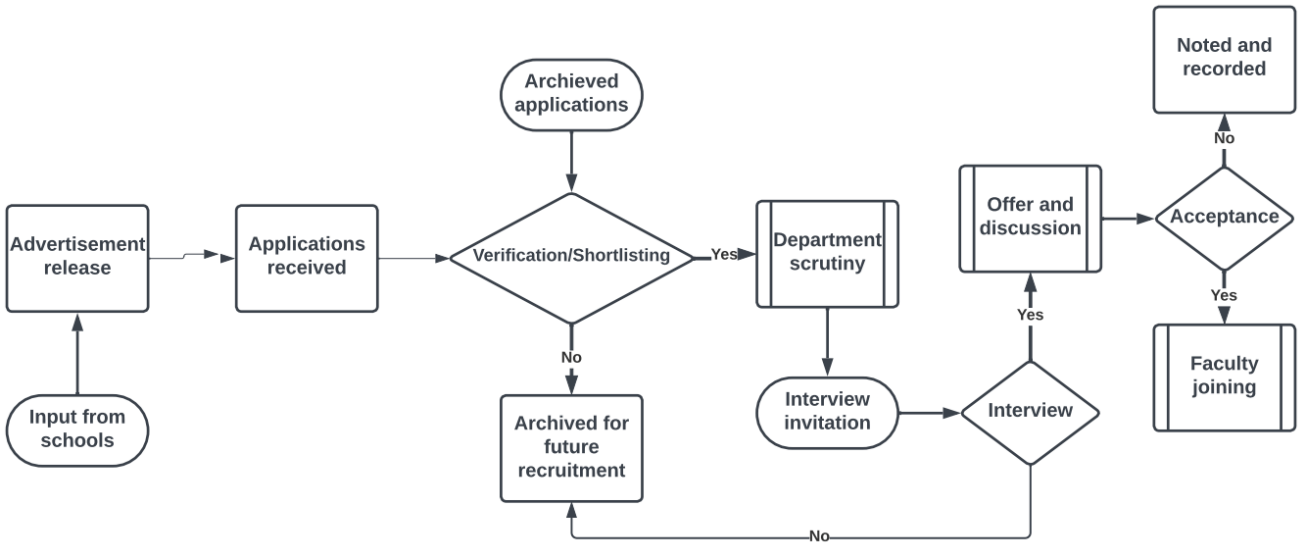


Figure: Staff Recruitment Process

4.5.3 Benefits to Faculty Members and Retention Strategy

The proposed university is dedicated to providing a comprehensive benefits and retention strategy for its faculty and staff. By fostering a supportive work environment and offering clear opportunities for growth, the university ensures the well-being and satisfaction of its employees, ultimately promoting long-term commitment to the institution.

Performance Appraisal System

The university has implemented a robust **performance appraisal system** to evaluate faculty contributions across teaching, research, administration, and extension activities. Faculty members submit self-assessment reports detailing their achievements, challenges, and goals for the future. This system also incorporates student evaluations, which assess teaching effectiveness and student engagement. The appraisal process is designed to support faculty growth and development, aligning individual performance with the university's broader goals. For those not meeting performance expectations, support mechanisms are available to help improve their performance.

Promotional Avenues

The university offers **clear and transparent promotional pathways** for both teaching and non-teaching staff. Faculty can advance from Assistant Professor to Associate Professor and eventually to Professor, based on their qualifications, experience, and performance in teaching, research, and administration. Similarly, non-teaching staff have opportunities for career progression into higher administrative or technical roles. This transparent promotion policy encourages all staff to excel, fostering a culture of achievement and continuous professional growth.

Research Incentives

To encourage and reward excellence in research, the university offers **performance-based incentives** for notable achievements such as journal publications, book authorship, patents, sponsored research, and consultancy projects. Financial support is also provided to faculty and staff for attending conferences, seminars, workshops, and obtaining global certifications, facilitating professional development and global networking. This not only enhances individual skills but also strengthens the university's research profile.

Welfare Measures

The university is committed to the welfare of its staff, offering both **financial and non-financial benefits** to promote their well-being. Key welfare measures include:

- **Group medical insurance** for staff and their families.
- **Provident Fund contributions** for financial stability post-retirement.
- **Educational scholarships** for staff members' children.
- **Emergency medical transport services**.
- **Maternity and paternity leave** to support new parents.
- **Regular health checkups** to ensure the well-being of all employees.
- A **staff club** that promotes community through social and recreational activities.

These welfare measures are designed to enhance staff morale and provide them with the necessary support both during and beyond their professional lives.

Onboarding Support

To ensure a smooth transition for new faculty members, the university provides onboarding support, including access to a guest house for the initial days for staff arriving from afar. Further,

relocation allowances will be provided to staff members from other states, making it easier for them to settle into their new roles.

Support Beyond Working Hours

The university is committed to facilitating faculty research and teaching activities beyond regular hours. Laboratories and the central library remain accessible during extended hours, allowing faculty to pursue academic and professional activities without time constraints. This flexibility ensures that staff can balance their workloads and achieve their goals.

Retention Strategy

The university's retention strategy is built on promoting career development, professional growth, and ensuring work-life balance. By offering performance-based incentives, career advancement opportunities, and strong welfare measures, the institution fosters long-term commitment and satisfaction among its staff. Equal opportunities for career development are available to all faculty and staff, regardless of gender, ensuring an inclusive and supportive work environment.

The proposed university's comprehensive benefits package and retention strategy demonstrate a strong commitment to the professional and personal well-being of its faculty and staff. By fostering a positive work environment and providing ample opportunities for growth, the university ensures that its faculty remain engaged, motivated, and dedicated to the institution's mission and goals.

Conclusion

The 15-Year Faculty Recruitment Plan for SRAHE is designed to build a strong, diverse faculty to support its academic and research goals across key interdisciplinary programs.

In **Phase 1 (Years 1-5)**, the university will prioritize hiring 260-270 faculty members to support foundational programs such as *Digital and Heritage Arts*, *Health Informatics*, *Energy and Environmental Informatics,* and *Smart Urban Infrastructure*. During this phase, the focus will be on establishing robust recruitment processes and building solid faculty teams to ensure excellence in teaching and research.

In **Phase 2 (Years 6-10)**, the recruitment efforts will expand to support programs like *Design Thinking and Technology Management, Energy and Environmental Informatics,* and *Digital Transformation*, aiming to hire an additional 140-150 faculty members. This phase will emphasize

faculty development, interdisciplinary collaboration, upskilling in emerging fields like AI and digital arts, and promoting internal talent to leadership roles.

In **Phase 3 (Years 11-15)**, SRAHE aims to grow its faculty strength to 520-540 members, attracting global experts in fields such as *Smart Urban Solutions*, *Health Informatics*, *Energy and Environmental Informatics,* and *Cultural Preservation*. The focus will shift towards leading large-scale interdisciplinary research, securing major national and international research grants, and strengthening the university's global leadership in education and innovation.

To retain top talent, the university will offer competitive compensation packages, clear career progression, ample research opportunities, and strong support for professional development and international collaboration.

This strategic plan ensures that SRAHE's faculty grows in alignment with its mission, fostering academic excellence, interdisciplinary innovation, and a lasting global impact.

Chapter - 5

Fifteen-Year Strategic Vision Plan - Students Admission Plan

5. Strategic Plan for Students Admission

The proposed university is committed to fostering an academic environment that attracts talented and motivated students who align with its mission of addressing global challenges through innovation, cultural preservation, and interdisciplinary learning. With programs focusing on areas such as *Digital and Heritage Arts*, *Smart Urban Infrastructure*, *Health Informatics*, *Energy and Environmental Informatics, Design Thinking and Technology Management*, and *International Engineering Programs*, the admissions process is key to ensuring that the student body is diverse, driven, and equipped to contribute to these critical fields of societal impact.

The admissions strategy will focus on attracting students who demonstrate a passion for solving real-world challenges through innovative thinking and who are eager to engage with interdisciplinary approaches. By doing so, the university will create a vibrant and dynamic learning community that is prepared to address pressing global issues such as urban sustainability, digital transformation, healthcare innovation, and cultural preservation.

5.1 Necessity of a Comprehensive Admissions Process

A well-defined admissions process is critical for selecting students who can thrive academically and contribute to the university's vision of academic excellence and societal impact. The necessity for such a process lies in several factors:

1. **Ensuring Academic Excellence**: The university aims to admit students who demonstrate strong academic potential, critical thinking, and problem-solving skills. A rigorous admissions process ensures that the university maintains high standards of education and research, admitting students who are prepared to engage with complex, real-world problems.
2. **Promoting Inclusivity and Diversity**: A comprehensive admissions process is essential for creating a diverse student body, welcoming candidates from different cultural, socio-economic, and academic backgrounds. This diversity enriches the learning environment and fosters innovative collaboration across disciplines.
3. **Aligning with National and Global Priorities**: The university's programs, aligned with NEP-2020 and the Sustainable Development Goals (SDGs), require students who are committed to making a meaningful impact on global challenges. The admissions process identifies individuals with the passion and drive to address these issues, ensuring that the university's student body reflects its mission.
4. **Supporting Growth and Competitiveness**: A robust admissions process positions the university as a competitive global institution, attracting top talent from both national and

international applicants. This ensures the institution's long-term success and enhances its reputation on the world stage.

5.2 Eligibility Criteria for Admission

Admission to any program at the proposed university is governed by eligibility criteria approved by the University Academic Council. These criteria, which vary by program, are outlined in the university's information brochure and on the official website. The criteria ensure that candidates meet the academic and professional standards required for their chosen field of study. Eligibility requirements take into account previous academic performance, entrance exams, and other relevant qualifications.

The university ensures that these eligibility criteria are transparent and accessible to all applicants, providing clear guidance on the academic and extracurricular achievements required for admission to undergraduate (UG), postgraduate (PG), and PhD programs.

Admission to any program will be governed by the eligibility criteria approved by the University Academic Council. These criteria, outlined in the university's information brochure and website, will be program-specific and include:

Undergraduate Programs: Candidates must have completed their secondary education (12th grade or equivalent) with a focus on relevant subjects as specified by the program.

Postgraduate Programs: Candidates are required to hold an undergraduate degree in a relevant field, with eligibility determined by academic performance and entrance exams.

PhD Programs: Applicants must hold a master's degree in a relevant discipline, and selection will be based on research proposals and interviews in addition to academic qualifications.

5.2.1 Principles Behind the Admissions Process

The admissions process at the proposed university is guided by several key principles that align with its mission and vision for academic excellence and societal impact:

1. Merit-Based Evaluation

The admissions process places significant emphasis on **merit**. Candidates are evaluated based on their academic achievements, entrance examination scores, and potential contributions to the university's research and academic goals. Special consideration is given to students who demonstrate exceptional leadership, innovation, and entrepreneurial spirit.

2. Inclusivity and Equal Opportunity

The university is committed to providing **equal opportunities** for all candidates, regardless of gender, socio-economic background, or geographic location. Through scholarships and financial aid programs, the university supports students from marginalized and underrepresented communities. The admissions process reflects the university's dedication to fostering an inclusive and diverse student body.

3. Holistic Evaluation

The university adopts a **holistic approach** to evaluating candidates, considering not only academic achievements but also personal attributes such as leadership potential, social responsibility, and alignment with the university's mission of sustainability and innovation. This ensures that the university admits well-rounded individuals who can contribute to the broader academic and social fabric of the institution.

4. Alignment with Institutional Mission

Candidates who exhibit a strong commitment to addressing global challenges in fields like clean energy, climate resilience, urban infrastructure, and healthcare innovation are prioritized. This ensures that the student body is aligned with the university's broader goals of creating a positive impact on society and the environment.

5. Transparency and Fairness

The university's admissions process is governed by clear, transparent procedures. The eligibility criteria, evaluation methods, and selection process are made available to all applicants through the university's website and information brochure. This commitment to transparency ensures that all candidates have equal access to information and that the selection process is conducted with fairness and integrity.

6. Admission Committees

To ensure that the admissions process is conducted efficiently and fairly, the university has established Admission Committees for each level of study: UG, PG, and PhD programs. These committees are appointed by the Director of Admissions and are responsible for:

Evaluating candidates for admission in accordance with the approved procedures and eligibility criteria outlined in the university's information brochure and website.

Selecting students based on a comprehensive evaluation of their academic performance, leadership potential, and alignment with the university's mission.

The Admission Committees play a crucial role in maintaining the integrity of the admissions process and ensuring that the university admits students who will thrive academically and contribute meaningfully to the institution.

7. Diversity and Global Perspective

The university values cultural diversity and actively seeks to build a student body that represents different countries and cultures. By fostering a global perspective, the admissions process encourages cross-cultural collaboration and promotes a dynamic learning environment where students can exchange ideas and perspectives on global challenges.

8. Support for Lifelong Learning

The admissions process emphasizes the selection of students who demonstrate a commitment to lifelong learning. The university seeks candidates who are eager to grow academically, professionally, and personally, ensuring that they contribute to the institution's culture of continuous learning and development.

The admissions process at the proposed university is designed to attract and select students who align with the institution's mission of academic excellence, innovation, and societal impact. Through a transparent, merit-based, and inclusive approach, the university aims to build a diverse and motivated student body that will contribute to solving global challenges. The roles of the Admission Committees, along with the clear eligibility criteria set by the University Academic Council, ensure that the process is rigorous, fair, and aligned with the university's goals.

5.3 Basis for Fee Structure

The proposed university's fee structure is designed with a focus on providing affordable education while ensuring the financial sustainability of the institution. The fee model takes into account the unit cost of education, which includes all the major expenditures required to deliver high-quality academic programs and support services. Simultaneously, the university is committed to offering financial aid, scholarships, and fee concessions to support students from economically and socially disadvantaged backgrounds, including Scheduled Castes (SC), Scheduled Tribes (ST), Other Backward Classes (OBC), and differently-abled students.

5.3.1 Expenditure on Unit Cost of Education

The fee structure is primarily based on the **unit cost** of education, which reflects the overall expenditure incurred by the university to provide a high standard of academic programs and facilities. The following components are considered in determining the unit cost:

Faculty salaries: Competitive compensation packages to attract and retain highly qualified faculty.

Infrastructure development and maintenance: The costs of maintaining world-class infrastructure, including classrooms, labs, libraries, and research centers.

Research and development: Investment in research activities, including sponsored research, technology acquisition, and collaborations.

Student services: Provision of student welfare services, including counselling, healthcare, extracurricular activities, and career support.

Technology and learning resources: Investment in technology infrastructure, digital tools, e-learning platforms, and other educational resources.

Administrative costs: Operational and management expenses required to run the university efficiently.

The unit cost ensures that the university can offer the best facilities and academic services to students while maintaining its long-term financial stability.

5.3.2 Financial Aid and Scholarships for Economically Disadvantaged Students

In recognition of the financial challenges faced by students from economically poor or socially backward families, the university offers a range of scholarships, free-ships, and fee concessions. These are designed to make education accessible to all eligible students, regardless of their financial circumstances. The key provisions include:

Full or partial fee waivers: Students from economically disadvantaged families, including Scheduled Castes, Scheduled Tribes, and Other Backward Classes, may be eligible for full or partial fee waivers based on their financial need and academic performance.

Merit-based scholarships: High-achieving students from these categories are encouraged to apply for merit-based scholarships, which provide substantial fee reductions and financial support throughout their academic journey.

Income-based scholarships: The university will consider household income as a major criterion for fee concessions. Students from low-income families can receive financial aid packages that reduce the burden of tuition and other fees.

5.3.3 Support for Differently Abled Students

The proposed university is committed to fostering an inclusive environment and supports differently abled students by offering specialized scholarships and concessions, including:

Fee concessions: Differently abled students may receive significant reductions in fees or even full fee waivers, depending on their financial need and the severity of their disabilities.

Additional support services: In addition to fee waivers, the university offers assistive technology, learning aids, and personalized support services to ensure differently abled students have equal access to education.

5.3.4 Concessions for Socially Backward Families

The university acknowledges the educational barriers faced by socially backward groups, including SC, ST, and OBC students. The following measures are incorporated into the fee structure to support these students:

Reserved scholarships: A certain percentage of scholarships and financial aid is reserved for students from SC, ST, and OBC backgrounds, ensuring they have the financial resources to complete their education.

Flexible payment options: The university may offer flexible payment plans to help students manage their fees over time, allowing them to focus on their studies without financial stress.

5.3.5 Extent of Concessions

The university's concessions are structured to ensure that no deserving student is denied access to education due to financial constraints. The extent of fee reductions is based on the student's financial circumstances and academic merit. The structure includes:

Full free-ships: For students from extremely disadvantaged backgrounds or those facing severe financial hardships, the university offers full free-ships, covering tuition fees entirely.

Partial scholarships: For students with moderate financial need, partial scholarships provide significant reductions in tuition, making education more affordable.

Special category scholarships: In addition to financial need, scholarships are available for students with specific circumstances, such as first-generation learners, and those from remote or underdeveloped regions.

5.3.6 Long-Term Impact of Financial Aid Programs

The university's commitment to providing financial aid, scholarships, and concessions ensures that:

Educational equity is promoted by supporting students from marginalized communities, enabling them to access high-quality education.

Social mobility is fostered by giving students from disadvantaged backgrounds the opportunity to pursue their academic and professional aspirations.

The university contributes to **national development goals** by empowering students who are equipped to make meaningful contributions to society, especially those from underrepresented groups.

The proposed university's fee structure balances the need for financial sustainability with its mission to provide equitable access to education. Through its comprehensive approach to financial aid, scholarships, and fee concessions, the university ensures that students from economically poor, socially backward, and differently abled backgrounds are not excluded from educational opportunities. This strategy reflects the institution's commitment to fostering diversity, inclusivity, and academic excellence, ensuring that students from all walks of life have the chance to succeed.

5.4 Proposed Enrolment Numbers

The proposed university is set to launch a diverse range of undergraduate, postgraduate, and PhD programs across multiple disciplines. The enrolment numbers are designed to grow gradually over a 15-year period, ensuring the university maintains a high standard of education while expanding its student body to meet increasing demand. The programs will focus on key areas such as *Digital and Heritage Arts*, *Smart Urban Infrastructure*, *Health Informatics*, *Energy and Environmental Informatics, Design Thinking and Technology Management*, and *International Engineering Programs*. This strategic growth in enrolment will support the university's mission to address global challenges through interdisciplinary learning and innovation, while fostering a dynamic and diverse academic community.

5.4.1 Enrolment Numbers

The projected enrolment numbers for each program are carefully planned to match the growth of the university's infrastructure and faculty. For example:

In **Year 1 (2025-26)**, the university will admit **996 students** across its initial programs.

By **Year 5 (2029-30)**, enrolment is expected to rise to **1,739 students**.

By **Year 10 (2034-35)**, the student body will grow to approximately **2,369 students**.

By **Year 15 (2039-40)**, the projected total enrolment will reach **2,969 students** across all programs, with a steady increase in both undergraduate and postgraduate programs.

5.4.2 Admission Committees

To ensure a fair and transparent admissions process, the university will form Admission Committees for each level of study:

- These committees, appointed by the Director (Admissions), will be responsible for evaluating and selecting candidates based on merit and eligibility.
- The committees will follow approved procedures and guidelines as mentioned in the information brochure and on the university's website, ensuring that the selection process is transparent and aligns with the university's mission of inclusivity and excellence.

This structured approach to admissions will enable the university to steadily grow its student population while maintaining academic rigor and diversity in its programs.

Table: Projected Annual Intake in the Proposed University (from Years 1 to 15)

Proposed Programs (UG, PG, & PhD)	**Admissions Per Year (Projections up to 15 years)**														
	Year 1	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Year 11**	**Year 12**	**Year 13**	**Year 14**	**Year 15**
	2026-27	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**2035-36**	**2036-37**	**2037-38**	**2038-39**	**2039-40**	**2040-41**
Bachelor of Arts in Digital and Heritage Arts (B.A.)	60	60	60	120	120	120	150	150	150	180	180	180	180	180	180
Master of Arts in Digital and Heritage Arts (M.A.)	-	-	18	18	24	24	24	24	30	30	30	30	36	36	36
Doctor of Philosophy in Digital and Heritage Arts (PhD)	-	-	-	-	10	10	15	15	20	20	25	25	30	30	35
Bachelor of Technology in Smart Urban Infrastructure (B.Tech.)	60	60	60	60	90	90	90	90	120	120	120	120	150	150	150
Master of Technology in Smart Urban Infrastructure (M.Tech.)	-	-	18	18	24	24	24	24	30	30	30	30	36	36	36
Doctor of Philosophy in Smart Urban Infrastructure	-	-	-	-	10	10	15	15	20	20	25	25	30	30	35
Bachelor of Technology in Health Informatics (B.Tech.)	60	60	60	60	90	90	90	90	120	120	120	120	150	150	150
Master of Technology in Health Informatics (M.Tech.)	-	-	18	18	24	24	24	24	30	30	30	30	36	36	36
Doctor of Philosophy in Health Informatics (PhD)	-	-	-	-	10	10	15	15	20	20	25	25	30	30	35

Proposed Programs (UG, PG, & PhD)	Admissions Per Year (Projections up to 15 years)														
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
Bachelor of Technology in Design Thinking and Technology Management (B.Tech.)	-	-	60	60	60	60	90	90	90	90	120	120	120	120	150
Master of Technology in Design Thinking and Technology Management (M.Tech.)	-	-	-	-	18	18	18	18	24	24	24	24	30	30	30
Doctor of Philosophy in Design Thinking and Technology Management (PhD)	-	-	-	-	-	10	10	15	15	20	20	25	25	30	30
Bachelor of Technology in Environmental Informatics (B.Tech.)	-	-	60	60	60	60	90	90	90	90	120	120	120	120	150
Master of Technology in Environmental Informatics (M.Tech)	-	-	-	-	18	18	24	24	24	24	30	30	30	30	36
Doctor of Philosophy in Environmental Informatics (PhD)	-	-	-	-	-	-	10	10	15	15	20	20	25	25	30
Bachelor of Technology in Energy Informatics (B.Tech.)	-	-	60	60	60	60	90	90	90	90	120	120	120	120	150

Proposed Programs (UG, PG, & PhD)	Admissions Per Year (Projections up to 15 years)														
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
Master of Technology in Energy Informatics (M.Tech)	-	-	-	-	18	18	24	24	24	24	30	30	30	30	36
Doctor of Philosophy in Energy Informatics (PhD)	-	-	-	-	-	-	10	10	15	15	20	20	25	25	30
Bachelor of Business Administration (BBA)	120	120	120	150	150	150	180	180	180	180	180	180	210	210	210
Master of Business Administration (MBA)	120	120	120	120	150	150	150	150	180	180	180	180	210	210	210
Doctor of Philosophy in Business Management (PhD)	-	-	10	10	15	15	20	20	25	25	30	30	35	40	40
Bachelor of Technology in CSE, and CSE with specialisations in AI & ML, Data Science and Cybersecurity (B.Tech.)	240	240	240	240	300	300	300	300	360	360	360	360	420	420	420
Master of Technology in CSE (M.Tech.)	18	18	18	18	24	24	30	30	36	36	42	42	42	42	42
Doctor of Philosophy in CSE (PhD)	-	-	10	10	10	15	15	20	20	25	25	30	30	35	35
Bachelor of Technology in ECE (B.Tech.)	60	60	60	60	120	120	120	120	180	180	180	180	180	180	180

Proposed Programs (UG, PG, & PhD)	Admissions Per Year (Projections up to 15 years)														
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15
	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36	2036-37	2037-38	2038-39	2039-40	2040-41
Master of Technology in ECE (M.Tech.)	18	18	18	18	24	24	30	30	36	36	42	42	42	42	42
Doctor of Philosophy in ECE (PhD)	-	-	10	10	10	15	15	20	20	25	25	30	30	35	35
International Engineering Programs - Bachelor of Technology (CSE, IT & ECE)	240	240	240	240	300	300	300	300	360	360	360	360	420	420	420
Total Admissions Per Year	**996**	**996**	**1260**	**1350**	**1739**	**1759**	**1973**	**1988**	**2324**	**2369**	**2513**	**2528**	**2822**	**2842**	**2969**

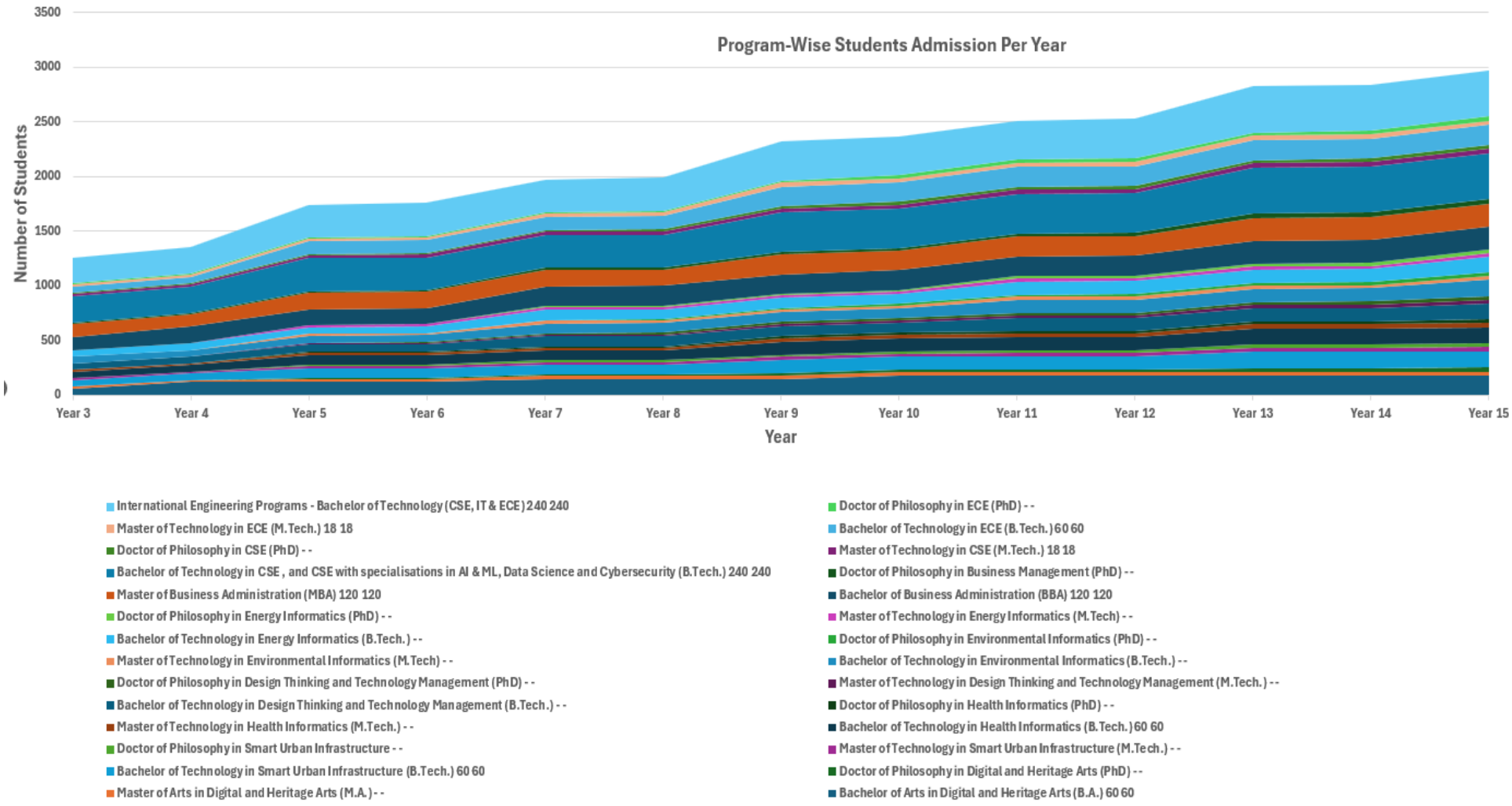


Figure: Projected Annual Intake in the Proposed University (from Years 1 to 15)

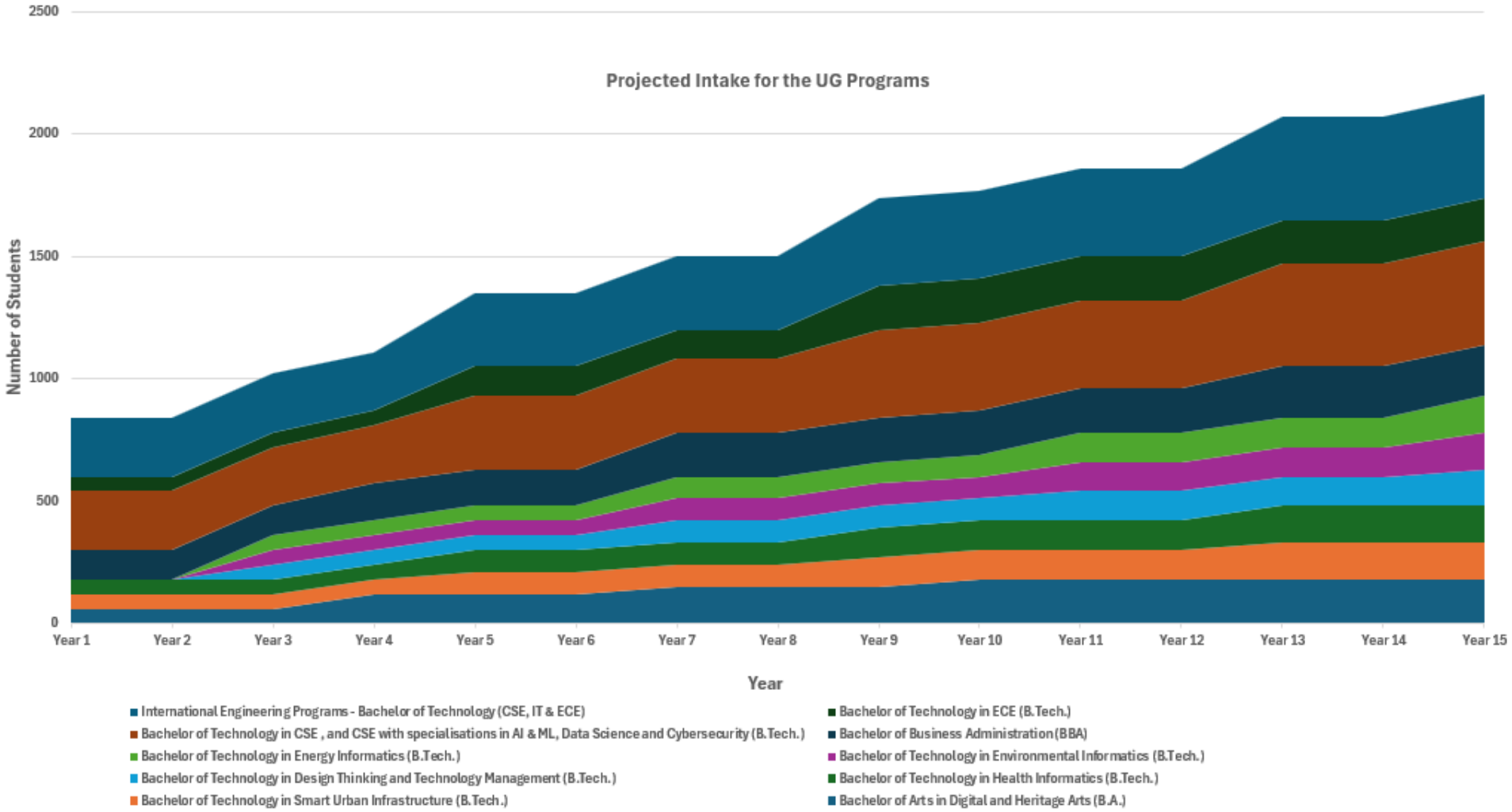


Figure: Projected Annual Intake of the UG Programs (from Years 1 to 15)

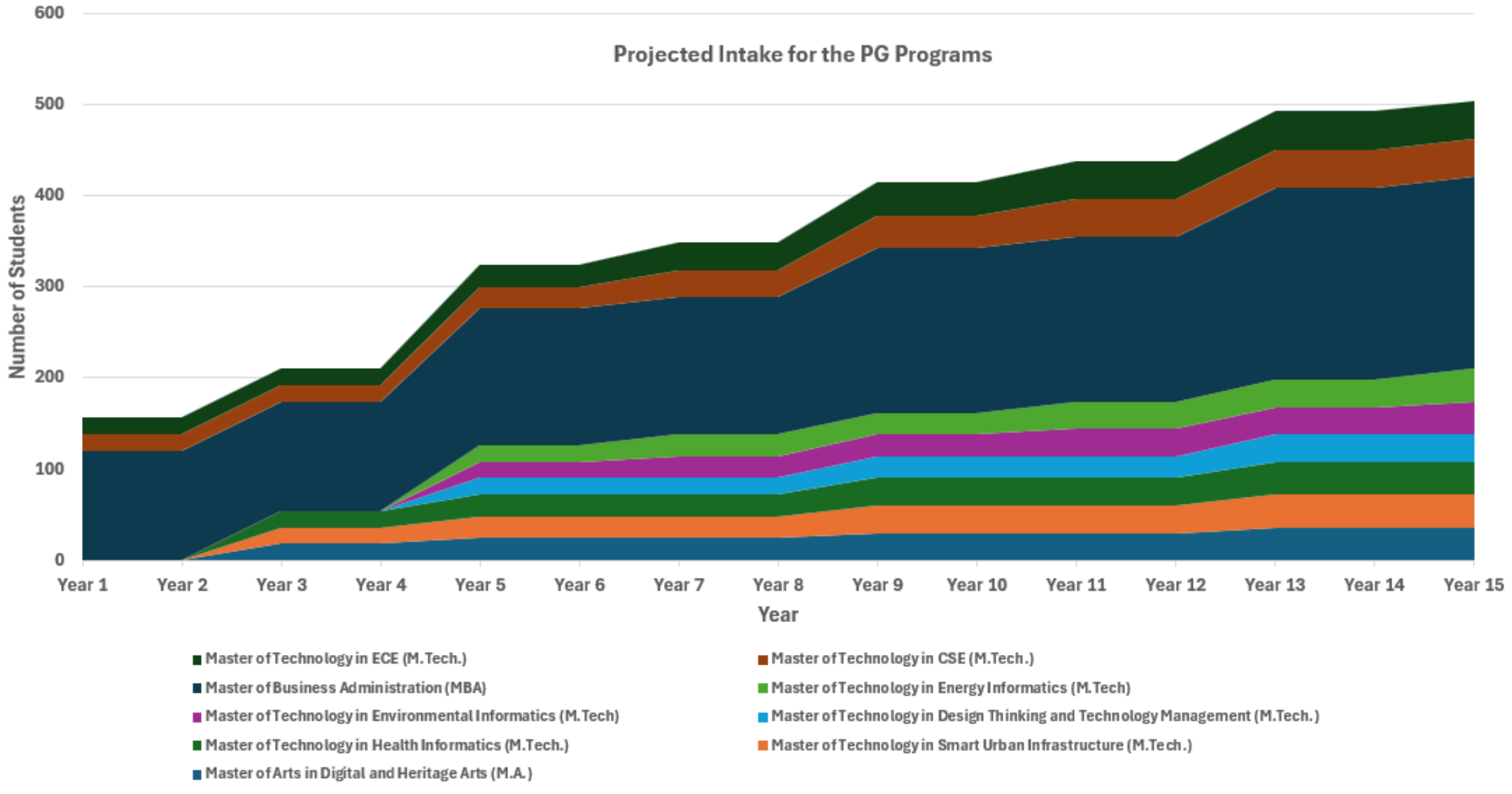


Figure: Projected Annual Intake of the PG Programs (from Years 1 to 15)

5.5 Fifteen-year Strategic Vision Plan for Students Admission

The 15-year strategic student admissions plan for SRAHE is designed to attract a diverse and talented student body that aligns with the university's mission of addressing global challenges through interdisciplinary education. This plan is divided into three phases: Phase 1 (Years 1-5), Phase 2 (Years 6-10), and Phase 3 (Years 11-15); each outlining goals, milestones, and action plans for scaling up student admissions and supporting student diversity, inclusivity, and academic excellence.

Phase 1 (Years 1-5): Foundation Phase

Goal:

The primary goal during this phase is to establish a structured admissions process that attracts high-potential students while launching the university's core academic programs.

Key Initiatives:

1. **Launch of Initial Programs:**
   In Year 1, the university will introduce its foundational undergraduate and postgraduate programs, which will include new programs like Digital and Heritage Arts, Health Informatics, and Smart Urban Infrastructure in addition to the programs in Business Administration and Engineering. These programs have been strategically selected to meet the growing demand for interdisciplinary education and to address key societal challenges. The initial target enrolment will be 996 students in the first year, with a progressive increase in admissions across undergraduate (UG), postgraduate (PG), and PhD programs. By the end of Year 5, the goal is to enrol 1,739 students, reflecting the institution's capacity to offer high-quality education and support research in emerging fields. This phased approach will ensure that the university can maintain high academic standards while expanding its student base.

2. **Developing an Admissions Process:**
   A transparent, merit-based admissions process will be implemented to ensure fairness and inclusivity. This process will prioritize selecting students based on academic achievements, potential, and alignment with the university's mission. To facilitate a smooth and transparent selection process, Admissions Committees will be established for each academic level i.e., UG, PG, and PhD. These committees will be responsible for reviewing applications, conducting interviews (where applicable), and ensuring that the selection process is unbiased and efficient. To further align with the principles of the National Education Policy (NEP) 2020 and the Sustainable Development Goals (SDGs), the

university will focus on promoting diversity in its student body. Scholarships and fee concessions will be offered to students from marginalized communities, including those from economically disadvantaged backgrounds, ensuring that the university provides opportunities for all.

3. **Student Support and Financial Aid:**
   To ensure that financial barriers do not prevent deserving students from accessing quality education, the university will provide comprehensive financial support to students from various socio-economic backgrounds. Scholarships, fee waivers, and financial aid packages will be made available to students from economically disadvantaged communities, including SC, ST, OBC, and differently abled students. The university will develop a robust financial aid program that addresses the needs of students who may not have the means to afford higher education. By offering these financial support mechanisms, the university will promote inclusivity and ensure that a diverse range of students can benefit from its academic offerings.

By establishing a well-structured admissions process and providing the necessary financial support, the university will ensure that it attracts a talented, diverse, and high-potential student body, laying a strong foundation for academic excellence and long-term growth.

Milestones:

Year 1
- Launch of initial programs with enrolment of 996 students.

Year 3
- Fully operational admissions process and financial aid packages, with a student intake of 1,260 students.

Year 5
- 1,739 students enrolled across UG, PG, and PhD programs, supported by a transparent and inclusive admissions system.

Action Plan:

1. **Program Launch:** The successful launch of core academic programs will rely on targeted marketing and outreach efforts. The university will begin by identifying key demographics, both domestic and international that align with the university's academic focus. Marketing campaigns will be designed to reach these target groups through digital platforms, social media, email newsletters, and traditional media. These campaigns will highlight the unique aspects of the university's programs in Digital and Heritage Arts, Health Informatics, Energy and Environmental Informatics, and Smart Urban Infrastructure, emphasizing interdisciplinary learning and global relevance.

   In addition to general marketing efforts, the university will develop targeted outreach initiatives for high schools, colleges, and industry professionals. This will include organizing workshops, webinars, and campus visits to raise awareness about the programs and engage potential applicants. For high school and college students, the outreach will focus on providing information about undergraduate and postgraduate opportunities, while industry professionals will be targeted for postgraduate and executive education programs. These outreach efforts will ensure a strong applicant pool and create awareness about the university's vision and academic offerings.

2. **Scholarships and Financial Aid:** To promote inclusivity and accessibility, the university will establish clear eligibility criteria for scholarships and financial aid. These criteria will be based on academic merit, financial need, and diversity, ensuring that students from various socio-economic backgrounds can benefit from the institution's offerings. The university will allocate specific funds to support scholarships and financial aid, making education accessible to students who might otherwise face financial barriers.

   Campaigns will be designed to attract students from marginalized communities, particularly those from economically disadvantaged groups, SC, ST, OBC, and differently abled students. These campaigns will focus on promoting the availability of scholarships and financial aid, ensuring that these students are aware of the financial support options that can help them access higher education. By actively reaching out to these communities and providing necessary financial resources, the university will encourage greater diversity within its student body and align with the goals of NEP-2020 and the SDGs.

3. **Admissions Committee Formation:** To ensure a smooth and transparent admissions process, Admissions Committees will be formed at the undergraduate (UG), postgraduate

(PG), and PhD levels. These committees will consist of faculty members and administrative staff who are familiar with the university's mission and academic standards. The committees will oversee the entire admissions process, from reviewing applications to conducting interviews and making final selections.

An efficient and structured application review process will be designed, focusing on merit, diversity, and alignment with the university's values. The review process will include standardized evaluation criteria, ensuring that each applicant is assessed fairly and consistently. Emphasis will be placed on academic performance, extracurricular involvement, leadership potential, and the applicant's alignment with the university's interdisciplinary approach. Special attention will be given to ensuring diversity, with the committees encouraged to prioritize students from underrepresented communities and different socio-economic backgrounds. The formation of these committees will ensure that the admissions process is merit-based, transparent, and reflective of the university's commitment to inclusivity and academic excellence.

Through this action plan, the university will effectively launch its academic programs, attract a diverse and talented student body, and ensure that its admissions process is aligned with its mission to promote interdisciplinary education and social impact.

Phase 2 (Years 6-10): Expansion Phase

Goal:

The focus of Phase 2 is on scaling admissions to support the expansion of academic programs and increasing diversity and inclusivity within the student body.

Key Initiatives:

1. **Program Expansion:** In Phase 2, the university will introduce additional doctoral programs that align with its mission of fostering interdisciplinary learning and addressing global challenges and increase enrolment in newly introduced programs in Phase-1. These advanced interdisciplinary programs will attract students interested in emerging fields that blend technology, management, and design with societal impact. The goal is to enrol 1,759 students in Year 6, progressively increasing admissions to reach 2,369 students by the end of Year 10. This strategic expansion will ensure that the university can offer a broader range of programs to meet growing demand while maintaining academic quality and innovation.

2. **Refining the Admissions Process:** As the university scales its admissions efforts, the admissions process will evolve into a more holistic evaluation model. In addition to academic merit, the revised model will take into account leadership potential, extracurricular achievements, and alignment with the university's mission of interdisciplinary education and social impact. This holistic approach will ensure that the university attracts well-rounded students who are not only academically capable but also possess the drive and vision to contribute meaningfully to their fields.

   Further, the university will increase its outreach to international students, offering expanded financial aid packages to attract a global student body. This will involve targeted recruitment efforts in key international markets and developing financial aid and scholarship programs specifically designed to support international students. These efforts will help the university build a diverse, multicultural campus that enhances global collaboration and provides students with a more comprehensive learning experience.

3. **International Collaborations:** Strengthening international collaborations will be a central part of Phase 2. The university will deepen its partnerships with leading global institutions like the University of Massachusetts Lowell, University of New Haven, and the University of Missouri. These partnerships will not only enhance the university's academic reputation but also help attract international students by providing opportunities for joint research, dual-degree programs, and global networking.

   In addition to fostering research collaborations, the university will launch student exchange programs to diversify the campus population. These exchange programs will allow students to study abroad at partner institutions, gaining international exposure and enriching their academic experience. By encouraging cross-cultural exchange, the university will promote a more inclusive and globally engaged student body, further enhancing its standing as a hub for international collaboration and interdisciplinary education.

   Through these initiatives, Phase 2 will ensure that the university can scale its academic offerings, attract a diverse and talented student body, and strengthen its global presence through expanded international partnerships. This will position the university as a leader in both academic innovation and social impact.

Milestones:

Year 6
- Enrolment increased to 1,759 students with new programs launched.

Year 8
- Expanded admissions process implemented, increasing the student body to 1,988 students.

Year 10
- Enrolment reaches 2,369 students, with a significant increase in international student intake.

Action Plan:

1. **Program Launch:** The launch of new programs and increase in enrolment of new programs introduced in Phase-1 will be supported by a robust marketing strategy targeting both domestic and international demographics. The university will identify and engage prospective students who are likely to be interested in programs such as Design Thinking and Technology Management, Health Informatics, Energy and Environmental Informatics, and Smart Urban Infrastructure. The marketing efforts will use a variety of channels, including digital campaigns, social media, email newsletters, and traditional media, to reach a broad audience. The university will also highlight the benefits of these innovative, interdisciplinary programs and emphasize the institution's strengths in global research and academic excellence.

   The university will develop targeted outreach initiatives aimed at high schools, colleges, and industry professionals. These outreach efforts will include informational sessions, workshops, webinars, and campus tours, offering potential students and industry professionals a firsthand experience of the university's academic environment. Special focus will be placed on forging partnerships with high schools and colleges to create pathways for undergraduate and postgraduate admissions. By targeting industry professionals, the university will also aim to attract working professionals seeking postgraduate programs to further their careers.

2. **Scholarships and Financial Aid:** A key element of the action plan is to ensure accessibility through a well-structured scholarships and financial aid program. The university will establish clear eligibility criteria for scholarships and financial aid, taking into account both

academic merit and financial need. This will include provisions for students from economically disadvantaged backgrounds, as well as those from marginalized communities, such as SC, ST, OBC, and differently abled students. A dedicated fund will be allocated to support these scholarships, ensuring that deserving students have the opportunity to pursue higher education regardless of their financial circumstances.

To attract a diverse pool of students, the university will design targeted campaigns that specifically promote scholarship opportunities to students from marginalized communities. These campaigns will be distributed through social media, education fairs, and outreach programs in underserved areas. The goal is to raise awareness about the availability of financial support and to encourage talented students from underrepresented groups to apply, aligning with the university's mission of inclusivity and its commitment to the principles of NEP-2020 and the SDGs.

3. **Admissions Committee Formation:** To ensure a fair and transparent admissions process, the university will appoint faculty members and administrative staff to form dedicated Admissions Committees. These committees will be responsible for overseeing the entire admissions process, from reviewing applications to conducting interviews (where applicable) and making final decisions. The committees will be structured at the undergraduate, postgraduate, and PhD levels, ensuring that the admissions process is tailored to the needs and expectations of each academic program.

   The admissions process will be designed to emphasize both academic merit and diversity. In addition to reviewing academic records, the Admissions Committees will assess applicants based on leadership potential, extracurricular involvement, and alignment with the university's interdisciplinary mission. A standardized application review process will be implemented to ensure consistency and fairness in the selection of students. The committees will prioritize applicants who reflect the university's values of innovation, inclusivity, and global engagement. By creating an efficient and transparent admissions system, the university will ensure that it attracts a diverse and talented student body while maintaining academic excellence.

This action plan will support the successful launch of new programs, increase enrolment, ensure accessibility through scholarships and financial aid, and implement a streamlined and inclusive admissions process that aligns with the university's goals for diversity and academic excellence.

Phase 3 (Years 11-15): Leadership Phase

Goal:

Position SRAHE as a global leader in student diversity and academic excellence, attracting top-tier students worldwide and continuing to grow the student body.

Key Initiatives:

1. **Global Outreach and Leadership:** SRAHE will launch a comprehensive global outreach and recruitment campaign to attract high-achieving students from around the world, particularly from emerging economies and top global universities. The campaign will focus on marketing SRAHE's unique academic offerings, interdisciplinary programs, and research-driven approach to education. The outreach efforts will include digital marketing, participation in global education fairs, and collaborations with high-ranking international high schools and preparatory programs. These initiatives will be designed to highlight the university's strengths in areas like Digital Arts, Health Informatics, Energy and Environmental Informatics, and Smart Urban Solutions, demonstrating the value of SRAHE's education to a global audience.

   The university will strengthen its international reputation by fostering research collaborations and building industry partnerships. These partnerships will not only enhance the university's academic profile but will also provide students with opportunities for global internships, research projects, and networking events. Collaborating with prestigious universities and industry leaders will elevate SRAHE's standing as a hub for academic excellence, making it a preferred destination for top-tier students worldwide.

2. **Inclusivity and Financial Accessibility:** SRAHE is committed to inclusivity and ensuring financial accessibility for students from disadvantaged communities globally. To achieve this, the university will further expand its scholarship and financial aid programs, increasing the amount of funds allocated for international students from underserved regions. These financial aid packages will be designed to ensure that students from economically disadvantaged backgrounds have access to the institution's world-class education, regardless of their financial circumstances.

   Apart from financial aid, SRAHE will develop tailored admissions pathways to attract students from remote regions and diverse cultural backgrounds. These pathways will focus on breaking down barriers to entry for students from underrepresented areas by offering flexible admissions criteria, preparatory programs, and targeted outreach

initiatives. By enhancing financial accessibility and fostering a diverse student body, SRAHE will strengthen its reputation as a truly global institution that values inclusivity and equitable education.

3. **Retention and Student Engagement:** To maintain high retention rates and ensure student success, SRAHE will implement a robust system of student support services. These services will include academic advising, mentorship programs, mental health services, and personalized career guidance to help students navigate their academic journeys. The university will prioritize student well-being and academic success by offering comprehensive support systems that cater to the needs of both international and domestic students.

   SRAHE will also expand student engagement through global internships, networking opportunities, and research programs. These initiatives will provide students with hands-on learning experiences, allowing them to apply their academic knowledge in real-world settings. By facilitating connections between students, industry leaders, and researchers, the university will ensure that its students are well-prepared for global careers and leadership roles. Through these efforts, SRAHE will create a vibrant and supportive learning environment that fosters both personal growth and academic excellence.

By executing these key initiatives, SRAHE will position itself as a global leader in student diversity, academic excellence, and inclusivity, while continuing to grow its student body and enhance its international reputation.

Milestones:

Year 11
- Student enrolment reaches 2,513 students, with continued growth in international diversity.

Year 13
- Retention strategy fully implemented, ensuring student satisfaction and growth to 2,822 students.

Year 15
- 2,969 students enrolled, with SRAHE emerging as a leading institution for attracting diverse global talent.

Action Plan:

1. **Retention Programs:** A critical component of SRAHE's growth strategy is the development of a comprehensive retention strategy focused on providing academic support, mentorship, and promoting student well-being. The retention strategy will prioritize creating a nurturing academic environment where students receive the support they need to excel. This will include implementing robust academic advising services to guide students through their coursework, providing personalized mentorship programs that pair students with faculty members or senior students, and offering mental health services to ensure students' emotional well-being is supported. These programs will be essential in helping students adjust to university life, stay engaged with their studies, and persist through any challenges they may face.

   SRAHE will enhance student engagement by offering international collaborations, research opportunities, and partnerships with industry leaders. By engaging students in cutting-edge research projects, global exchange programs, and internships with leading companies, the university will create a dynamic learning environment where students can apply theoretical knowledge to real-world problems. This hands-on experience will not only enhance student satisfaction but also improve retention rates by making students feel more connected to their academic and professional goals.

2. **Diversity Initiatives:** Promoting diversity and financial inclusivity will remain a key priority for SRAHE as it seeks to attract students from underrepresented communities worldwide. To achieve this, the university will continue expanding its financial aid and scholarship programs, with a specific focus on students from marginalized and economically disadvantaged backgrounds. By increasing the availability of need-based scholarships and ensuring that students from low-income families have access to education, SRAHE will foster an inclusive campus environment where students from all walks of life can thrive.

   In addition to financial support, SRAHE will design targeted marketing campaigns aimed at attracting high-potential students from underrepresented communities across the globe. These campaigns will focus on communicating the university's commitment to inclusivity and the financial resources available to support students from diverse backgrounds. By showcasing student success stories, scholarship opportunities, and the university's dedication to fostering a global community, SRAHE will enhance its ability to attract a wide range of students and continue building a diverse and dynamic student body.

3. **Partnerships and Collaboration:** Strengthening the university's global appeal will be achieved by expanding joint programs and partnerships with leading global institutions.

SRAHE will actively seek to form collaborations with prestigious universities, research centers, and industry partners across the world. These partnerships will result in the creation of joint degree programs, collaborative research initiatives, and exchange programs, offering students a truly international education.

By fostering strong relationships with global institutions, SRAHE will provide students with access to a broader range of academic opportunities, international exposure, and industry connections. Joint research initiatives will allow students and faculty to collaborate with international peers on projects that address global challenges, further enhancing the university's reputation as a leader in interdisciplinary education. These global partnerships will not only attract top-tier international students but also position SRAHE as a hub for academic innovation and global thought leadership.

Through this action plan, SRAHE will ensure high student retention rates, foster diversity and inclusivity, and solidify its standing as a globally recognized institution through meaningful partnerships and collaborations. These initiatives will contribute to the university's long-term success and its goal of becoming a leader in global education.

Identifiable Outputs and Identifiable Outcomes

Identifiable Outputs	
Total Student Enrolment	Enrolment grows from 996 students in Year 1 to 2,969 students by Year 15 across undergraduate, postgraduate, and PhD programs.
Admissions Process Implementation	A transparent, merit-based admissions system is established, with specific committees for UG, PG, and PhD programs. The process ensures fairness and inclusivity, with regular updates to reflect best practices and international standards.
Diversity and Inclusivity	Scholarships, fee waivers, and financial aid packages are offered to students from marginalized and economically disadvantaged backgrounds, including SC, ST, OBC, differently abled, and international students. This results in a highly diverse student population.
Academic Program Launch	Launch of core and new programs such as Digital and Heritage Arts, Health Informatics, Smart Urban Infrastructure, and Design Thinking.
Global Collaborations	Established international partnerships with institutions like the University of Massachusetts Lowell and the University of Missouri, leading to joint degree programs, exchange opportunities, and research collaborations.

Financial Aid and Scholarships	A comprehensive financial aid system providing merit- and need-based scholarships. Substantial growth in the financial aid pool, enabling access for students from diverse socio-economic backgrounds.
International Student Engagement	Active global outreach and recruitment efforts resulting in a growing proportion of international students, leading to a multicultural, globally engaged campus.
Student Support Systems	Robust student retention programs, including mentorship, academic advising, and mental health services, ensuring high retention and graduation rates.

Identifiable Outcomes	
Diverse and Talented Student Body	The university successfully attracts a diverse, global cohort of high-potential students, contributing to a vibrant academic community that aligns with the university's mission to address global challenges through interdisciplinary education.
Financial Inclusivity and Accessibility	Significant increases in financial aid enable students from underrepresented and disadvantaged backgrounds to access higher education, positioning the university as a leader in educational equity.
Global Recognition and Leadership	SRAHE becomes a globally recognized institution for its excellence in interdisciplinary education, attracting students from emerging economies and developed nations alike, further enhancing the institution's international reputation.
Sustainable Growth in Enrolment	Steady growth in student enrolment, reaching 2,969 students by Year 15, with a balanced distribution across undergraduate, postgraduate, and PhD programs, ensuring a sustainable student-faculty ratio and high-quality education.
Innovative and Inclusive Admissions Process	A transparent, equitable, and innovative admissions process that continually evolves, contributing to the university's reputation for fairness and inclusivity while maintaining academic rigor.
International and Industry Partnerships	Strong global collaborations and partnerships, fostering an exchange of knowledge, culture, and research. This contributes to the university's growth in both academic reputation and research output.
High Retention and Student Satisfaction	Comprehensive student support systems ensure high retention and graduation rates, with students feeling well-supported academically, mentally, and socially throughout their time at the university.

Contribution to SDGs and NEP-2020 Goals	The university's admissions policies and diversity initiatives contribute to achieving the United Nations' Sustainable Development Goals (SDGs) and India's National Education Policy (NEP-2020), positioning the institution as a leader in social responsibility and global impact.

Conclusion

The 15-year strategic admissions plan for SRAHE ensures a progressive approach to attracting high-potential students, fostering diversity, and creating inclusive educational opportunities. By the end of Phase 3, the university will have achieved a robust admissions process, attracted global talent and serving students from diverse socio-economic backgrounds. This plan positions SRAHE as a leading institution in addressing global challenges through interdisciplinary education and offers a well-structured pathway for the university's future growth.

Chapter - 6

Fifteen-Year Strategic Vision Plan - Research Plan

6. Strategic Research Plan

SRAHE aspires to become a global leader in research, innovation, and interdisciplinary collaboration. Through a comprehensive strategy that integrates faculty development, cutting-edge infrastructure, international partnerships, and industry engagement, the university aims to address global challenges and foster groundbreaking research. The 15-year research plan provides a detailed framework for achieving these goals, focusing on key areas such as *Digital and Heritage Arts*, *Smart Urban Infrastructure*, *Health Informatics*, *Energy and Environmental Informatics, Design Thinking and Technology Management*, and *International Engineering Programs*.

This plan is divided into six key sections: *Faculty Recruitment and Development*, *Research Infrastructure*, *International Collaborations*, *Industry Partnerships*, *Student Research Engagement*, and *PhD Scholar Recruitment*. Each section outlines key initiatives, targets, and outcomes to ensure SRAHE emerges as a premier research institution by 2040, driving innovation and contributing solutions to global challenges such as urban sustainability, digital transformation, and healthcare innovation.

6.1 Fifteen-year Strategic Vision Plan for Research

The 15-year strategic research plan for SRAHE is meticulously crafted to position the institution as a global leader in research, innovation, and interdisciplinary collaboration. Aligned with key academic programs such as *Digital and Heritage Arts*, *Smart Urban Infrastructure*, *Health Informatics*, *Energy and Environmental Informatics, Design Thinking and Technology Management*, and *International Engineering Programs*, this plan ensures sustainable growth and excellence in addressing global challenges.

The plan is divided into three phases: *Phase 1 (Years 1-5)*, *Phase 2 (Years 6-10)*, and *Phase 3 (Years 11-15)*, each outlining specific goals, key initiatives, milestones, and action plans to build a robust and innovative research ecosystem. By integrating cutting-edge research with interdisciplinary collaboration, the university will address pressing global issues like urban sustainability, healthcare innovation, digital transformation, and cultural preservation, solidifying its position as a premier research institution by 2040.

Phase 1 (Years 1-5): Foundation Phase

Goal:

Establish a strong research foundation by building a core faculty team, developing research infrastructure, and initiating international collaborations to support the university's foundational academic programs.

Key Initiatives:

1. **Faculty Recruitment and Research Development:** The university will prioritize faculty recruitment as a cornerstone of its research foundation. Each year, 50-60 faculty members will be hired, with a focus on junior and mid-career researchers who have demonstrated potential in strategic areas such as Digital and Heritage Arts, Smart Urban Infrastructure, Energy and Environmental Informatics, and Health Informatics in addition to the Engineering and Business Administration programs. By building a team with expertise in these areas, the university will ensure the development of cutting-edge research that addresses both local and global challenges.

   To encourage research productivity, the university will provide seed grants and research incentives to faculty members, allowing them to initiate projects in areas such as artificial intelligence (AI), cultural preservation, and healthcare innovation. These incentives will enable early-career researchers to establish themselves within the academic community and contribute to the university's growing reputation for research excellence.

2. **Strengthening Research Infrastructure and Laboratories:** A strong research foundation requires state-of-the-art facilities. The university will establish three research labs dedicated to Smart Urban Solutions, Energy and Environmental Informatics, and Health Informatics. These labs will serve as hubs for interdisciplinary research, fostering collaboration among faculty and students.

   In addition to establishing new labs, the university will upgrade existing research infrastructure to support advanced research. This will include the installation of cutting-edge equipment and software needed for research in fields such as digital transformation and urban sustainability. By modernizing its research facilities, the university will ensure that its faculty and students have the tools needed to conduct high-impact research and drive innovation.

3. **International Collaborations:** To strengthen its research output and global reputation, the university will initiate five joint research projects with national and international partners, including the University of Massachusetts Lowell, University of New Haven, and the University of Missouri. These collaborations will focus on areas such as Digital Arts Energy and Environmental Informatics, and Health Informatics, where international expertise can enhance the university's research capabilities.

   The university will launch faculty exchange programs to foster collaborative research and joint publications. These exchanges will provide faculty with opportunities to work alongside international peers, develop new research ideas, and contribute to the global academic community. The faculty exchange programs will also enhance the university's engagement with international partners, positioning it as a leader in collaborative research.

4. **Collaborations with Industry and Academia:** The university will seek to partner with industry leaders to establish sponsored research projects in fields such as smart cities, digital arts, and healthcare innovation. These partnerships will provide financial and technical support for research initiatives, while also offering students and faculty the opportunity to work on real-world problems.

   In parallel, the university will engage with local and national academic institutions to foster collaborative research in areas like Design Thinking and Digital Transformation. These academic collaborations will help create a network of interdisciplinary research that drives innovation and problem-solving across a range of fields.

5. **Student Research Engagement and Innovation:** Engaging students in research is essential to building a strong research culture. The university will aim to have at least 30% of its undergraduate and postgraduate students participate in research projects through innovation labs. These labs will focus on key areas such as Smart Urban Infrastructure, informatics and Digital Arts, offering students hands-on experience in research and innovation.

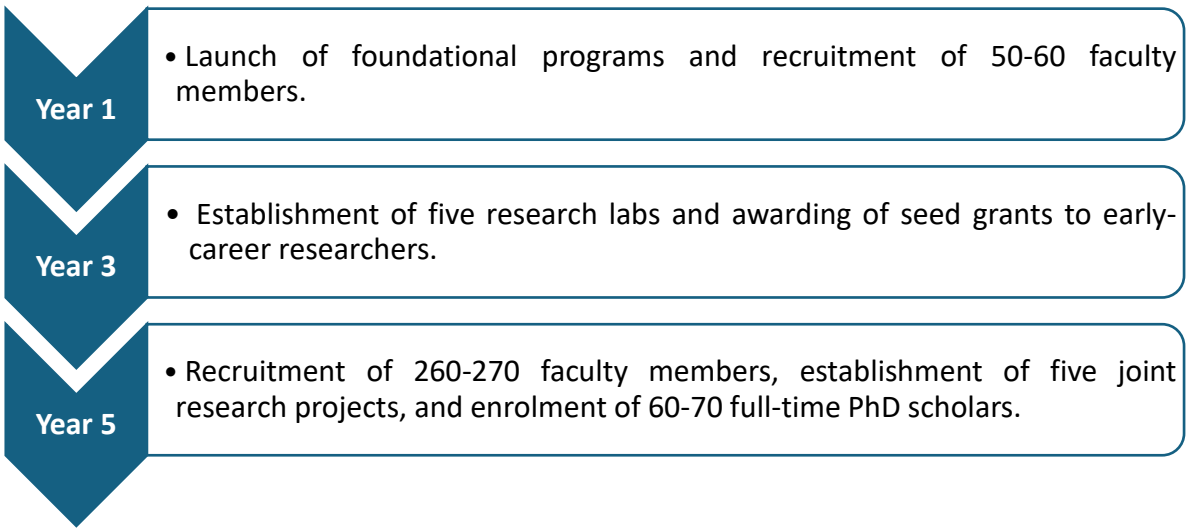
   To further support student-led research, the university will provide research grants to students working on projects in sustainability, healthcare, and cultural preservation. These grants will encourage students to take initiative in driving innovative solutions to global challenges, fostering a new generation of researchers and innovators.

6. **Recruitment of Full-Time PhD Scholars:** The university will enrol 60-70 full-time PhD students in interdisciplinary research areas such as Smart Urban Infrastructure, Health Informatics, and Digital Transformation including Engineering and Business Administration. These PhD scholars will be critical in advancing the university's research agenda and contributing to the development of new knowledge in these emerging fields.

   To attract top talent, the university will offer full-time scholarships to PhD candidates, with a focus on strategic fields that align with the university's research priorities. By providing financial support to these scholars, the university will ensure that it attracts highly motivated individuals who are committed to conducting impactful research in interdisciplinary and high-impact areas.

   Through these initiatives, the university will establish a strong research foundation that drives academic excellence, fosters innovation, and positions the institution as a global leader in interdisciplinary research.

Milestones:



Action Plan:

1. **Faculty Recruitment and Development:** To establish a strong research foundation, the university will launch targeted recruitment campaigns aimed at attracting both academics and industry professionals with expertise in strategic areas such as Health Informatics, Digital Arts, Smart Urban Infrastructure, and Energy and Environmental Informatics. These campaigns will leverage global academic networks, professional industry forums, and conferences to reach top-tier candidates. The university will prioritize candidates with a strong research background and a proven ability to secure research funding or lead innovative projects. Moreover, hiring will focus on candidates who can bridge the gap between academia and industry, bringing practical insights into their teaching and research.

   To support continuous faculty development, the university will implement faculty development programs that offer ongoing training and opportunities for skill enhancement. These programs will focus on improving research methodologies, staying current with emerging technologies, and promoting interdisciplinary collaboration. Faculty will also receive support for attending international conferences, participating in exchange programs, and developing global research partnerships. By investing in faculty development, the university will cultivate a strong academic team capable of delivering high-impact research and supporting the institution's strategic goals.

2. **Research Infrastructure Development:** Building state-of-the-art research infrastructure is a priority to support high-quality research across key fields. The university will construct and equip dedicated research labs in strategic areas such as Health Informatics, Energy and Environmental Informatics, and Smart Urban Infrastructure. These labs will be outfitted with advanced technologies, software, and equipment, allowing researchers to conduct cutting-edge studies and develop innovative solutions to global challenges.

   In addition to physical infrastructure, the university will implement a comprehensive digital research management system. This system will be designed to facilitate interdisciplinary projects by providing researchers with tools for project management, data sharing, and collaboration across departments. By using a centralized digital platform, the university will encourage collaborative research efforts, streamline administrative processes, and enhance overall research productivity.

3. **Establishing Collaborations:** Strengthening international partnerships is essential for enhancing the university's research capacity and global reputation. The university will formalize collaborations with prestigious international universities by signing Memorandums of Understanding (MOUs) that outline joint research initiatives, faculty and student exchange programs, and shared resources. These partnerships will focus on research areas such as Digital Transformation, Urban Planning, and Healthcare Innovation, where global expertise can significantly enhance the university's contributions.

   To further promote international collaboration and knowledge exchange, the university will organize international conferences and workshops in key research fields. These events will bring together leading scholars, industry experts, and policymakers to discuss emerging trends, share best practices, and explore new opportunities for research collaboration. By positioning itself as a hub for global knowledge exchange, the university will foster innovation and expand its influence in academic and research communities worldwide.

4. **Enhancing Student Engagement:** Engaging students in research activities is critical for developing a culture of innovation and supporting the university's research goals. The university will launch innovation labs where students can collaborate on research projects in areas such as Healthcare Innovation, Design Thinking, Energy and Environmental Informatics, and Smart Urban Infrastructure. These labs will provide students with the tools and mentorship needed to pursue their own research interests and develop solutions to real-world problems.

   To encourage student participation in research, the university will also design and implement research grant programs. These grants will be aligned with both student interests and the university's strategic research priorities, providing financial support for student-led projects that contribute to the institution's larger research goals. By offering these opportunities, the university will cultivate a new generation of researchers and innovators, fostering a research-oriented academic environment that attracts top talent.

   Through these initiatives, the university will build a strong research foundation that drives academic excellence, fosters interdisciplinary collaboration, and positions the institution as a global leader in innovation and research.

Phase 2 (Years 6-10): Growth and Expansion Phase

Goal:

Scale research capacity by expanding research infrastructure, recruiting senior faculty, enhancing interdisciplinary collaboration, and strengthening global partnerships to position the university as a hub for academic excellence.

Key Initiatives:

1. **Faculty Recruitment and Research Development:** The university will focus on senior faculty recruitment to build a team of distinguished researchers capable of securing large-scale research grants and leading high-impact projects. These senior faculty members will have extensive research experience and a proven track record in securing external funding from national and international agencies. By bringing in experts across strategic areas such as Digital Transformation, Artificial Intelligence (AI), Informatics, and Smart Urban Solutions, the university will ensure its research aligns with global trends and addresses pressing societal challenges.

   In parallel, faculty development programs will be expanded to foster a culture of interdisciplinary and collaborative research. Workshops, conferences, and mentorship programs will be offered to encourage faculty to explore cross-departmental collaborations and engage in projects that transcend traditional academic boundaries. These initiatives will provide ongoing support to faculty, enabling them to pursue innovative research that contributes to the university's growing reputation for excellence.

2. **Strengthening Research Infrastructure and Laboratories:** To support the scaling of research, the university will establish two more research centers focusing on key areas such as Digital Transformation, and Artificial Intelligence. These research centers will serve as focal points for interdisciplinary collaboration, attracting top-tier researchers and offering state-of-the-art facilities for conducting cutting-edge research.

   Existing laboratories will also be expanded, with an emphasis on creating collaborative research spaces that enable cross-departmental projects. These collaborative spaces will be designed to facilitate interaction between researchers from different disciplines, fostering innovation and the development of holistic solutions to complex problems. This infrastructure expansion will be critical in supporting the university's ambitions to become a leader in global research.

3. **International Collaborations:** Strengthening international collaborations will be a key initiative in scaling the university's research capacity. The university will strengthen its

partnerships with global research institutions through joint conferences, collaborative projects, and shared research initiatives. These collaborations will enhance the university's access to global expertise and resources, furthering its position as a global research leader.

Further, the university will increase its focus on applying for international research grants to enhance its research funding. Faculty will be supported in pursuing research grants from international agencies and foundations, ensuring that the university remains competitive on the global research stage. The additional funding will be critical in scaling research output and further positioning the institution as a hub for global academic collaboration.

4. **Collaborations with Industry and Academia:** To bridge the gap between academic research and industry needs, the university will establish industry-linked research labs focusing on emerging technologies such as AI and smart infrastructure. These labs will provide a platform for researchers to collaborate with industry partners on projects that have real-world applications, ensuring that research outcomes are aligned with market needs and societal demands.

   The university will also form partnerships with national research agencies and academic institutions to secure collaborative funding and research initiatives. By pooling resources and expertise from multiple sectors, the university will drive large-scale research projects that contribute to national priorities and global challenges. These collaborations will be essential in scaling research efforts and ensuring that the university's research remains impactful and relevant.

5. **Student Research Engagement and Innovation:** To foster a strong research culture among students, the university will expand its student innovation program to engage 50% of the student body in research activities. This will include offering opportunities for students to participate in faculty-led research projects, engage in innovation labs, and develop their own research initiatives. By increasing student participation in research, the university will nurture a new generation of innovators and thought leaders.

   In addition, funding for student-led startups and research incubators will be increased, providing financial support and mentorship to students who wish to commercialize their research or develop entrepreneurial ventures. This focus on student-driven innovation will enhance the university's reputation for fostering creative solutions and contribute to its overall research output.

6. **Recruitment of Full-Time PhD Scholars:** The university will expand its PhD recruitment efforts, aiming to recruit 180-190 full-time PhD scholars with a focus on industry-linked research. These PhD candidates will be engaged in interdisciplinary research areas such as Smart Urban Infrastructure, Health Informatics, and Digital Transformation, in addition to Engineering and Business Administration, ensuring that their research is aligned with both academic and industry priorities.

   To attract global talent, the university will also expand its international PhD programs. By offering competitive scholarships and international research opportunities, the university will position itself as a destination for aspiring researchers from around the world, further enhancing its global research capacity.

Through these initiatives, the university will scale its research capacity, enhance interdisciplinary collaboration, and strengthen global partnerships, positioning itself as a leader in academic excellence and innovation.

Milestones:

Year 6
- Recruitment of an additional 50 research focused faculty members, and enrolment of 1,759 students.

Year 8
- Establish two more research centers and expansion of student enrolment to 1,988 students.

Year 10
- 410-420 faculty members, establishment of industry-linked labs, and enrolment of 2,369 students with 180-190 PhD scholars.

Action Plan:

1. **Advanced Faculty Recruitment:** To build a strong research foundation and elevate the university's academic profile, specialized recruitment drives will be launched targeting senior academics and research leaders with a proven track record of success in securing large-scale grants and leading impactful research projects. The recruitment efforts will focus on attracting experts in key areas such as Digital Transformation, Health Informatics, Energy and Environmental Informatics, and Artificial Intelligence, and Smart Urban Infrastructure. These recruitment drives will be promoted globally through academic networks, international conferences, and industry partnerships, ensuring the university attracts top-tier faculty who are leaders in their fields.

   To retain and motivate these highly sought-after faculty members, the university will develop comprehensive incentive programs. These incentives will include competitive compensation packages, research funding opportunities, sabbaticals, and access to state-of-the-art research facilities. The university will also offer professional development opportunities, including leadership training and international collaborations, to ensure faculty members can continuously grow and contribute to the institution's long-term goals.

2. **Research Infrastructure Enhancement:** To support high-impact research, the university will make significant investments in strengthening research centers and expanding existing labs with cutting-edge technology. These centers will focus on areas of strategic importance, such as Digital Transformation, Energy and Environmental Informatics, and Smart Urban Solutions. The research centers will be equipped with the latest technologies and tools necessary to conduct advanced research and foster innovation.

   The university will enhance interdisciplinary collaboration by creating shared research spaces and collaborative labs. These spaces will be designed to facilitate interaction between faculty, researchers, and students across different disciplines, encouraging innovative approaches to solving complex global problems. The expansion of collaborative spaces will enable researchers from various departments to work together on joint projects, leading to more impactful and holistic research outcomes.

3. **Strengthening Collaborations:** Global partnerships will be a key driver of research excellence. To strengthen international collaborations, the university will organize international research symposiums and collaborative workshops, inviting researchers, industry leaders, and academic institutions from around the world to share knowledge

and explore joint research initiatives. These events will serve as platforms for building long-term partnerships and expanding the university's global research network.

The university will also promote joint research publications and encourage faculty to participate in international conferences, ensuring that their research gains global visibility. Faculty will be incentivized to collaborate on joint publications with international partners, which will increase the university's research output and enhance its reputation as a global leader in innovation. By actively engaging in the global research community, the university will attract top-tier collaborators and position itself at the forefront of cutting-edge research.

4. **Enhancing Student Research Engagement:** To nurture a research-oriented culture among students, the university will expand its innovation labs, providing students with the tools and resources needed to pursue independent research and innovation projects. These labs will offer students hands-on experience in fields such as AI, energy and environmental informatics, healthcare innovation, and smart infrastructure, allowing them to apply theoretical knowledge to real-world challenges. Faculty mentorship will be a core component of the innovation labs, guiding students through the research process and helping them develop their projects.

   To further support student innovation, the university will develop startup incubators aimed at fostering student entrepreneurship. These incubators will provide financial support, mentorship programs, and networking opportunities for students who wish to turn their research ideas into viable startups. The incubators will connect students with industry partners and investors, creating a pathway from academic research to commercial application. By supporting student-led startups and providing comprehensive mentorship, the university will foster a vibrant entrepreneurial ecosystem and drive innovation across campus.

Through these initiatives, the university will position itself as a leader in research and innovation, fostering interdisciplinary collaboration, attracting top-tier faculty, and actively engaging students in the research process. This action plan will ensure that the university continues to grow as a hub for academic excellence and global partnerships.

Phase 3 (Years 11-15): Leadership and Global Impact Phase

Goal:

Position SRAHE as a global leader in education, research, and innovation, attracting top-tier faculty and students while fostering large-scale interdisciplinary projects and enhancing global research leadership.

Key Initiatives:

1. **Faculty Recruitment and Research Development:**
   To establish SRAHE as a leader in global research, the university will focus on recruiting internationally recognized faculty with expertise in critical areas such as Digital Arts, Smart Urban Infrastructure, Health Informatics, Energy and Environmental Informatics, and Design Thinking. These faculty members will lead large-scale interdisciplinary research projects that bridge multiple fields, ensuring that the university addresses complex societal challenges with innovative solutions. By attracting world-class researchers, SRAHE will foster a strong research environment, capable of producing groundbreaking work in fields with global relevance.

   SRAHE will focus on securing major international research grants to fund expansive research initiatives. These grants will support projects in areas such as urban sustainability, healthcare innovation, and digital transformation. By pursuing large-scale funding opportunities, SRAHE will position itself as a research powerhouse capable of leading transformative global projects.

2. **Strengthening Research Infrastructure and Laboratories:**
   To support its growing research capacity, SRAHE will develop a large-scale Research and Innovation Park designed to facilitate partnerships between industry and academia. The park will serve as a hub for collaborative projects in areas such as digital arts, smart cities, and health technologies, promoting innovation and commercialization of research outcomes. This park will provide a dedicated space for interdisciplinary collaboration and foster an entrepreneurial ecosystem where research ideas can be developed into market-ready solutions.

   The university will also expand its existing research centers to address pressing global challenges. Research centers will focus on areas such as urban resilience, cultural preservation, digital technologies, and AI-driven solutions. By enhancing its infrastructure and creating more space for interdisciplinary research, SRAHE will continue to attract top talent and deliver impactful research outputs that address societal needs.

3. **International Collaborations:**

   Strengthening international collaborations will be a key focus for SRAHE's leadership in global research. The university will actively seek leadership roles in international research consortia, particularly in fields like digital transformation, urban planning, energy and environmental informatics, and health informatics. These leadership positions will allow SRAHE to influence global research agendas and contribute to high-impact research that addresses global priorities.

   SRAHE will expand joint PhD and postdoctoral programs with prestigious international universities, attracting global talent to participate in cutting-edge research. Joint programs in fields such as Smart Urban Infrastructure and Digital Arts will provide opportunities for cross-border knowledge sharing and collaboration, further enhancing the university's global research presence.

4. **Collaborations with Industry and Academia:**

   SRAHE will lead global industry-academia collaborations on research projects related to smart cities, health technologies, energy and environmental informatics, and digital innovation. These collaborations will foster impactful research and development, bringing together experts from academia and industry to address complex challenges. By positioning itself as a leader in global partnerships, SRAHE will drive innovation that has practical applications and global relevance.

   To further promote technology commercialization, SRAHE will expand efforts to patent and commercialize university-developed technologies. These innovations will include health informatics tools, energy and environmental informatics solutions, smart infrastructure technologies, and digital media platforms. By working with industry partners to bring these technologies to market, SRAHE will enhance its reputation as a leader in research commercialization and innovation.

5. **Student Research Engagement and Innovation:**

   SRAHE will ensure that 60-70% of its students actively participate in research projects, focusing on real-world problem-solving in fields such as urban sustainability, health informatics, and digital transformation. This hands-on experience will prepare students to address global challenges and contribute meaningfully to the university's research goals.

   To foster student-driven innovation, SRAHE will expand its student-led research incubators. These incubators will drive entrepreneurship and provide students with the resources needed to turn their research ideas into viable businesses. The incubators will focus on fields such as cultural preservation, urban planning, and digital technologies,

providing mentorship and financial support to student entrepreneurs. Through this initiative, SRAHE will cultivate a generation of innovators and leaders who are ready to make an impact on the world.

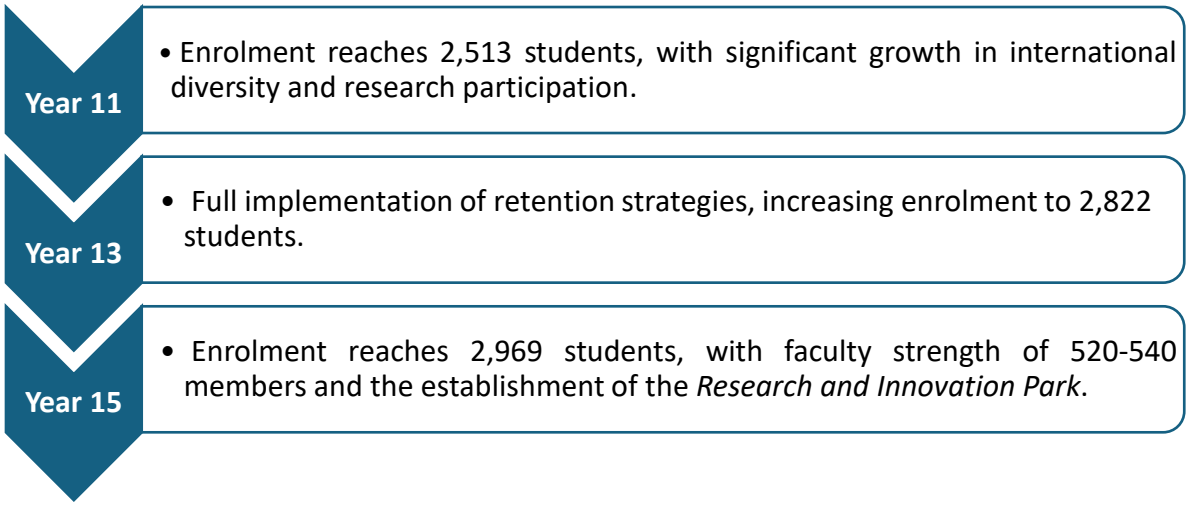
6. **Recruitment of Full-Time PhD Scholars:**

   The university will expand its PhD program, aiming to enrol 300-320 full-time PhD scholars by Year 15. These scholars will focus on interdisciplinary research areas such as Smart Urban Solutions, Health Informatics, Energy and Environmental Informatics and Design Thinking in addition to Engineering and Business Administration. By increasing the number of full-time PhD students, SRAHE will enhance its research output and contribute to the development of cutting-edge knowledge in these fields.

   SRAHE will launch postdoctoral fellowship programs to further increase research capacity and expertise in key areas like AI, cultural heritage, and urban infrastructure. These fellowships will attract emerging scholars and provide them with opportunities to engage in high-level research projects that have a global impact.

Through these initiatives, SRAHE will establish itself as a global leader in education, research, and innovation, attracting top-tier talent and driving large-scale interdisciplinary projects that address the world's most pressing challenges.

Milestones:



Action Plan:

1. **Global Recruitment Campaigns:** To position SRAHE as a global leader in research and education, the university will launch targeted global recruitment campaigns aimed at attracting top-tier faculty from leading universities worldwide. These campaigns will focus on faculty with expertise in critical areas such as digital arts, health technologies, and urban infrastructure. By leveraging international academic networks, research conferences, and digital platforms, the university will ensure a global reach in its recruitment efforts.

   These campaigns will emphasize SRAHE's research excellence, its interdisciplinary approach, and its commitment to addressing global challenges. Potential recruits will be drawn to the opportunity to work on impactful projects, lead large-scale interdisciplinary initiatives, and contribute to the university's growing global reputation. By securing global talent, SRAHE will strengthen its research capabilities and foster a culture of innovation and collaboration across disciplines.

2. **Research and Innovation Leadership:** SRAHE will actively lead global initiatives in key areas such as urban sustainability, digital transformation, and healthcare innovation. Collaborating with international partners, the university will drive research efforts that address critical global challenges, such as smart city solutions, healthcare technologies, and cultural preservation. These initiatives will not only enhance SRAHE's research profile but also contribute to global problem-solving by bringing together interdisciplinary teams of researchers, industry experts, and policymakers.

   The university will focus on fostering large-scale interdisciplinary research projects that integrate expertise across multiple fields. For example, smart city solutions will require collaboration between urban planners, digital technologists, and environmental scientists, while healthcare innovation will benefit from the convergence of health informatics, AI, and medical research. By positioning itself as a leader in these global initiatives, SRAHE will attract international attention and funding, furthering its reputation as a hub for impactful research and innovation.

3. **Infrastructure and Collaboration Enhancement:** To support its growing research ambitions, SRAHE will develop a state-of-the-art Research and Innovation Park that will serve as a platform for industry-academia partnerships. This park will provide the space and resources needed to facilitate collaboration between university researchers and industry leaders, fostering the commercialization of university-developed technologies in areas such as health informatics, digital arts, and smart infrastructure. By bridging the gap between research and industry, the Research and Innovation Park will create an

environment where innovative ideas can be transformed into practical solutions with real-world applications.

In addition to developing the Research and Innovation Park, the university will expand its existing research centers to support interdisciplinary projects and global research networks. These centers will focus on high-impact areas such as health informatics, urban sustainability, and digital technologies, providing the infrastructure needed to drive research excellence. By expanding its research capabilities, SRAHE will solidify its position as a leader in global research and innovation.

4. **Student Support and Retention:** SRAHE recognizes that student success and retention are critical to its long-term growth and reputation. To ensure high retention rates and student well-being, the university will implement comprehensive mentorship programs, academic advising, and mental health services. These support systems will be designed to help students navigate their academic journeys, manage personal and academic challenges, and stay engaged with their studies.

   The university will expand its global internships, networking opportunities, and research programs to enhance student engagement and satisfaction. By providing students with opportunities to gain real-world experience, build professional networks, and participate in cutting-edge research, SRAHE will prepare its students for successful careers and ensure they are well-equipped to contribute to their fields. These initiatives will also improve student retention by fostering a sense of belonging and purpose within the university community.

   Through these key actions, SRAHE will strengthen its position as a global leader in education and research, attract top-tier talent, foster groundbreaking interdisciplinary projects, and provide the infrastructure and support needed for both faculty and students to thrive.

Identifiable Outputs and Identifiable Outcomes

Identifiable Outputs	
Research Infrastructure and Facilities	• Establishment of three research labs by Year 3 and expansion to five new research centers by Year 10. • Development of a large-scale research and innovation park by Year 15.
Faculty and Scholar Recruitment	• Recruitment of 260-270 faculty members in Phase 1, 140-150 additional faculty members by Year 10, and a total of 520-540 faculty members by Year 15.

	• Enrolment of 60-70 full-time PhD scholars by Year 5, expanding to 180-190 PhD scholars by Year 10, and 300-320 PhD scholars by Year 15.
Research Projects and Collaborations	• Initiation of five joint research projects with national and international partners in Phase 1. • Establishment of three industry-sponsored research projects and multiple collaborative research agreements by Year 5. • Leadership in global research consortia and expansion of international collaborations by Year 15.
Student Engagement in Research	• Engagement of 30% of students in research projects in Phase 1, increasing to 50% by Year 10, and 60-70% by Year 15. • Launch of student innovation labs and research incubators to support student-led projects and startups.

Identifiable Outcomes	
Enhanced Research Capacity and Output	• Establishment of a strong faculty base in strategic research areas, leading to increased publications, patents, and research grants. • Significant growth in interdisciplinary research, fostering innovation and addressing global challenges in clean energy, urban infrastructure, health technologies, and AI.
Global Recognition and Leadership	• SRAHE gains global visibility for its research excellence and interdisciplinary initiatives. • Recognition as a global leader in key research areas, contributing to national and international sustainable development goals.
Industry and Academic Impact	• Research outputs with direct industry applications, driving innovation and technology commercialization. • Strengthened industry-academia partnerships, enhancing the practical impact of research and fostering economic development.
Student and Faculty Excellence	• A vibrant research culture with high student participation, driving innovation and entrepreneurship. • Development of world-class researchers and academic leaders, ensuring the university's sustained excellence and competitiveness on a global scale.

Sustainability and Social Impact	• Significant contributions to sustainable development, addressing critical global challenges through research and innovation. • Alignment with NEP-2020 and SDGs, ensuring that the university's research initiatives have meaningful societal impact.

The 15-year strategic research plan for SRAHE is a comprehensive roadmap designed to build a world-class research ecosystem that supports the university's mission of addressing global challenges through interdisciplinary education and innovation. Through phased initiatives focusing on faculty recruitment, research infrastructure, international collaborations, and student engagement, SRAHE will establish itself as a global leader in research excellence and sustainability. This strategic plan ensures that the university not only grows in size but also in quality, impact, and reputation, positioning it as a premier institution committed to academic and societal advancement.

6.2 Research Themes of Various Schools at the Proposed University

The proposed University aims to become a global leader in interdisciplinary research and innovation. With five core schools: School of Informatics, School of Design, School of Energy & Environment, School of Business, and School of Engineering, the university will address key global challenges across diverse sectors such as, digital transformation, sustainable urban infrastructure, business innovation, and design thinking.

Each school will focus on distinct yet complementary research themes, fostering collaboration across disciplines and contributing to both academic knowledge and societal impact. Below is a detailed research plan for each school, outlining relevant research themes, key initiatives, and targets over the next 15 years.

6.2.1 School of Informatics

Research Themes:

Health Informatics: Development of AI-driven healthcare technologies, digital health solutions, and data analytics to improve patient outcomes and healthcare systems.

AI and Machine Learning: Focus on advancing AI algorithms for healthcare, smart cities, education, and other sectors.

Data Science and Big Data: Research on large-scale data analysis for decision-making across industries such as healthcare, energy, and business.

Cybersecurity: Developing security frameworks to protect digital infrastructure and personal data in an increasingly connected world.

Smart Cities and Urban Informatics: Integrating digital technologies to enhance urban living, optimize resources, and support sustainability.

Key Research Initiatives:

AI and Healthcare Lab: Establish a research lab dedicated to AI applications in healthcare, working on early disease detection, personalized treatments, and telemedicine solutions.

Data Science Research Center: A center focusing on big data analytics for real-time decision-making in sectors such as healthcare, finance, and energy management.

Smart City Initiatives: Collaboration with the School of Engineering to develop smart city frameworks and data-driven solutions for urban management, sustainability, and resource optimization.

Research Targets:

Year 1-5: Focus on AI in healthcare, building a solid foundation of research output with 50 publications and 10 patents.

Year 6-10: Expand into smart cities and urban informatics, increasing collaborations with industry and government agencies.

Year 11-15: Lead global research in data science and AI applications with at least 200 publications, 30 patents, and several large-scale projects funded by international grants.

6.2.2 School of Design

Research Themes:

Design Thinking: Application of design principles to address societal challenges such as education, healthcare, and social inequality.

User Experience (UX) Design: Research on enhancing user interaction with digital platforms and physical environments.

Sustainable Design: Development of sustainable materials, products, and architectural solutions that minimize environmental impact.

Digital Heritage Preservation: Using digital tools to preserve cultural heritage, arts, and crafts, blending traditional arts with modern technologies.

Key Research Initiatives:

Social Innovation Lab: A research center focused on applying design thinking to create solutions for social problems such as healthcare access, education inequities, and urban poverty.

UX Research Center: Establish a lab for user experience research, aimed at optimizing digital interfaces and physical products for improved user satisfaction.

Sustainable Materials Lab: Develop sustainable design techniques and materials for industries such as architecture, product design, and fashion, in collaboration with the School of Energy & Environment.

Digital Arts Preservation Hub: Research focused on using digital technology to preserve cultural heritage, including traditional arts, architecture, and intangible cultural assets.

Research Targets:

Year 1-5: Launch the Social Innovation Lab and UX Research Center, with 30 research projects and several product designs prototyped.

Year 6-10: Develop and patent sustainable materials and design solutions, contributing to global sustainability efforts through publications and innovations.

Year 11-15: Become a global leader in sustainable design and UX research, with over 150 publications and 20 industry partnerships.

6.2.3 School of Energy & Environment

Research Themes:

Clean Energy and Renewable Technologies: Research on sustainable energy solutions such as solar, wind, bioenergy, and battery technologies.

Climate Change and Environmental Resilience: Studies on the impact of climate change, development of mitigation strategies, and innovations in environmental resilience.

Energy Informatics: Use of data and informatics to optimize energy use, reduce carbon emissions, and improve energy efficiency.

Water and Waste Management: Research on sustainable water use, waste management systems, and circular economy practices for urban environments.

Key Research Initiatives:

Renewable Energy Lab: A dedicated lab focusing on developing advanced solar panels, wind turbines, and bioenergy technologies, aimed at addressing global energy needs.

Climate Resilience Research Center: A center for studying climate change impacts and developing solutions such as carbon capture, green infrastructure, and policy frameworks for climate adaptation.

Energy Informatics Hub: Collaborating with the School of Informatics to optimize energy management through data analytics, predictive modeling, and real-time monitoring systems.

Sustainable Water Management Center: Focus on innovative solutions for water conservation, purification, and waste recycling, particularly for urban environments.

Research Targets:

Year 1-5: Establish the Renewable Energy Lab and Climate Resilience Center, with 20 research projects and 10 publications on clean energy and climate adaptation.

Year 6-10: Collaborate with industry to commercialize renewable energy solutions and develop public-private partnerships for sustainable urban water management.

Year 11-15: Achieve global recognition as a leader in clean energy and environmental research, with over 200 publications, 50 patents, and significant contributions to policy and industry.

6.2.4 School of Business

Research Themes:

Business Innovation and Entrepreneurship: Fostering innovation and entrepreneurship through research on business models, startup ecosystems, and corporate innovation strategies.

Sustainable Business Practices: Focus on integrating sustainability into business operations, including corporate social responsibility (CSR), green supply chains, and sustainable finance.

Digital Transformation and E-Commerce: Research on how businesses can adapt to the digital economy through e-commerce, data-driven marketing, and AI applications.

Financial Analytics and Risk Management: Using data analytics to manage financial risks, predict market trends, and optimize financial performance.

Key Research Initiatives:

Entrepreneurship and Innovation Lab: A lab dedicated to researching and fostering entrepreneurship, with a focus on developing scalable business models, supporting startup incubation, and studying innovation ecosystems.

Sustainable Business Research Center: Research on sustainable business practices, green supply chains, and the economic impacts of climate change on business operations.

Digital Business Transformation Hub: In collaboration with the School of Informatics, this hub will focus on how businesses can leverage digital technologies such as AI, big data, and machine learning to transform their operations.

Financial Analytics Research Unit: A research center focused on financial modelling, risk management, and the use of AI to predict market behaviours and optimize financial strategies.

Research Targets:

Year 1-5: Launch the Entrepreneurship and Innovation Lab and the Sustainable Business Research Center, with 30 industry collaborations and at least 15 startups incubated.

Year 6-10: Develop and implement sustainable business strategies for global companies, resulting in over 100 research publications and several case studies in business schools worldwide.

Year 11-15: Become a leading research center for business innovation, digital transformation, and sustainable finance, with over 200 publications, industry partnerships, and patents.

6.2.5 School of Engineering

Research Themes:

Smart Urban Infrastructure: Research on the integration of smart technologies into urban planning, including smart grids, intelligent transportation systems, and energy-efficient buildings.

Advanced Manufacturing and Robotics: Focus on developing cutting-edge manufacturing technologies, robotics, and automation for industrial applications.

Sustainable Infrastructure and Materials: Research on the development of sustainable building materials, green construction methods, and resilient infrastructure systems.

Clean Energy Engineering: Collaborating with the School of Energy & Environment on developing engineering solutions for renewable energy technologies.

Key Research Initiatives:

Smart Cities Lab: Focused on designing and implementing smart city technologies, including IoT applications for urban planning, smart transportation, and real-time data systems for city management.

Advanced Manufacturing and Robotics Center: A center that will work on next generation manufacturing processes, including additive manufacturing (3D printing), robotics, and automation systems for industries such as aerospace, automotive, and healthcare.

Sustainable Infrastructure Lab: Collaborating with the School of Design and School of Energy & Environment, this lab will focus on creating sustainable building materials, eco-friendly construction techniques, and green infrastructure solutions.

Energy Engineering Research Hub: Jointly run with the School of Energy & Environment, this hub will work on optimizing renewable energy technologies, storage systems, and energy-efficient engineering solutions.

Research Targets:

Year 1-5: Launch the Smart Cities Lab and Advanced Manufacturing Center, with 25 research projects, 15 publications, and industry partnerships for smart city pilot projects.

Year 6-10: Develop and commercialize smart urban solutions and sustainable infrastructure techniques, with 50 patents filed and several public-private partnerships.

Year 11-15: Become a global leader in engineering research for smart cities, advanced manufacturing, and sustainable infrastructure, with over 350 publications, 100 patents, and large-scale industrial collaborations.

6.3 Research Output and Targets

Year	Publications (Scopus-indexed)	Patents Filed	Total Research Funding (INR Crores)	PhD Graduates
2026-27	120	10	1.0	--
2030-31	550	150	5.0	50
2035-36	850	250	10.0	200
2040-41	1100	400	20.0	350

Conclusion

The 15-year strategic research plan for SRAHE outlines a comprehensive approach to building a globally recognized research ecosystem. Through targeted efforts in faculty recruitment, research infrastructure development, international collaborations, and student engagement, the plan positions SRAHE as a leader in interdisciplinary research, industry collaboration, and global partnerships. By focusing on distinct research themes such as clean energy, sustainable infrastructure, digital transformation, and social impact, each school will contribute to global knowledge while addressing pressing societal challenges. By the end of Phase 3, SRAHE will be a key player in global research networks, making substantial contributions to solving global challenges and advancing technological innovation. With clear goals for research output, PhD recruitment, and industry partnerships, SRAHE is set to emerge as a global hub for cutting-edge research and innovation by 2040, achieving significant academic and societal impact.

Chapter - 7

Fifteen-Year Strategic Vision Plan - Campus Information and Communication Technology Plan

7. Strategic Plan for Campus Information and Communication Technology

The proposed SRAHE envisions becoming a premier institution known for its cutting-edge research, innovation, and educational excellence. A key enabler of this vision will be a robust, state-of-the-art Campus Information and Communication Technology (ICT) infrastructure. The 15-year strategic plan for the university's ICT infrastructure focuses on ensuring that the campus is a fully connected, secure, and smart environment that supports interdisciplinary research, collaborative learning, digital transformation, and operational efficiency.

This ICT plan is designed to align with the university's growth trajectory, accommodating increased student intake, faculty recruitment, research expansion, and global collaborations. The plan is divided into three phases - Phase 1 (Year 1-5), Phase 2 (Year 6-10), and Phase 3 (Year 11-15), each with clear goals and milestones.

7.1 Fifteen-year Strategic Vision Plan for Campus Information and Communication Technology Plan

The 15-year strategic plan for SRAHE's ICT infrastructure is designed to create a smart, secure, and connected campus that enhances learning, research, and administrative operations. The plan is divided into three phases: Phase 1 (Years 1-5), Phase 2 (Years 6-10), and Phase 3 (Years 11-15), each with clear goals, milestones, action plans, and identifiable outputs and outcomes. By Year 15, the university will have a fully integrated digital campus capable of global collaboration, sustainability, and innovation.

Phase 1 (Years 1-5): Establishing Core ICT Infrastructure and Digital Learning Environment

Goal:

Build the foundational ICT infrastructure that supports connectivity, enhances digital learning, and lays the groundwork for future growth.

Key Initiatives:

1. **Campus-Wide Connectivity and Networking:**
   To ensure a fully connected campus, SRAHE will implement a high-speed fiber-optic network that provides reliable and fast internet access across all areas of the campus. This network will serve as the backbone for all digital operations, ensuring that students, faculty, and researchers can access the internet and campus resources seamlessly.

The university will provide Wi-Fi 6 coverage throughout all academic buildings, research centers, common areas, and student housing. Wi-Fi 6 offers faster speeds, greater capacity, and improved performance, especially in dense environments, ensuring that the network can handle the growing number of devices and users. This campus-wide connectivity will create a seamless digital experience, enabling flexible learning, collaboration, and research.

2. **Learning Management System (LMS):**

   A key initiative in enhancing digital learning is the deployment of a modern, cloud-based Learning Management System (LMS) that will facilitate online and hybrid learning. This LMS will be designed to provide students with access to course materials, assignments, assessments, and real-time communication tools, ensuring an engaging and interactive learning experience.

   The LMS will be integrated with video conferencing platforms like Zoom or Microsoft Teams, as well as content-sharing tools to support synchronous and asynchronous learning. This will allow instructors to host live lectures, record sessions, and share course materials, while enabling students to collaborate on group projects and participate in discussions from anywhere. By enhancing digital learning capabilities, the LMS will support the university's goals of flexible education and global outreach.

3. **Research Computing Infrastructure:**

   To support data-intensive research in areas like artificial intelligence (AI), health informatics, and smart urban infrastructure, SRAHE will develop a high-performance computing (HPC) cluster. This HPC cluster will provide researchers with the computational power needed to process large datasets, run simulations, and conduct advanced research in emerging fields.

   The university will provide cloud-based computing resources to facilitate collaborative research across departments and with external partners. These cloud-based resources will enable researchers to store, share, and analyze data in a secure environment, while also providing the flexibility to scale computing resources based on the needs of each project. This infrastructure will be essential in fostering cutting-edge research and maintaining SRAHE's reputation as a leader in innovation.

4. **Digital Administration:**

   To streamline university operations, SRAHE will implement an Enterprise Resource Planning (ERP) system that integrates all administrative processes, including finance, human resources, admissions, and academic management. This centralized system will improve efficiency by automating workflows, reducing manual tasks, and providing real-time access to information across departments.

Further, SRAHE will centralize its data management systems to ensure secure data storage and sharing across the institution. This will include the implementation of secure, cloud-based platforms that allow for the seamless exchange of data between faculty, staff, and students. By modernizing its administrative processes and data management, SRAHE will enhance operational efficiency and create a more connected and responsive campus environment.

5. **Security and Data Protection:**

   As part of its ICT infrastructure development, SRAHE will deploy a comprehensive cybersecurity framework to protect its research data and digital assets. This framework will include the implementation of firewalls, intrusion detection systems, and data encryption protocols to ensure that sensitive information is safeguarded from potential cyber threats.

   The university will also adopt best practices in data security, including regular security audits, vulnerability assessments, and employee training programs to promote a culture of cybersecurity awareness. By prioritizing data protection and security, SRAHE will ensure that its digital infrastructure is resilient, reliable, and capable of supporting future growth.

Through these initiatives, SRAHE will build a foundational ICT infrastructure that supports connectivity, enhances digital learning, drives research innovation, and ensures the security of its digital assets, positioning the university for future growth and success.

Milestones:

Year 2
- Complete campus-wide high-speed connectivity.

Year 3
- Fully operational LMS and ERP system.

Year 4
- Launch HPC cluster and establish basic cybersecurity infrastructure.

Action Plan:

1. **ICT Infrastructure Development:** To provide seamless connectivity and support for digital learning, the first priority is to develop a robust ICT infrastructure across the campus. The university will procure and install a high-speed fiber-optic network that forms the backbone of the campus-wide digital infrastructure. This network will offer fast, reliable internet access to all academic buildings, research centers, common areas, and student housing, ensuring uninterrupted access to digital resources.

   Additionally, the university will deploy Wi-Fi 6 technology to provide enhanced wireless connectivity throughout the campus. Wi-Fi 6 will offer faster speeds, increased capacity, and improved performance, especially in densely populated areas, ensuring a stable connection for students, faculty, and researchers who rely on multiple devices.

   As part of its efforts to enhance digital learning, SRAHE will implement a cloud-based Learning Management System (LMS) integrated with video conferencing tools such as Zoom or Microsoft Teams. This LMS will allow for easy content distribution, real-time communication, and seamless integration of synchronous and asynchronous learning methods. By deploying this modern LMS, SRAHE will create a flexible and interactive learning environment, supporting both on-campus and remote education.

2. **Digital Research Support:** To support the university's research goals and foster innovation, SRAHE will establish a high-performance computing (HPC) cluster that enables researchers to process large datasets and perform advanced simulations in data-intensive fields like artificial intelligence, health informatics, and smart urban infrastructure. This HPC cluster will be housed in a secure facility on campus and will be accessible to faculty, research staff, and students conducting cutting-edge research.

   In addition to the HPC cluster, SRAHE will offer cloud-based computing resources to enable collaborative research. These cloud resources will provide flexible and scalable computing power, allowing researchers to work on projects that require large-scale data processing and remote collaboration with global partners. By offering both on-premise and cloud-based resources, SRAHE will support a diverse range of research initiatives and enhance its research capabilities across disciplines.

3. **Security and Compliance:** As the university expands its digital infrastructure, ensuring the security and protection of data will be a top priority. SRAHE will implement a robust cybersecurity framework that focuses on safeguarding sensitive data, including research information, academic records, and personal data. This framework will include the installation of advanced firewalls, intrusion detection systems, and data encryption

protocols to prevent unauthorized access and ensure the integrity of the university's digital assets.

Continuous monitoring and real-time threat detection will be key components of the cybersecurity strategy, allowing the university to quickly identify and respond to potential security breaches. Regular security audits and vulnerability assessments will be conducted to ensure compliance with international security standards and best practices. Additionally, the university will provide ongoing cybersecurity training for faculty, staff, and students to raise awareness about data protection, secure access, and responsible use of digital tools.

Through this action plan, SRAHE will build a strong ICT infrastructure that supports digital learning, enhances research capabilities, and ensures the security and protection of its digital environment. These initiatives will position the university as a leader in digital transformation and innovation, creating a foundation for future growth.

Phase 2 (Years 6-10): Expanding Smart Campus and Data-Driven Decision Making

Goal:

Develop smart campus solutions and use data-driven insights to enhance learning, research, and campus operations.

Key Initiatives:

1. **Smart Campus Solutions:**
   To create a smarter, more efficient campus, SRAHE will implement IoT-based solutions to monitor and optimize essential systems like energy consumption, water usage, and HVAC (heating, ventilation, and air conditioning) systems. These IoT-enabled devices will provide real-time data on resource usage, enabling the university to reduce energy waste, improve sustainability, and lower operational costs. Sensors will monitor water and energy consumption in different buildings, while AI-driven analytics will optimize the operation of HVAC systems to maintain comfort while minimizing energy use.

   Additionally, the university will deploy smart classrooms equipped with AI-driven learning tools that personalize the student learning experience. These classrooms will feature interactive digital boards, real-time learning analytics, and tools that track student progress. AI-powered platforms will analyze students' performance, providing personalized learning recommendations to improve student outcomes and engagement. The integration of smart classrooms will revolutionize teaching and learning, making education more tailored to individual needs.

2. **Advanced Research Capabilities:**

   SRAHE will enhance its research capabilities by expanding its research computing infrastructure with AI-powered data analytics platforms. These platforms will support complex research projects, enabling faculty and students to analyze large datasets, apply machine learning models, and conduct predictive analysis in fields like healthcare, urban infrastructure, and environmental sustainability.

   Furthermore, a centralized research data repository will be developed to encourage interdisciplinary collaboration. This repository will serve as a digital hub where researchers from various departments can access, share, and collaborate on data. It will facilitate interdisciplinary research and ensure that valuable research data is organized, accessible, and secure. By providing advanced tools and platforms, SRAHE will drive innovation and enable researchers to address complex global challenges.

3. **Digital Libraries and Academic Resources:**

   To support academic research and learning, SRAHE will establish a digital library system that integrates access to global research databases, academic journals, and e-books. This system will provide students and faculty with seamless access to academic resources from anywhere, fostering an environment of continuous learning and inquiry.

   The digital library will also feature AI-driven search tools that offer personalized research recommendations based on users' search history and preferences. These tools will improve the efficiency of the research process by curating relevant articles, papers, and resources for individual users. With this advanced system, SRAHE will offer students and faculty a comprehensive, personalized academic experience, enabling them to stay at the forefront of their fields.

4. **Data-Driven Campus Management:**

   SRAHE will leverage data analytics to enhance decision-making processes across campus operations. Data collected from various systems such as student information systems, resource management platforms, and faculty performance evaluations will be analyzed to provide actionable insights into student success, faculty development, and operational efficiency. This data-driven approach will enable the university to make informed decisions that improve student retention, streamline administrative processes, and enhance overall performance.

   To support the effective use of data, SRAHE will establish a data governance framework that ensures the integrity, privacy, and security of institutional data. This framework will define how data is collected, stored, and shared, ensuring compliance with privacy regulations and safeguarding sensitive information.

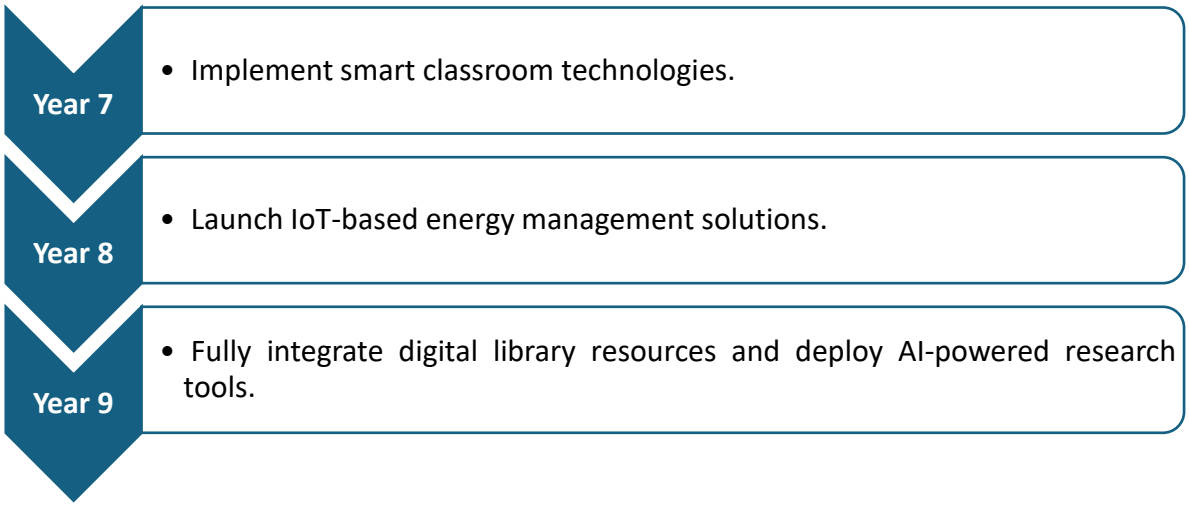
5. **Enhanced Cybersecurity:**

   As the university expands its digital infrastructure, it will also enhance its cybersecurity systems to protect against evolving cyber threats. SRAHE will upgrade its cybersecurity infrastructure by implementing AI-powered threat detection systems that continuously monitor for suspicious activity and potential breaches. These systems will use machine learning algorithms to detect anomalies, flag potential threats in real-time, and take immediate action to prevent cyberattacks.

   The continuous monitoring of network traffic, combined with regular security updates and best practices, will ensure the university's digital assets and data are secure. SRAHE will also invest in cybersecurity training programs for faculty, staff, and students to raise awareness about online safety and promote a culture of vigilance in protecting the university's digital environment.

Through these initiatives, SRAHE will create a smarter, more connected campus that enhances learning, drives research excellence, and optimizes operational efficiency, while ensuring the security and privacy of its digital infrastructure.

Milestones:



Action Plan:

1. **Smart Campus Development:** The first step in transforming SRAHE into a smart campus involves implementing IoT systems for energy management and resource optimization. This will include the installation of smart sensors across the campus to monitor energy consumption, water usage, and HVAC systems in real time. These sensors will be connected to a centralized control platform, enabling the university to analyze energy data, predict consumption patterns, and optimize resources for greater efficiency. This will

lead to significant cost savings while reducing the university's environmental impact by promoting sustainability across campus operations.

AI-driven learning tools and smart classroom technology will be deployed to enhance the student learning experience. Smart classrooms will be equipped with interactive digital boards, real-time learning analytics, and AI tools that can assess student performance and provide personalized learning paths. These technologies will allow instructors to track student progress, identify areas for improvement, and adjust teaching methods in real time. The integration of these AI-driven tools will foster a more engaging and tailored educational environment, increasing student success and retention.

2. **Research and Data Expansion:** SRAHE will expand its research capabilities by building AI-powered data analytics platforms and developing centralized research data repositories. The AI-powered analytics platforms will enable researchers to process large datasets, apply machine learning algorithms, and perform advanced predictive analysis in fields like healthcare, environmental science, and urban infrastructure. These platforms will provide faculty and students with the computational power needed to drive cutting-edge research and make data-driven discoveries.

   The development of a centralized research data repository will facilitate interdisciplinary collaboration by providing a secure, organized space for storing, sharing, and accessing research data. This repository will encourage faculty from different departments to work together on interdisciplinary projects, fostering innovation and problem-solving. The platform will include secure access controls and data-sharing agreements to ensure data integrity and compliance with research regulations.

3. **Digital Library Integration:** To support academic research and learning, SRAHE will create a comprehensive digital library system that provides access to global research databases, academic journals, and e-books. This system will integrate with existing learning platforms and be accessible to students and faculty from anywhere, ensuring they have access to up-to-date academic resources for research and study.

   In addition to global access, the digital library will feature AI-driven search tools that personalize the research process. These tools will analyze user preferences, search history, and academic needs to recommend relevant articles, books, and papers. By offering personalized research suggestions, the system will improve the efficiency of academic research and ensure that students and faculty can easily find the resources they need to support their work.

4. **Cybersecurity Enhancement:** With the increasing reliance on digital tools and platforms, enhancing cybersecurity will be a top priority for SRAHE. The university will implement advanced cybersecurity tools designed for real-time monitoring and threat detection, ensuring the integrity of its digital infrastructure and protecting sensitive data. AI-driven threat detection systems will continuously monitor network activity for anomalies, identify potential security breaches, and take immediate action to mitigate risks.

   These cybersecurity tools will be complemented by firewalls, data encryption, and multi-factor authentication to protect sensitive research data, student information, and operational systems from unauthorized access. Further, the university will conduct regular security audits and vulnerability assessments to stay ahead of potential threats. By adopting a proactive cybersecurity approach, SRAHE will ensure the safety and integrity of its digital assets while maintaining compliance with global data protection standards.

Through these initiatives, SRAHE will position itself as a leader in smart campus development, enhance research capabilities, modernize academic resources, and strengthen cybersecurity. These actions will foster a technology-driven environment that supports the university's mission of excellence in education, research, and operational efficiency.

Phase 3 (Years 11-15): Achieving a Fully Integrated, Intelligent, and Sustainable Digital Campus

Goal:

Leverage emerging technologies to create a fully integrated intelligent campus that fosters innovation, sustainability, and global collaboration.

Key Initiatives:

1. **Artificial Intelligence and Machine Learning:**
   SRAHE will integrate AI and machine learning technologies to enhance predictive analytics in several areas, including research, student engagement, and resource management. AI-driven predictive models will be used to analyze student data, enabling the university to anticipate learning needs, optimize academic support, and improve student outcomes. For example, AI will identify students who may need additional help based on performance patterns and recommend personalized learning interventions.

   Additionally, AI-driven automation will streamline administrative processes like scheduling and resource allocation. AI will help optimize classroom and lab scheduling, ensuring efficient use of campus resources. This will also extend to automating tasks

related to faculty workload management, campus event planning, and research resource allocation, thereby enhancing operational efficiency across the university.

2. **Global Research Collaboration Hub:**
   To support international collaboration, SRAHE will create a global research collaboration platform that enables real-time data sharing and project management. This platform will facilitate partnerships between researchers at SRAHE and their global peers, allowing for seamless collaboration on interdisciplinary research projects. The platform will also support joint publications, shared data repositories, and collaborative grant applications, driving the university's global research output.

   Furthermore, SRAHE will develop a virtual campus platform using Virtual Reality (VR) and Augmented Reality (AR) technologies. This virtual campus will allow international students and researchers to participate in joint learning and research projects without being physically present. By incorporating VR and AR into the learning environment, SRAHE will create immersive, interactive experiences that enhance the quality of education and foster global academic partnerships.

3. **Blockchain for Secure Transactions:**
   Blockchain technology will be implemented to manage academic records, intellectual property, and research contracts securely. Blockchain's decentralized and immutable nature ensures that academic records, such as transcripts and diplomas, can be securely stored and verified without the risk of tampering. This will streamline the verification process for students and alumni, while providing a secure, transparent system for managing academic credentials.

   Blockchain will also be used to manage intellectual property rights and research contracts, ensuring that the ownership of research findings and innovations is protected. Researchers will benefit from a secure system that tracks and protects their intellectual property while enabling the secure execution of research contracts with industry partners and collaborators.

4. **Green ICT and Sustainability Initiatives:**
   As part of its commitment to sustainability, SRAHE will promote energy-efficient data centers, implement e-waste recycling programs, and use smart resource management technologies to reduce the environmental impact of its digital infrastructure. Energy-efficient data centers will reduce power consumption and promote sustainable data management practices, while e-waste recycling initiatives will ensure responsible disposal of obsolete equipment.

The university will enhance its campus sustainability efforts by integrating renewable energy generation technologies, such as solar panels, and implementing water conservation technologies, like smart irrigation systems. These technologies will be monitored through IoT systems to ensure efficient use of energy and water resources, supporting the university's commitment to creating a sustainable and eco-friendly campus.

5. **Lifelong Learning and Digital Credentials:**
   SRAHE will develop a lifelong learning platform that offers micro-credentials and certifications, enabling individuals to upskill and continue their education beyond traditional degree programs. This platform will provide access to a range of online courses and certifications in areas such as digital transformation, sustainability, and emerging technologies. By offering flexible learning options, SRAHE will cater to the needs of working professionals and global learners, promoting lifelong learning as part of the university's mission.

   To ensure secure and verifiable certification, SRAHE will issue blockchain-based digital credentials for diplomas, certifications, and micro-credentials. These credentials will be easily verifiable by employers and academic institutions, providing a secure and tamper-proof way to validate academic achievements. This initiative will streamline the credentialing process while giving learners more control over their academic records.

Through these key initiatives, SRAHE will create a technologically advanced, sustainable, and globally connected campus that supports innovation, enhances academic and research collaboration, and prepares students for the future.

Milestones:

Year 12
- Develop an AI-driven global research hub.

Year 13
- Launch blockchain-based credentialing for academic records.

Year 14
- Achieve campus sustainability goals through Green ICT practices.

Action Plan:

1. **AI and Data-Driven Operations:** To streamline and enhance university operations, SRAHE will integrate AI-driven predictive analytics into both research and administrative workflows. AI will be used to optimize resource management, such as space allocation for classes, labs, and events, as well as faculty workload distribution. These predictive analytics will allow the university to forecast student enrolment patterns, academic needs, and resource utilization more accurately, ensuring that resources are used efficiently and effectively.

   In research, AI-driven analytics will help identify emerging trends, prioritize funding, and assess research outcomes. By analyzing data from previous projects, publications, and grants, the system will provide insights into areas with high potential for innovation and impact. This data-driven approach will support decision-making in both research planning and operational management, increasing productivity and ensuring that SRAHE remains at the forefront of academic excellence.

2. **Global Research Collaboration:** To foster international research collaborations, SRAHE will establish a virtual campus using Virtual Reality (VR) and Augmented Reality (AR) technologies. This virtual campus will enable real-time, immersive interactions between students, faculty, and researchers across the globe. Researchers can participate in joint projects, share data, and collaborate on publications in a virtual environment, eliminating geographical barriers and promoting seamless international cooperation.

   The virtual campus will also support joint learning programs, where students from different countries can engage in shared academic experiences, collaborate on group projects, and attend international seminars or conferences. By integrating VR and AR technologies, SRAHE will create an interactive, dynamic platform that enhances global collaboration, making it easier for researchers and students to engage in cutting-edge work with peers worldwide.

3. **Blockchain for Security:** To enhance the security and efficiency of academic processes, SRAHE will implement blockchain technology for managing academic credentials, intellectual property, and research contracts. Blockchain's decentralized and immutable nature makes it an ideal solution for securely storing and verifying academic records, such as diplomas, transcripts, and certifications. Students and alumni will be able to access their records securely and share them with employers or other institutions with full verification, ensuring authenticity and eliminating the risk of fraud.

In addition to academic credentials, blockchain will be used to manage intellectual property and research contracts. Research contracts between faculty, collaborators, and industry partners will be securely stored and managed on a blockchain platform, ensuring transparency, traceability, and trust in the collaboration process. Intellectual property related to research outputs, innovations, and patents will also be securely tracked, protecting the rights of researchers while simplifying the management of licensing and commercialization agreements.

4. **Sustainability and Green ICT:** As part of its commitment to sustainability, SRAHE will develop a green ICT infrastructure focused on renewable energy generation, e-waste management, and smart resource management. The university will integrate renewable energy sources, such as solar panels, into its data centers and campus facilities to reduce its carbon footprint and promote energy efficiency. These energy-efficient data centers will power the university's digital infrastructure while contributing to its sustainability goals.

   E-waste management programs will be established to ensure the responsible disposal and recycling of obsolete IT equipment. By partnering with certified e-waste recyclers, SRAHE will reduce environmental harm while recovering valuable materials from discarded devices. Further, smart resource management systems, powered by IoT and AI, will monitor and optimize the consumption of energy and water across the campus. These systems will help reduce waste, improve resource efficiency, and promote the sustainable operation of campus facilities.

Through these initiatives, SRAHE will create a secure, sustainable, and technologically advanced campus that fosters innovation, global collaboration, and operational excellence. This action plan will ensure that the university remains at the forefront of educational innovation while promoting sustainability and security in all aspects of its operations.

Identifiable Outputs and Identifiable Outcomes

Identifiable Outputs	
ICT Infrastructure and Facilities	• Full implementation of fiber-optic network and Wi-Fi 6 coverage by Year 2. • Establishment of HPC clusters and smart classroom technologies by Year 7. • Creation of a global research collaboration platform and virtual campus by Year 12.
Research Computing and Cybersecurity	• Fully operational AI-driven HPC systems supporting research by Year 4. • Implementation of blockchain-based credentialing for academic and research records by Year 13.
Global Research Collaboration	• Integration of global research collaboration tools through AI and VR/AR platforms by Year 12.
Sustainability and Smart Campus	• Achieving smart resource management with IoT and AI-powered tools by Year 8. • Green ICT initiatives implemented, including energy-efficient data centers and e-waste recycling by Year 14.

Identifiable Outcomes	
Enhanced Learning and Research	• Improved digital learning experiences for students and research efficiency through high-performance computing and AI-driven tools. • Creation of a globally connected campus supporting international research collaboration.
Sustainability and Efficiency	• Significant reduction in campus energy consumption and enhanced operational efficiency through smart campus solutions. • Achieved sustainability goals through the implementation of Green ICT practices.
Global Engagement	• Increased global student and faculty collaboration through virtual campus platforms, fostering real-time international learning and research.

Data Security and Transparency	• Enhanced data security through AI-powered cybersecurity frameworks and blockchain technology, ensuring transparency and integrity in academic and research operations

Conclusion

The 15-year strategic ICT plan for SRAHE is designed to create a future-ready digital campus that enhances learning, research, and administrative processes. By leveraging smart campus technologies, AI-driven innovations, and sustainable ICT practices, the university will foster a globally connected and highly efficient digital ecosystem. Over three phases, the plan ensures the development of a fully integrated, intelligent campus that is equipped to meet the challenges of the digital age, providing an optimal environment for students, faculty, and researchers to thrive.

Chapter - 8

Fifteen-Year Strategic Vision Plan - Infrastructure Development Plan

8. Fifteen-year Strategic Vision Plan for Infrastructure Development

SRAHE aims to position itself as a globally recognized institution for interdisciplinary research, academic excellence, and innovation. With a strong foundation of existing laboratories, library resources, and amenities supporting International Engineering Programs, the 15-year strategic infrastructure development plan will focus on expanding, modernizing, and enhancing facilities to support the university's future growth. This plan will ensure SRAHE meets the evolving needs of students, faculty, and researchers while fostering global collaborations and driving sustainability.

The infrastructure development plan is divided into three phases: Phase 1 (Year 1-5), Phase 2 (Year 6-10), and Phase 3 (Year 11-15), with specific goals, milestones, action plans, and identifiable outputs and outcomes.

The vision for SRAHE's infrastructure development is to create a sustainable, technologically advanced, and future-ready campus that enhances teaching, research, and innovation. This will be achieved by upgrading existing facilities and building new ones, fostering a campus environment that supports cutting-edge research, student engagement, and operational efficiency.

Phase 1 (Year 1-5): Strengthening Core Infrastructure and Research Capabilities

Goal:

Enhance the existing infrastructure to meet global standards while building new facilities to support interdisciplinary research, advanced learning, and sustainability.

Key Initiatives:

1. **Upgrading Existing Laboratories and Research Facilities:**
   SRAHE will prioritize upgrading its engineering labs with state-of-the-art equipment to facilitate cutting-edge research in areas such as artificial intelligence (AI), robotics, clean energy, and smart city technologies. These upgrades will enable faculty and students to conduct advanced experiments, simulations, and prototype development in alignment with global research trends.

   To further enhance research capabilities, the university will expand its labs in critical fields such as energy informatics, urban resilience, and healthcare technologies. This expansion will involve increasing lab capacities, adding new high-precision instruments, and

upgrading existing tools. With these improvements, SRAHE will provide researchers with the resources needed to tackle complex societal challenges, driving research that contributes to global progress.

In addition, collaborative research spaces will be developed and equipped with advanced computational tools, allowing interdisciplinary teams to work together on innovative projects. These spaces will foster collaboration between departments, enabling researchers to integrate diverse expertise to solve real-world problems.

2. **Library and Learning Resources Enhancement:**
   SRAHE will significantly expand its digital library to incorporate a broader range of international research databases, e-books, academic journals, and digital learning platforms. By providing access to these global resources, the university will support faculty and students in conducting cutting-edge research and staying abreast of developments in their respective fields.

   In parallel, the physical library will be modernized to create collaborative workspaces, digital resource centers, and study rooms equipped with the latest educational technologies. These upgrades will transform the library into a vibrant hub of learning and innovation, where students can collaborate, access digital resources, and engage in research activities in a technologically advanced environment.

3. **Construction of New Academic and Research Buildings:**
   To accommodate the growing demand for interdisciplinary education and research, SRAHE will construct new academic buildings for the School of Informatics, School of Energy & Environment, and School of Design. These buildings will be designed with modern classrooms, seminar halls, and research labs equipped with the latest technologies to support innovative teaching methods and research initiatives.

   The university will also establish new interdisciplinary research centers focused on emerging fields such as clean energy, artificial intelligence, and sustainable urban development. These centers will bring together researchers from various disciplines to address global challenges, fostering innovation and collaboration on high-impact research projects. By building state-of-the-art facilities for these fields, SRAHE will position itself as a leader in interdisciplinary research and innovation.

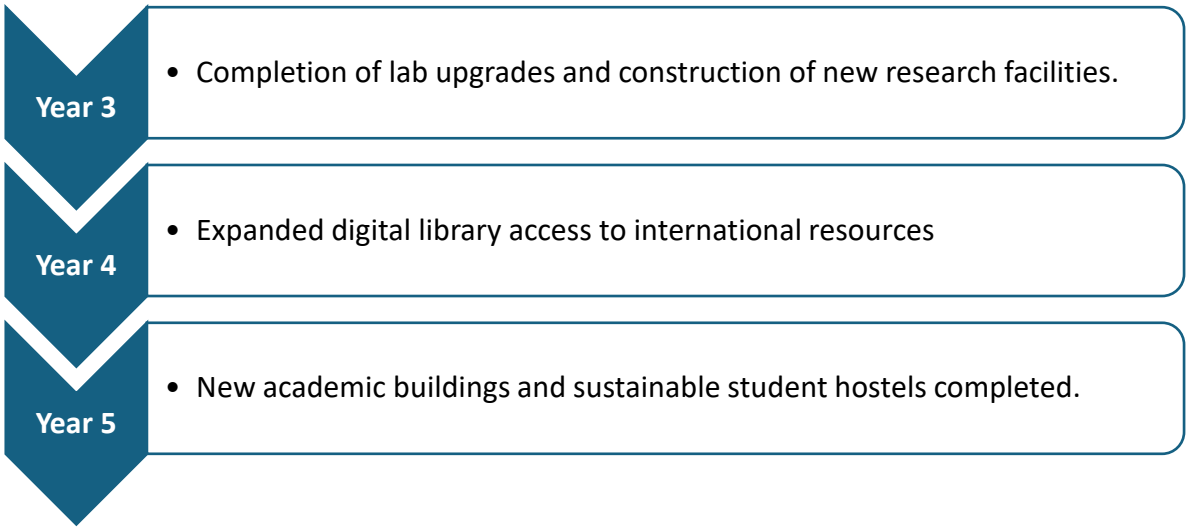
4. **Student Hostels and Sustainability Initiatives:**
   To accommodate the growing student body and promote sustainable living, SRAHE will expand its student hostels with sustainable design features. These hostels will be equipped with renewable energy sources, such as solar panels, and energy-efficient

systems to minimize their environmental impact. Communal spaces will also be integrated into the design, fostering a sense of community among students while encouraging sustainable practices.

In addition, campus-wide sustainability initiatives will be introduced, including the installation of solar panels, energy-efficient lighting, rainwater harvesting systems, and comprehensive waste reduction programs. These initiatives will demonstrate SRAHE's commitment to sustainability and serve as a model for green campus operations. By promoting environmental responsibility across campus, the university will create a more sustainable living and learning environment for students, faculty, and staff.

Through these key initiatives, SRAHE will create a world-class infrastructure that supports academic excellence, fosters interdisciplinary collaboration, and promotes sustainability, positioning the university as a global leader in education and research.

Milestones:



Action Plan:

1. **Lab Upgrades and Research Centers:**
   To strengthen SRAHE's research capabilities, the university will prioritize the procurement and installation of advanced equipment in key areas such as artificial intelligence (AI), robotics, and clean energy. The acquisition of cutting-edge technology in these fields will enable faculty and students to engage in high-level research, driving innovation and contributing to global advancements in emerging technologies. The AI and robotics equipment will support research into automation, machine learning, and intelligent

systems, while clean energy labs will focus on sustainable solutions like solar power, wind energy, and energy storage technologies.

In addition to upgrading existing labs, SRAHE will develop new collaborative research spaces to facilitate interdisciplinary projects. These spaces will be designed to encourage cross-departmental collaboration, bringing together experts from various fields to work on complex global challenges. Equipped with advanced computational tools and digital technologies, these spaces will foster a culture of innovation, allowing researchers to combine their expertise in areas like energy informatics, urban resilience, and healthcare technologies. By providing a conducive environment for interdisciplinary research, SRAHE will ensure that its faculty and students remain at the forefront of academic and scientific breakthroughs.

2. **Library Expansion:**

   SRAHE will enhance its digital library by integrating global research databases, academic journals, and e-books. This will provide students, faculty, and researchers with access to a vast range of international academic resources, supporting their research efforts and keeping them up-to-date with the latest developments in their fields. The expansion of digital resources will ensure that the university's academic community has the tools necessary to engage in high-quality research and learning.

   To complement this digital expansion, the university will establish modern study spaces within the library to enhance the student learning experience. These spaces will be equipped with digital resource centers, high-speed internet, and interactive learning tools. Collaborative workspaces will be designed to accommodate group study and project work, while quiet zones will offer students a place for focused, independent study. By integrating technology and creating a flexible learning environment, SRAHE will provide students with an optimal space for research, learning, and academic success.

3. **Sustainability and Smart Hostels:**

   As part of its commitment to sustainability, SRAHE will implement energy-efficient designs and renewable energy solutions in its student housing. The university will expand its hostels with sustainable features, such as solar panels for renewable energy generation and energy-efficient lighting systems to reduce electricity consumption. Smart thermostats and water-saving devices will also be installed to optimize resource usage. These sustainability measures will not only reduce the university’s environmental impact but also provide students with comfortable, eco-friendly living spaces.

SRAHE will promote campus-wide green initiatives to foster environmental responsibility. These initiatives will include waste management programs aimed at reducing waste and increasing recycling efforts across campus. Water conservation technologies, such as rainwater harvesting systems, will be installed to ensure efficient water usage. By integrating sustainability into campus operations, SRAHE will create a greener, more sustainable campus that serves as a model for other institutions. The university will also engage students in these green initiatives through awareness programs and participation in sustainability projects, helping them develop a deeper understanding of environmental stewardship.

Through these actions, SRAHE will enhance its infrastructure to support cutting-edge research, create modern learning environments, and promote sustainability across the campus. These initiatives will position the university as a global leader in education, research, and environmental responsibility, providing students and faculty with the resources they need to thrive.

Phase 2 (Year 6-10): Expanding Research and Innovation Infrastructure

Goal:

Build new infrastructure to foster global research collaborations, support the expansion of academic programs, and enhance student engagement in innovation and entrepreneurship.

Key Initiatives:

1. **Establishing Advanced Research Centers:**
   SRAHE will develop specialized research centers that focus on key global challenges and emerging technologies. These centers will concentrate on areas such as artificial intelligence (AI), climate change mitigation, smart cities, and renewable energy technologies. The AI center will drive advancements in machine learning, automation, and intelligent systems, while the climate change and smart city centers will focus on sustainable urban development and innovative solutions for resilient cities.

   To support data-driven research, the university will also build high-performance computing labs. These labs will be equipped with powerful computing resources that enable researchers to process big data, run complex machine learning algorithms, and conduct advanced simulations in areas like urban planning, energy systems, and environmental modelling. By investing in these advanced research centers, SRAHE will attract global research partnerships and position itself as a hub for interdisciplinary innovation.

2. **Innovation and Entrepreneurship Hubs:**

   To cultivate a culture of innovation and entrepreneurship, SRAHE will establish an Innovation and Incubation Center. This center will be equipped with prototyping labs, makerspaces, and business incubation resources that support student startups and commercialization efforts. These facilities will enable students and faculty to prototype their ideas, develop new products, and launch startups. Business incubation resources, including mentorship, seed funding, and access to investors, will further support the growth of entrepreneurial ventures emerging from the university.

   In addition to the Innovation Center, design thinking labs will be developed to encourage student collaboration on real-world problem-solving. These labs will provide students with the tools and resources needed to apply design thinking methodologies to complex challenges, fostering creativity and innovation in fields such as technology, sustainability, and social impact. By creating a vibrant ecosystem of innovation and entrepreneurship, SRAHE will empower students to turn their ideas into real-world solutions.

3. **Enhancing Student Facilities and Amenities:**

   As the student population grows, SRAHE will expand student housing to accommodate increased enrolment. New residence halls will be built with modern amenities, sustainable designs, and communal spaces to enhance the student living experience. These expansions will provide comfortable living environments that promote community building and student well-being.

   In addition to housing, SRAHE will invest in new sports complexes, recreational facilities, and student engagement centers. These spaces will offer students opportunities for physical activity, relaxation, and leadership development. The student engagement centers will serve as hubs for extracurricular activities, student organizations, and leadership programs, fostering a sense of community and personal growth.

4. **Smart Campus Infrastructure:**

   To create a technologically advanced campus, SRAHE will implement IoT-based systems for managing energy, lighting, and campus security. These smart systems will allow for real-time monitoring and optimization of campus operations, reducing energy consumption and improving security. For example, IoT sensors will control lighting and HVAC systems based on occupancy, while AI-driven security systems will monitor campus safety.

   Further, the university will introduce AI-driven learning tools and smart classroom technologies. These tools will provide personalized learning experiences by tracking student performance, recommending tailored learning paths, and offering real-time

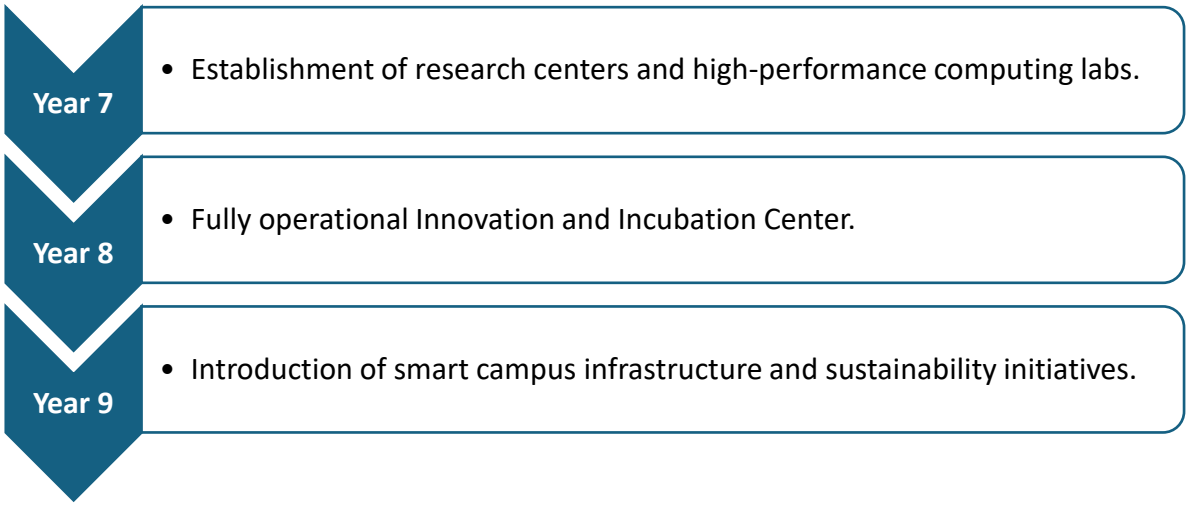
feedback. Smart classrooms will be equipped with interactive digital boards and AI-enhanced teaching aids that facilitate active learning, making the educational experience more engaging and effective for students.

5. **Sustainability and Green Energy Expansion:**
   To promote sustainability and reduce its environmental impact, SRAHE will expand its renewable energy production through solar farms, wind turbines, and energy storage systems. These green energy solutions will help power the campus with clean, renewable energy, reducing the university's reliance on fossil fuels. By generating its own renewable energy, SRAHE will also serve as a model for sustainable campus operations.

   In addition to energy production, the university will promote green transportation solutions, such as electric shuttles, bicycle-sharing programs, and pedestrian-friendly infrastructure. These initiatives will reduce the campus's carbon footprint and encourage environmentally friendly modes of transportation. The combination of renewable energy production and sustainable transportation will further SRAHE's commitment to creating an eco-friendly campus.

Through these key initiatives, SRAHE will build world-class infrastructure that supports academic growth, fosters innovation, and promotes sustainability. These efforts will enhance the university's global standing and create a thriving, future-focused environment for students, faculty, and researchers.

Milestones:



Action Plan:

1. **Develop Research Centers:** To position SRAHE as a leader in cutting-edge research, the university will construct state-of-the-art facilities dedicated to critical fields such as artificial intelligence (AI), climate change mitigation, and smart cities research. These research centers will serve as hubs for interdisciplinary collaboration, attracting global researchers, industry experts, and students working on transformative projects. The AI center will focus on advancements in machine learning, automation, and AI applications across various sectors, such as healthcare and education. The climate change center will conduct research into sustainable practices, carbon reduction strategies, and adaptation technologies, while the smart cities center will explore innovations in urban planning, intelligent transportation systems, and energy-efficient buildings.

   To support these advanced research initiatives, the labs within these centers will be equipped with cutting-edge technologies, such as high-performance computing systems, advanced data analysis software, and specialized research instruments. This equipment will enable researchers to analyze large datasets, run complex simulations, and develop prototypes that can be tested and scaled. By providing world-class facilities, SRAHE will ensure that its research centers can tackle global challenges and contribute to significant academic and practical advancements.

2. **Innovation Hubs:** SRAHE will launch innovation labs aimed at fostering a vibrant entrepreneurial ecosystem. These labs will provide students and faculty with the space and resources needed to turn their innovative ideas into viable startups. The innovation labs will include prototyping facilities, makerspaces, and access to industry-standard tools for product development. Students will have the opportunity to prototype their inventions, develop minimum viable products (MVPs), and refine their business concepts through hands-on experimentation.

   In addition to these physical resources, the university will offer business incubation support, including mentorship from successful entrepreneurs, access to seed funding, and connections with venture capitalists. This support will help aspiring entrepreneurs navigate the challenges of starting a business, from developing a business plan to scaling their operations. The goal is to create a nurturing environment where students can launch successful ventures that address real-world problems.

   The innovation hubs will also include design thinking labs, where students can engage in collaborative projects that apply creative problem-solving methodologies to complex challenges. These labs will encourage students to work in teams, think critically, and develop innovative solutions to societal issues. By promoting entrepreneurship and real-

world problem-solving, SRAHE will empower students to become leaders in innovation and create a lasting impact on their communities.

3. **Sustainable Infrastructure:** As part of its commitment to environmental stewardship, SRAHE will implement IoT systems across the campus to improve energy efficiency. These systems will include smart sensors and control devices that monitor energy consumption in real-time, allowing the university to optimize the use of electricity, heating, cooling, and lighting systems. For example, IoT sensors can adjust lighting and HVAC systems based on occupancy, ensuring that energy is not wasted in unoccupied spaces. This approach will significantly reduce energy consumption and lower the university's carbon footprint.

   AI-driven learning tools will be integrated into classrooms to personalize the learning experience. These tools will analyze student performance and engagement data to provide customized feedback and suggest tailored learning paths. This will enable instructors to address students' individual needs more effectively, creating a more interactive and supportive learning environment. Smart classrooms will also include digital boards and interactive teaching aids, making it easier for faculty to deliver engaging lessons that keep students actively involved in the learning process.

   To further its sustainability efforts, SRAHE will expand its renewable energy projects, including the development of solar farms and wind turbines on campus. These renewable energy sources will provide a significant portion of the university's energy needs, reducing its dependence on non-renewable resources. Energy storage systems, such as battery banks, will be installed to store excess energy generated during peak production times, ensuring a reliable supply of clean energy even when solar or wind resources are low. By investing in renewable energy infrastructure, SRAHE will contribute to global sustainability goals and demonstrate leadership in environmentally responsible campus management.

Through these actions, SRAHE will establish itself as a hub for research excellence, innovation, and sustainability. The development of advanced research centers, support for student entrepreneurship, and investment in green infrastructure will drive academic growth, foster a culture of innovation, and ensure that the university remains at the forefront of addressing global challenges.

Phase 3 (Year 11-15): Establishing SRAHE as a Global Hub for Research and Sustainability

Goal:

Build world-class facilities to position SRAHE as a global leader in research and sustainability, enabling long-term growth, innovation, and international collaboration.

Key Initiatives:

1. **Global Research Collaboration Hub:**
   SRAHE will establish a Global Research and Collaboration Hub designed to facilitate international research projects, academic exchanges, and global conferences. This hub will serve as a central point for researchers, faculty, and students to engage in collaborative work with peers from leading global institutions. It will provide state-of-the-art meeting spaces, digital collaboration tools, and facilities that support real-time data sharing and joint research initiatives. The hub will also host global conferences, workshops, and symposiums, bringing together thought leaders to discuss emerging trends and share knowledge.

   To further support international collaboration, SRAHE will develop large-scale research parks that integrate industry partnerships, government agencies, and academic institutions. These research parks will focus on addressing global challenges in fields like renewable energy, smart urban solutions, and advanced healthcare technologies. By providing a space where industry experts, policymakers, and academic researchers can work together, these parks will accelerate the translation of research into practical solutions and contribute to the university's global reputation for innovation.

2. **Research and Development (R&D) Advanced Facilities:**
   To drive research excellence, SRAHE will expand its research infrastructure with advanced labs and testing centers capable of supporting large-scale projects in critical fields such as smart grid technologies, AI-driven healthcare, and clean energy innovation. These facilities will be equipped with the latest research tools, simulation software, and testing equipment, allowing researchers to conduct experiments, develop prototypes, and test new technologies in real-world scenarios.

   SRAHE will partner with global corporations to create industry-academic collaboration centers within these R&D facilities. These centers will focus on applied research that meets the needs of industry partners while providing students and faculty with opportunities to work on real-world challenges. Through these partnerships, SRAHE will

facilitate the co-creation of new technologies, foster knowledge exchange, and ensure that its research has a direct impact on industry and society.

3. **International-Standard Residential and Academic Complexes:**
   SRAHE will build international-standard residential complexes to accommodate faculty, visiting scholars, and international students. These complexes will feature modern living spaces, communal areas, and amenities designed to create a comfortable and inclusive living environment. By offering high-quality accommodation, SRAHE will attract top-tier faculty and students from around the world, enhancing its global reach and fostering a diverse academic community.

   SRAHE will develop a faculty research village, which will provide live-work spaces that encourage innovation and collaboration among researchers. The village will feature residences equipped with office and lab spaces, allowing faculty to seamlessly integrate their personal and professional lives. This innovative approach to faculty housing will foster a culture of creativity and continuous research, making it easier for researchers to collaborate on interdisciplinary projects and engage in groundbreaking work.

4. **Cultural Academic and Conference Centers:**
   To preserve and promote cultural heritage, SRAHE will develop cultural centers, museums, and performing arts venues that celebrate diverse traditions and histories. These spaces will host exhibitions, cultural festivals, and performances, providing a platform for students and the local community to engage with the arts. The cultural centers will also include academic programs focused on cultural studies, encouraging research into the preservation of intangible cultural heritage.

   SRAHE will construct state-of-the-art conference halls and event spaces to host global academic and research events. These facilities will be equipped with advanced audio-visual technology, digital connectivity, and seating arrangements designed to accommodate large gatherings. By hosting international conferences, symposia, and academic summits, SRAHE will position itself as a hub for global knowledge exchange and thought leadership.

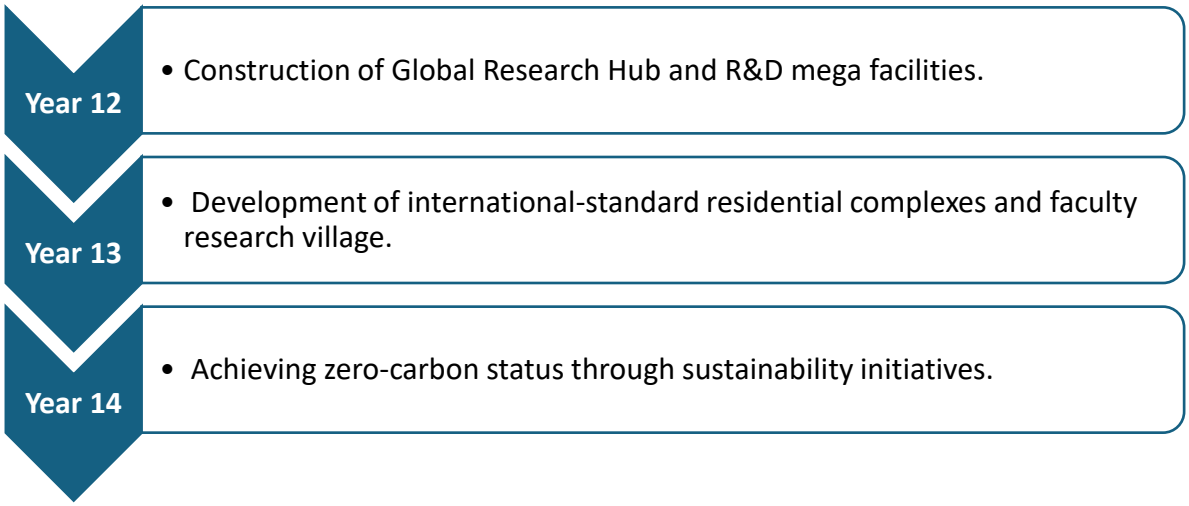
5. **Achieving Sustainability Leadership:**
   SRAHE aims to achieve zero-carbon status by adopting a comprehensive approach to sustainability. This will include a shift to renewable energy sources such as solar, supported by energy storage systems to ensure a consistent energy supply. Water conservation initiatives will include rainwater harvesting, greywater recycling, and the installation of low-flow fixtures across campus to minimize water consumption. Waste

management systems will focus on recycling, composting, and waste-to-energy technologies, reducing the amount of waste sent to landfills.

As part of its commitment to environmental stewardship, SRAHE will create a biodiversity reserve on campus, providing a habitat for native species and promoting biodiversity research. This reserve will include walking trails, educational signage, and research zones for students studying ecology and environmental science. SRAHE will also implement a sustainability master plan, incorporating green infrastructure like green roofs, permeable pavements, and urban farming initiatives. These efforts will make the campus a model of sustainable development, attracting environmentally conscious students and partners.

Through these key initiatives, SRAHE will build the infrastructure necessary to lead in global research, foster a culture of sustainability, and support international collaboration. These developments will ensure that the university remains a leader in innovation and education, contributing to solutions that address the world's most pressing challenges.

Milestones:



Action Plan:

1. **Global Research Facilities:**

   To position SRAHE as a leader in international research and collaboration, the university will establish a state-of-the-art Global Research Hub. This hub will serve as a focal point for facilitating international collaborations, allowing researchers, scholars, and students from around the world to work together on groundbreaking projects. It will include advanced video conferencing capabilities, secure data-sharing platforms, and collaborative workspaces designed to support real-time research discussions and virtual lab meetings. The hub will also host global academic events such as international

conferences, workshops, and symposia, attracting thought leaders and researchers from various fields to discuss emerging trends and share innovative ideas.

Alongside the Global Research Hub, SRAHE will construct large-scale research parks that integrate industry, government, and academic stakeholders. These research parks will focus on addressing global challenges such as clean energy, AI-driven healthcare, and smart urban planning. They will feature specialized research centers, pilot testing facilities, and prototype development labs. Industry partners will have the opportunity to set up collaborative research centers within the parks, fostering a seamless connection between academic research and industry applications. By bringing together diverse expertise and resources, these research parks will accelerate the development and commercialization of new technologies, making SRAHE a key player in global innovation.

2. **Sustainability Initiatives:**

As part of its commitment to environmental responsibility, SRAHE will pursue zero-carbon status through a comprehensive approach to renewable energy and waste management systems. The university will invest in large-scale renewable energy projects, such as solar farms and wind turbines, to generate clean energy that meets the needs of the entire campus. Energy storage solutions, including battery banks, will ensure a reliable supply of renewable energy, even during periods of low production. This shift to renewable energy will significantly reduce the university's carbon footprint and contribute to global sustainability goals.

SRAHE will implement advanced waste management systems that emphasize recycling, composting, and waste-to-energy technologies. These systems will process organic waste into compost for use in campus gardens and convert non-recyclable waste into energy through innovative technologies. The university will promote a culture of waste reduction among students, faculty, and staff through awareness campaigns and participation in campus-wide recycling programs.

To support long-term sustainability, SRAHE will create a biodiversity reserve on its campus, providing a natural habitat for local flora and fauna. This reserve will serve as an outdoor classroom for students studying ecology, environmental science, and conservation. It will include walking trails, educational signage, and designated research zones where students and faculty can conduct field studies. The reserve will be a key element of SRAHE's broader sustainability strategy, promoting environmental stewardship and biodiversity conservation.

The university will also focus on promoting green infrastructure by incorporating features like green roofs, permeable pavements, and rain gardens into campus development.

These elements will help manage stormwater, improve air quality, and create green spaces that enhance the well-being of the campus community. Urban farming initiatives, such as rooftop gardens and community vegetable plots, will provide students with hands-on learning opportunities in sustainable agriculture and local food production. By integrating these sustainability practices into campus life, SRAHE will become a model for environmentally responsible university management, inspiring other institutions to adopt similar approaches.

Through these targeted actions, SRAHE will build the infrastructure necessary to support global research collaboration and achieve sustainability leadership. These initiatives will enhance the university's capacity for impactful research, attract international partners, and demonstrate a deep commitment to creating a sustainable future.

Identifiable Outputs and Identifiable Outcomes

Identifiable Outputs	
Infrastructure and Facilities	• Modernized labs, research centers, and smart classrooms operational by Year 5. • Innovation hubs and incubation centers supporting student startups and research. • Global research parks and sustainable residential complexes completed by Year 13.
Sustainability and Efficiency	• Achieving zero-carbon status by Year 14. • Campus-wide implementation of IoT-based smart systems for efficient energy use and management.
Academic and Research Collaborations	• Fully operational Global Research Hub fostering international collaborations. • Industry-academic collaboration centers driving large-scale research projects.

Identifiable Outcomes	
Academic Excellence	• SRAHE positioned as a global hub for interdisciplinary research and innovation. • Substantial contributions to solving global challenges through sustainability and technology innovations.

Sustainability Leadership	• Recognized globally for leadership in sustainability through zero-carbon initiatives and green energy projects. • Long-term environmental impact through biodiversity reserves and sustainable urban planning.

Existing Infrastructural Facilities

The following Table provides the details of existing constructed area of academic, administrative blocks, and other amenities, which is readily available for the proposed University.

Name of the Block	Constructed Area in Sq. M.
Block – I	9006.12
Block – II	1047.00
Total	**10,053.12**

At present the institute is having an MoU with two private hostels to accommodate 150 boys and 100 girl students.

Proposed Construction Plan

The following Table provides year-wise construction plan to meet the requirements of proposed programs. The society is committed to build the required additional area to meet the academic, administrative and residential facilities.

	Area Required (Sq. Mts)	Area Available (Sq.Mts)	Total Proposed Construction Area (Sq.M)
Year 1	8489.52	10,053.12	Nil
Year 5	20965.08	10,053.12	10911.96
Year 10	27842.76	20965.08	6877.68
Year 15	33098.52	27842.76	5255.76

In the first year, a built-up area of 8,489.52 Sq.Mts is required for the proposed programs. However, the existing built-up area is 10,053.12 Sq.Mts, which is sufficient for starting all the proposed new programs. By the 15th year, a built-up area of **33,098.52 Sq.Mts** will be made available for the university.

In addition, the following built-up area is proposed to be constructed.

- Three new hostel buildings in 2nd, 3rd and 4th year with a built-up area of 5100 Sq.M each and by 15th year 29260 Sq.M built-up area will be made available for hostels.
- Auditorium with 1500 capacity and Indoor Stadium in 4th year.

Conclusion

SRAHE's 15-year infrastructure development plan focuses on expanding, modernizing, and enhancing existing facilities to support its growing academic and research programs. By the end of Phase 3, SRAHE will be positioned as a global hub for interdisciplinary research, sustainability, and innovation, contributing significantly to academic excellence and global knowledge. Through strategic development of research centers, smart infrastructure, and sustainability initiatives, SRAHE will create a future-ready campus that fosters collaboration, innovation, and sustainability.

Chapter - 9

Fifteen-Year Strategic Vision Plan - Finance Plan

9. Fifteen-year Strategic Vision Plan for Finance

The 15-year strategic finance plan for the proposed SRAHE aims to create a financially sustainable institution capable of supporting the university's growth in academics, infrastructure, and operations. The strategy emphasizes diversifying revenue streams, optimizing resource allocation, and ensuring financial transparency and accountability. This plan is divided into three phases: Phase 1 (Year 1-5), Phase 2 (Year 6-10), and Phase 3 (Year 11-15), each with clear goals, milestones, action plans, and identifiable outputs and outcomes.

Phase 1 (Year 1-5): Building the Financial Foundation

Goal:

Establish a solid financial foundation by diversifying revenue sources, setting up efficient financial management systems, and ensuring financial transparency.

Key Initiatives:

1. Tuition Revenue and Enrolment Growth:

Setting Tuition Rates: SRAHE will establish tuition fees for its undergraduate (UG), postgraduate (PG), and PhD programs, benchmarked against leading institutions in India and globally. The tuition rates will reflect the quality of education and infrastructure provided by the university while maintaining affordability for students.

Student Enrolment: A primary strategy for revenue generation is growing student enrolment. SRAHE will target an initial enrolment of 996 students in Year 1, with a mix of UG, PG, and PhD students. This number is projected to grow to 1,739 students by the end of Year 5, reflecting the expansion of academic offerings and the university's reputation for high-quality education.

Financial Aid and Scholarships: To ensure that education is accessible to all, SRAHE will introduce both merit-based and need-based scholarships. These scholarships will be aimed at economically disadvantaged students, including those from SC/ST/OBC categories and differently-abled students. This initiative will help attract a diverse student body, ensuring that financial barriers do not hinder access to education.

2. Operational Cost Management:

Finance Office: A dedicated Finance Office will be established to oversee budgeting, financial planning, and resource allocation. This office will ensure that the university's financial operations are aligned with strategic goals, allowing for efficient use of resources.

Cost-Saving Measures: To enhance operational efficiency, SRAHE will implement cost-saving measures such as adopting energy-efficient technologies, centralized procurement processes, and reducing utility expenses. These measures will contribute to lowering operational costs, enabling the university to allocate more resources toward academic priorities.

Action Plan:

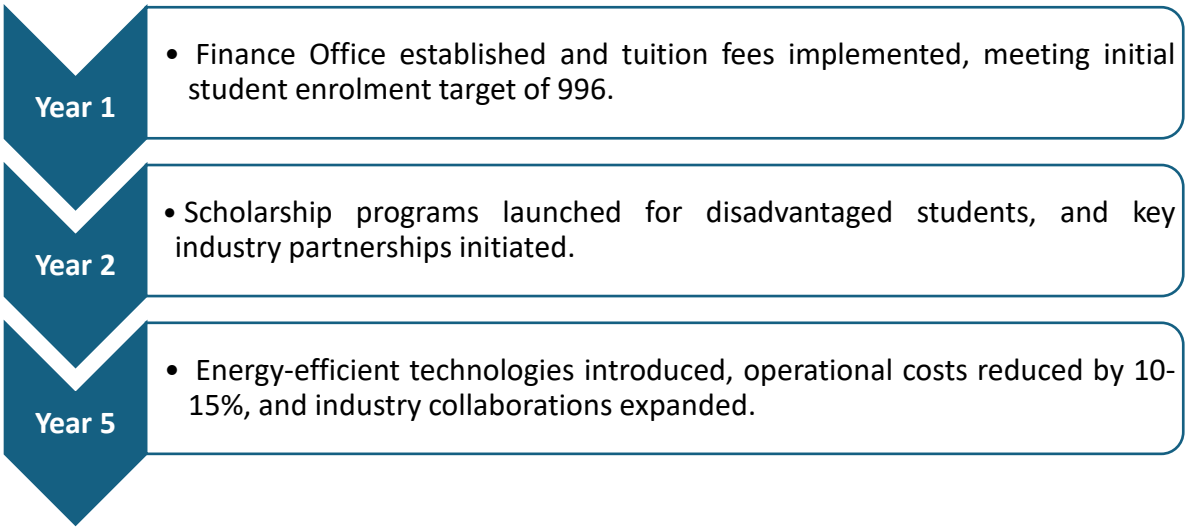
In **Year 1,** SRAHE will establish a dedicated Finance Office to oversee all financial operations, ensuring effective budgeting, financial planning, and resource allocation. The university will also set competitive tuition fees for its undergraduate (UG), postgraduate (PG), and PhD programs, benchmarking these rates against leading institutions to maintain competitiveness while ensuring affordability. Simultaneously, the university will begin planning a robust financial structure to support its academic programs, laying the groundwork for future growth.

In **Year 2,** SRAHE will focus on making education accessible by implementing a range of scholarships for economically disadvantaged students. These will include merit-based and need-based options, ensuring that financial barriers do not hinder students from diverse backgrounds. Additionally, SRAHE will continue to explore strategic partnerships with industry leaders, creating opportunities for collaboration that align with the university's strengths and long-term goals.

Year 3 will emphasize deepening these industry partnerships, focusing on projects that align with the university's expertise and enhance its reputation. This year will also involve efforts to streamline operational efficiency, ensuring that resources are directed towards the university's core academic activities.

During **Years 4-5,** SRAHE will expand its industry collaborations, engaging with a broader range of sectors to foster knowledge exchange and support innovation. The university will introduce centralized procurement processes to reduce operational costs and optimize resource utilization. These efforts will contribute to financial sustainability, allowing SRAHE to allocate resources more effectively and continue building a strong foundation for long-term growth.

Milestones:



Phase 2 (Year 6-10): Scaling Financial Resources for Growth

Goal:

Expand financial capacity to support the growth of academic programs, infrastructure development, and student enrolment.

Key Initiatives:

1. Scaling Student Enrolment and Tuition Revenue:

Increase Student Enrolment: By Year 10, SRAHE aims to increase student enrolment to 2,369 students, covering undergraduate (UG), postgraduate (PG), and PhD programs. This growth will be achieved by expanding program offerings, including new academic programs aligned with emerging industry needs.

Adjust Tuition Fees: To ensure the university's financial stability and competitiveness, tuition fees will be periodically adjusted to account for inflation and market conditions. This strategy will help maintain the value proposition of SRAHE's programs while ensuring they remain accessible for a diverse range of students.

Increase Program Intake: SRAHE will increase the intake capacity of its most popular and high-demand programs. This approach will leverage the university's existing strengths to attract more students, generating additional revenue and supporting the expansion of academic capabilities.

2. Enhancing Research Funding and Global Collaborations:

Expand Research Grants through International Collaborations: SRAHE will focus on increasing research funding through collaborations with renowned international universities, such as the University of Massachusetts Lowell, University of Missouri, and the University of New Haven. These partnerships will enable joint research projects and access to global research networks, increasing the university's capacity to secure international funding.

Apply for Large-Scale Grants: To support research in critical areas such as climate change, urban infrastructure, and healthcare informatics, SRAHE will actively apply for large-scale grants from international organizations, government bodies, and private foundations. These grants will enable the university to address global challenges and enhance its reputation as a research leader.

3. Diversifying Revenue Streams:

Develop Executive Education Programs: SRAHE will introduce executive education and certificate programs tailored for working professionals, offering specialized courses in fields like digital transformation, leadership, and sustainable business practices. These programs will provide a new revenue stream while enhancing the university's engagement with industry professionals.

Explore Online Education Platforms: The university will expand its digital presence by offering Massive Open Online Courses (MOOCs) and blended learning programs. By leveraging online platforms, SRAHE can reach a global audience, increasing revenue through course fees while showcasing its academic strengths to a wider community.

Establish Licensing and Royalty Agreements: SRAHE will monetize its research and innovation outputs through licensing and royalty agreements. By commercializing university-developed patents and technologies, the university will generate ongoing revenue while contributing to industry advancements and societal needs.

4. Infrastructure Investments:

Finance Construction of Key Facilities: To accommodate the growing student body and support advanced research, SRAHE will finance the construction of new research centers, student hostels, and sports complexes. These facilities will enhance the university's appeal to prospective students and faculty while providing the infrastructure needed for interdisciplinary research.

Use Long-Term Loans and Partnerships: To fund large-scale infrastructure projects, SRAHE will explore long-term loans. These financing options will ensure that the university can expand its

physical infrastructure without compromising financial stability, allowing for sustainable growth over the long term.

Action Plan:

Year 6:

Expand Student Enrolment to Boost Tuition Revenue SRAHE will focus on increasing student enrolment by expanding program offerings and optimizing existing courses, using targeted marketing campaigns to attract a diverse student body. The university will adjust tuition rates as needed to remain competitive, aligning them with its growth strategy to ensure financial stability while maintaining accessibility.

Year 7: Enhance Research Funding through International Collaborations SRAHE will strengthen partnerships with international universities and pursue large-scale global research grants, focusing on projects in climate change, urban infrastructure, and healthcare informatics. These efforts will increase research funding and elevate SRAHE's global academic standing.

Year 8: Launch Executive Education and Online Learning SRAHE will introduce executive education programs for industry professionals, offering flexible, high-demand courses. It will also expand its digital presence through MOOCs and blended learning programs to reach a global audience. Additionally, the university will develop licensing agreements for patented technologies, adding new revenue streams.

Years 9-10: Invest in Infrastructure and Operational Efficiency SRAHE will invest in building new research centers and student hostels, ensuring timely project completion. Simultaneously, the university will implement energy-efficient systems, such as solar panels and sustainable building upgrades, to reduce operational costs and support long-term financial sustainability.

Milestones:

Year 6
- Increase in student enrolment, adjusted tuition rates, and initial progress in expanding program offerings.

Year 8
- Launch of executive education programs and successful rollout of online education platforms, contributing to diversified revenue.

Year 10
- Completion of key infrastructure projects, enrolment target of 2,369 students achieved, and operational cost savings through energy-efficient systems.

Phase 3 (Year 11-15): Achieving Financial Sustainability and Global Recognition

Goal:

Achieve long-term financial sustainability while positioning the university as a globally recognized leader in education, research, and innovation.

Key Initiatives:

1. Achieving Global Scale in Student Enrolment:

Increase Student Enrolment: SRAHE aims to increase student enrolment to 2,969 by Year 15, significantly boosting tuition revenue. This growth will be driven by expanding existing programs and introducing new, high-demand disciplines. As enrolment increases, the university will maintain high academic standards to ensure the quality of education and student outcomes.

Expand International Student Enrolment: To establish a global presence, SRAHE will actively target international student markets through global collaborations, exchange programs, and strategic marketing campaigns. The university will partner with international institutions to attract students from various regions, offering dual-degree programs, semester exchange opportunities, and specialized courses.

2. Research Commercialization and Innovation Ecosystem:

Establish a Technology Transfer Office (TTO): SRAHE will set up a Technology Transfer Office to manage the commercialization of research outputs. The TTO will identify promising research projects, facilitate patent applications, and manage intellectual property rights. This office will focus on bringing innovative solutions to market, creating new revenue streams and increasing the university's impact.

Set Up Incubation Centers and Start-Up Accelerators: To support student and faculty entrepreneurship, SRAHE will develop incubation centers and start-up accelerators. These centers will provide mentoring, seed funding, and networking opportunities for student and faculty-led start-ups, fostering a culture of innovation. The incubators will focus on areas like clean energy, healthcare technologies, and digital transformation, aligning with the university's research strengths.

3. International Research and Education Grants:

Apply for Major Global Research Grants: SRAHE will target large-scale global research grants, particularly those that involve multi-institutional collaborations. These grants will focus on addressing global challenges such as climate change, sustainable urban development, and healthcare informatics. The university will work with global research bodies, NGOs, and international agencies to secure these grants, boosting its research funding.

Collaborate with International Institutions: By partnering with renowned international universities and research institutes, SRAHE will expand its research capacity and increase access to global research funding. Joint research projects will focus on areas like AI, renewable energy, and global health, allowing SRAHE to contribute to international research agendas and gain recognition in the global academic community.

4. Long-Term Financial Sustainability Plan:

Develop a 10-Year Financial Forecast: To ensure alignment between financial resources and strategic objectives, SRAHE will create a 10-year financial forecast. This forecast will consider revenue growth from tuition, research grants, and commercialization, as well as projected expenses for infrastructure, faculty recruitment, and program expansion. The plan will guide decision-making and resource allocation, ensuring sustainable growth.

Maintain a Balanced Budget: SRAHE will adopt financial management practices that prioritize a balanced budget while maintaining reserves for future growth, emergencies, and new opportunities. This will include setting aside funds for strategic investments in research infrastructure, student services, and academic programs. A focus on financial discipline will

help the university remain resilient in the face of economic fluctuations and external challenges.

Action Plan:

Year 11: Focus on expanding student enrolment through targeted global marketing campaigns and partnerships with international institutions. Launch new academic programs to attract a diverse student body.

Year 12: Establish the Technology Transfer Office (TTO) to facilitate research commercialization and manage intellectual property. Develop processes for patenting and licensing, and support faculty and student-led start-ups through incubators.

Year 13: Focus on increasing research funding through international grants and deepening partnerships with global institutions. Continue to grow student enrolment and expand program offerings.

Year 14-15: Implement long-term financial sustainability measures, including the 10-year financial forecast and the development of growth reserves. Focus on maintaining a balanced budget while supporting strategic investments in research centers, faculty development, and global collaboration projects.

Milestones:

Year 11
- Student enrolment expands to 2,513

Year 12
- Launch of the Technology Transfer Office (TTO) and establishment of research commercialization processes.

Year 15
- Student enrolment expands to 2,969, with significant growth in international students and a balanced budget ensuring long-term financial sustainability.

Resource Mobilization Strategy for SRAHE: A Roadmap for Sustainable Growth

The following sections outlines a comprehensive 15-year resource mobilization strategy for SRAHE, focusing on the financial planning required to support the university's growth in academics, infrastructure, and operations. It provides a roadmap for capital investments, income generation, and efficient management of recurring expenses, ensuring long-term financial sustainability and positioning SRAHE as a leader in global education.

The plan emphasizes strategic capital investments in the early years, including significant expenditures on building new facilities, and acquiring equipment and machinery. These investments, particularly in the first few years, aim to lay a strong foundation for future growth, with further enhancements to infrastructure planned at key intervals to support an expanding student body and the university's evolving academic offerings.

Tuition fees serve as a primary income source, with revenues starting in Year 1 and steadily increasing over the 15-year period. The strategy focuses on expanding student enrolment through new and high-demand programs, alongside periodic adjustments to tuition rates to ensure competitiveness in the market. This growth in student numbers is complemented by a focus on attracting international students through global collaborations and specialized programs, thereby expanding the university's reach and enhancing its global reputation.

Recurring expenditures include salaries for teaching and non-teaching staff, academic and administrative expenses, and staff welfare. The plan ensures that these costs are managed efficiently, aligning with the growth of the institution while maintaining a balanced budget. Additionally, the strategy incorporates a gradual reduction of debt through careful financial management, using internal accruals to fund later stages of development.

Overall, this financial strategy aims to balance robust income growth with strategic investments in infrastructure and academic resources. By the end of the 15-year period, SRAHE is positioned to achieve a stable financial base, supporting its goal of delivering world-class education and fostering innovation. This approach ensures that the institution not only meets its immediate needs but also remains adaptable to future opportunities and challenges in the higher education landscape.

Resource Mobilization Summary (Capital Expenses)

Rs in Lakhs

Fund Requirement	Year- 1	Year- 2	Year- 3	Year- 4	Year- 5	Year- 6	Year- 7	Year- 8	Year- 9	Year- 10	Year- 11	Year- 12	Year- 13	Year- 14	Year- 15
Land Development	**200.00**	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	**2,248.25**	-	-	-	**2,284.54**	-	-	-	-	**2,915.72**	-	-	-	-	-
Plant and Machinery	**2,537.50**	-	-	-	**825.00**	-	-	-	-	**825.00**	-	-	-	-	-
Other	**2,500.00**	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	**7,485.75**	-	-	-	**3,109.54**	-	-	-	-	**3,740.72**	-	-	-	-	-
Sources	**Year- 1**	**Year- 2**	**Year- 3**	**Year- 4**	**Year- 5**	**Year- 6**	**Year- 7**	**Year- 8**	**Year- 9**	**Year- 10**	**Year- 11**	**Year- 12**	**Year- 13**	**Year- 14**	**Year- 15**
Sponsoring Body	**3,995.73**	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Loan	**3,490.03**	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Internal Accruals		-	-	-	**3,109.54**	-	-	-	-	**3,740.72**	-	-	-	-	-
Total	**7,485.75**	-	-	-	**3,109.54**	-	-	-	-	**3,740.72**	-	-	-	-	-

Income Source

Rs in Lakhs

Source of Income	Year- 1	Year- 2	Year- 3	Year- 4	Year- 5	Year- 6	Year- 7	Year- 8	Year- 9	Year- 10	Year- 11	Year- 12	Year- 13	Year- 14	Year- 15
Course Fee	3,082.51	5,895.00	9,160.33	12,130.32	14,036.27	15,932.81	17,245.32	18,539.08	19,968.75	21,276.57	22,471.89	23,653.15	24,845.63	26,028.76	27,094.70
Any other Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	**3,082.51**	**5,895.00**	**9,160.33**	**12,130.32**	**14,036.27**	**15,932.81**	**17,245.32**	**18,539.08**	**19,968.75**	**21,276.57**	**22,471.89**	**23,653.15**	**24,845.63**	**26,028.76**	**27,094.70**

Recuring Expenditure

Rs in Lakhs

Recurring Expenditure	Year- 1	Year- 2	Year- 3	Year- 4	Year- 5	Year- 6	Year- 7	Year- 8	Year- 9	Year- 10	Year- 11	Year- 12	Year- 13	Year- 14	Year- 15
Salary teaching staff	937.89	1,895.85	3,034.61	4,104.67	4,911.32	5,726.11	6,404.59	7,099.75	7,920.55	8,680.70	9,459.18	10,199.11	11,028.52	11,841.09	12,646.82
Salary non-teaching staff	96.48	186.48	296.28	402.42	478.31	555.71	624.85	690.69	769.66	846.16	918.00	990.08	1,069.21	1,151.69	1,227.12
Staff Welfare	233.01	469.08	750.34	1,015.30	1,214.11	1,415.09	1,583.50	1,754.93	1,957.61	2,146.09	2,337.63	2,520.56	2,725.21	2,926.85	3,125.33
Academic Expenditure	418.32	857.58	1,366.20	1,859.03	2,224.99	2,603.30	2,916.34	3,233.46	3,591.17	3,935.84	4,280.85	4,632.53	4,990.80	5,358.25	5,721.84
Administrative Expenses	54.89	112.56	179.32	244.01	292.05	341.77	382.80	424.38	471.41	516.66	561.96	608.11	655.03	703.12	750.75
Interest on Loan	313.74	402.61	360.73	318.85	276.97	235.09	193.21	151.33	109.45	67.57	25.69	-	-	-	-
Depreciation	705.78	613.57	533.83	464.82	757.25	664.05	582.79	511.88	449.96	811.17	716.10	632.64	559.30	494.82	438.05
Total Expenses	**2,760.11**	**4,537.73**	**6,521.31**	**8,409.10**	**10,155.00**	**11,541.12**	**12,688.08**	**13,866.42**	**15,269.81**	**17,004.19**	**18,299.41**	**19,583.03**	**21,028.07**	**22,475.82**	**23,909.91**
Net Surplus / Deficit	**322.40**	**1,357.27**	**2,639.02**	**3,721.22**	**3,881.27**	**4,391.69**	**4,557.24**	**4,672.66**	**4,698.94**	**4,272.38**	**4,172.48**	**4,070.12**	**3,817.56**	**3,552.94**	**3,184.79**

Identifiable Outputs and Identifiable Outcomes

Identifiable Outputs	
Financial Management	Established a Finance Office with effective budgeting, planning, and resource allocation for long-term sustainability.
Student Enrolment Expansion	Increased enrolment from 996 in Year 1 to 2,969 by Year 15, boosting tuition revenue and attracting international students.
Enhanced Research Funding	Secured national and international grants through partnerships with global universities, focusing on climate, urban infrastructure, energy and healthcare.
Revenue Diversification	Created new income streams from executive education, online courses (MOOCs), licensing, and research commercialization.
Alumni and CSR Contributions	Expanded alumni and CSR fund to over INR 20 crore by Year 15, supporting scholarships, faculty growth, and infrastructure.
Innovation Ecosystem	Launched a Technology Transfer Office (TTO) and incubation centers, supporting start-ups and research commercialization.
Infrastructure Investments	Built new research centers, student housing, and sports facilities through long-term loans, partnerships, and government grants.

Identifiable Outcomes	
Financial Stability	A solid financial base and diverse revenue streams allow SRAHE to maintain a balanced budget with reserves for growth and new opportunities.
Global Research Leadership	Strong international partnerships and research output make SRAHE a key player in tackling global issues like climate change, digital transformation, and healthcare.
Diverse Student Community	Increased enrolment and scholarships attract a globally diverse and inclusive student body.
Innovative and Entrepreneurial Culture	The TTO, incubators, and accelerators drive commercialization and support student and faculty start-ups, creating economic and social impact.
Sustainable Infrastructure Growth	Strategic investments ensure the university's facilities support the needs of a growing academic and research community.

Global Recognition	SRAHE's growth, financial strength, and research excellence position it as a global leader in education and innovation, attracting top talent and partnerships.

Conclusion

The 15-year strategic finance plan for SRAHE ensures a financially sustainable institution capable of supporting its academic, research, and operational ambitions. Through diversified revenue streams, such as tuition, research grants, executive education, and online courses, the university will achieve long-term financial security, allowing it to continue delivering world-class education and fostering innovation. By the end of Phase 3, SRAHE will be positioned as a global leader in education and research, with a robust financial foundation to support future growth and adaptability.

Chapter - 10

Fifteen-Year Strategic Vision Plan - Administrative Plan

10. Fifteen-year Strategic Vision Plan for Administrative Framework

The administrative framework of the proposed **SRAHE** will be pivotal in achieving the institution's overarching goals of becoming a global leader in education, research, and innovation. The 15-year strategic administrative plan focuses on creating efficient, scalable, and transparent systems that evolve as the university grows. The plan is divided into three phases, ensuring that the administrative structure supports the university's academic, research, and operational needs sustainably.

The vision for administrative operations at SRAHE is to create an agile, efficient, and technology-driven structure that supports the university's growth into a globally recognized institution. This framework will ensure smooth functioning across departments, align with global best practices, and foster a culture of transparency, accountability, and sustainability.

Phase 1 (Year 1-5): Establishing the Administrative Foundation

Goal:

Build a strong administrative infrastructure to support the launch of academic programs, research initiatives, and student services, with a focus on digital transformation, regulatory compliance, and the creation of governance structures.

Key Initiatives:

1. **Organizational Structure Development:**

   A well-defined organizational structure is crucial for managing university operations effectively. To this end, SRAHE will establish key leadership roles, including the Vice-Chancellor, Registrar, Chief Financial Officer (CFO), and Deans of various schools and departments. The Vice-Chancellor will provide strategic direction, while the Registrar will oversee academic administration, admissions, and student records. The CFO will manage financial planning, budgeting, and resource allocation to ensure the university's financial health. The Deans will lead their respective schools, driving academic excellence and supporting faculty and student engagement.

   SRAHE will formulate a University Academic Council and a Board of Governors to provide oversight and ensure alignment with academic standards and institutional goals. The Academic Council will be responsible for curriculum design, program approval, and maintaining academic quality, while the Board of Governors will focus on long-term strategy, financial stability, and regulatory compliance. These governance bodies will

ensure that the university's policies and programs align with both national regulations and international best practices.

2. **Digital Transformation:**
   SRAHE will prioritize digital transformation to enhance operational efficiency and improve service delivery for students, faculty, and staff. A key aspect of this transformation will be the implementation of a university-wide Enterprise Resource Planning (ERP) system. This ERP system will automate core functions, including admissions, student records management, financial management, and human resources (HR) processes. By automating these processes, the university will reduce manual tasks, improve data accuracy, and streamline workflows across departments.

   In addition to the ERP, SRAHE will launch an integrated Student Information System (SIS) that manages the entire student lifecycle, from registration and course enrolment to assessments and feedback. The SIS will provide students with a user-friendly portal to access academic records, track their progress, and communicate with faculty and administrative staff. This integrated digital infrastructure will support the university's commitment to providing a seamless and efficient student experience.

3. **Governance and Regulatory Compliance:**
   To ensure that SRAHE operates within the framework of national and international regulations, the university will develop a comprehensive governance framework. This framework will align policies and procedures with best practices in higher education governance, ensuring transparency, accountability, and adherence to ethical standards. The framework will address areas such as academic integrity, research ethics, and institutional governance.

   SRAHE will also establish a Legal Affairs Office responsible for managing contracts, intellectual property rights, and regulatory compliance. This office will ensure that the university's agreements with partners, faculty, and industry comply with legal standards, protecting the university's interests in collaborative research and academic endeavours. By prioritizing legal and regulatory compliance, SRAHE will build a solid foundation for sustainable growth and international collaboration.

4. **Financial Management and Budgeting:**
   Effective financial management is essential for SRAHE's long-term stability and success. The university will implement a centralized financial management system that supports budgeting, resource allocation, and expenditure tracking. This system will enable SRAHE to plan and allocate resources strategically, ensuring that funds are directed toward high-priority areas such as research, infrastructure development, and student services.

To maintain financial transparency and minimize risks, SRAHE will set up an Audit and Compliance Committee. This committee will conduct regular financial audits, review budget performance, and ensure that the university complies with financial regulations and best practices. The committee's oversight will contribute to financial accountability and help build trust among stakeholders, including students, faculty, and external partners.

5. **Student and Faculty Support Services:**
   SRAHE will invest in support services that enhance the academic and professional growth of both students and faculty. A key component of this initiative is the establishment of a Career Development Office, which will facilitate internships, job placements, and career counselling for students. The office will build relationships with industry partners to create internship opportunities, organize job fairs, and provide students with the skills and resources they need to succeed in the job market.

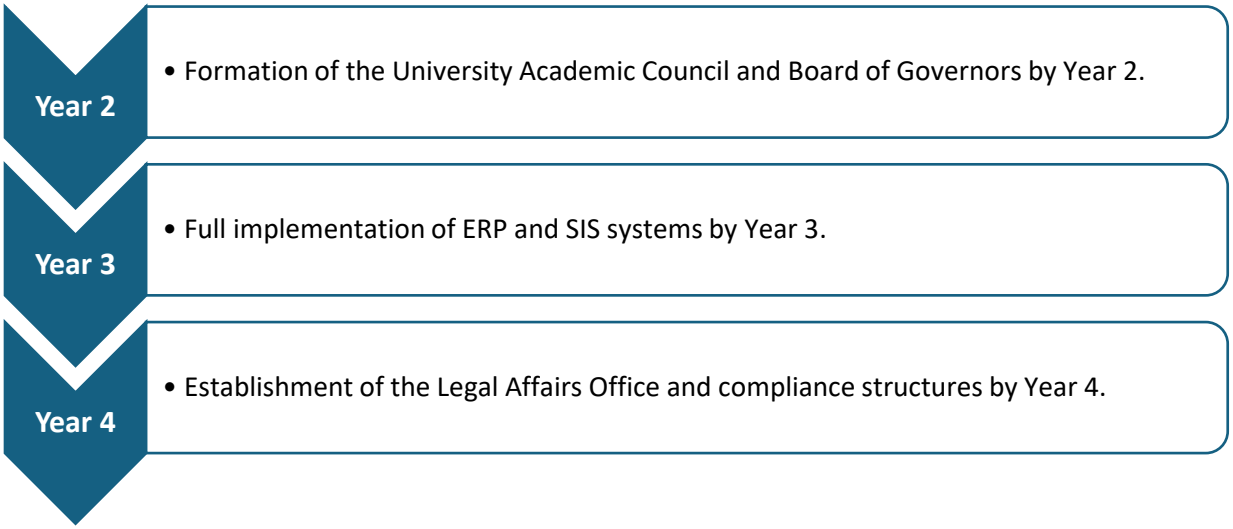
   In parallel, a Faculty Development Office will be created to support faculty in securing research grants, building international collaborations, and advancing their professional development. This office will offer workshops, mentoring programs, and access to research funding opportunities, helping faculty stay at the cutting edge of their disciplines and contribute to the university's research goals.

Action Plan:

- **Year 1:** Focus on establishing core administrative leadership roles, including the Vice-Chancellor, Registrar, CFO, and Deans, while setting up the University Academic Council and Board of Governors. These roles will provide the necessary leadership and oversight to guide the university's early growth.
- **Year 2:** Implement the ERP and SIS systems as part of the university's digital transformation strategy. This phase will focus on automating core processes and ensuring that digital tools are in place to support the student experience and operational efficiency.
- **Year 3:** Develop and launch student and faculty support services, including the Career Development Office and Faculty Development Office. These services will provide essential support to students and faculty, enhancing the university's academic environment and fostering career readiness.
- **Year 4-5:** Finalize governance and compliance frameworks to ensure alignment with national and international standards. This phase will involve refining policies, establishing the Legal Affairs Office, and ensuring that all aspects of university operations meet regulatory requirements.

Through this detailed action plan, SRAHE will build a strong administrative infrastructure that supports its academic vision, drives research excellence, and ensures a high standard of governance. These initiatives will enable the university to attract top talent, maintain compliance, and deliver a superior educational experience to students.

Milestones:



Phase 2 (Year 6-10): Scaling Administrative Operations for Growth

Goal:

Expand and optimize administrative operations to support the growth of academic programs, larger student and faculty bodies, and enhanced research initiatives.

Key Initiatives:

1. **Expanding Administrative Capacities:**

   As SRAHE grows, it is essential to scale up administrative support to meet the increased demands of new academic programs, expanding research activities, and a larger student population. To achieve this, SRAHE will increase the number of administrative staff in key departments, including admissions, finance, human resources, and student services. The additional staff will ensure that administrative operations continue to run smoothly, even as the university expands its offerings.

   The university will also establish dedicated offices to manage international partnerships, industry relations, and alumni engagement. The Office of International Partnerships will focus on fostering collaborations with global universities, supporting student exchange

programs, and facilitating joint research projects. The Office of Industry Relations will strengthen ties with corporate partners, creating internship opportunities, industry-led research, and job placements for students. The Alumni Engagement Office will focus on building a strong alumni network, fostering connections between graduates and current students, and generating support for university initiatives.

2. **Process Optimization and Automation:**
   To improve efficiency and streamline administrative functions, SRAHE will adopt Lean management principles across its operations. Lean management focuses on eliminating waste, reducing process inefficiencies, and optimizing workflows, ensuring that the university can provide high-quality services to students, faculty, and staff. By applying these principles, SRAHE will reduce the time and effort required to complete administrative tasks, allowing the university to allocate resources more effectively.

   The university will leverage data analytics to enhance decision-making processes in areas such as admissions, resource allocation, and student retention. By analyzing data trends, SRAHE can identify factors that contribute to student success, optimize resource distribution across departments, and improve retention strategies. Data-driven insights will enable the university to make informed decisions that align with its strategic goals, ensuring long-term growth and operational excellence.

3. **Global Best Practices and International Collaborations:**
   SRAHE will enhance its global reach by formalizing administrative collaborations with international universities. These partnerships will focus on sharing best practices in university management, student services, and academic program delivery. By engaging with global peers, SRAHE will stay updated on emerging trends in higher education and adopt innovative approaches to administration.

   To ensure that its administrative processes meet international quality standards, SRAHE will align its operations with accreditation bodies such as ISO (International Organization for Standardization) and ABET (Accreditation Board for Engineering and Technology). Adhering to these standards will enhance the university's credibility and make it easier to attract international students and faculty. This alignment will also provide a framework for continuous improvement in administrative processes, ensuring that SRAHE remains competitive on the global stage.

4. **Advanced Digital Services and Student Support:**
   In response to the growing demand for digital services, SRAHE will expand its virtual advising, remote counselling, and online administrative assistance platforms. These digital platforms will provide students with easy access to academic advising, mental health

support, and administrative services, regardless of their location. This expansion will be particularly beneficial for international students and those engaged in remote or hybrid learning programs.

To further improve the student experience, SRAHE will introduce AI-powered chatbots that can provide automated support for common queries related to admissions, financial aid, housing, and course registration. These chatbots will offer 24/7 assistance, allowing students to resolve issues quickly without waiting for office hours. By embracing advanced digital services, SRAHE will enhance accessibility and ensure that students receive timely support throughout their academic journey.

5. **Sustainability and Resource Management:**
   SRAHE will implement a Green Administration Policy to minimize its environmental impact, focusing on reducing energy consumption, paper use, and waste generation in administrative processes. The university will adopt digital document management systems to reduce the reliance on physical paperwork and implement energy-saving practices in administrative offices, such as using energy-efficient lighting and equipment.

   To optimize resource management, the university will enhance its building management systems with smart technologies that monitor energy usage and water consumption in real time. These systems will enable SRAHE to identify areas for improvement, such as adjusting heating and cooling schedules to match occupancy patterns. The university will also prioritize sustainable procurement, ensuring that supplies and equipment are sourced from environmentally responsible vendors. By adopting sustainable practices, SRAHE will reduce its carbon footprint and position itself as a leader in environmentally conscious campus management.

Action Plan:

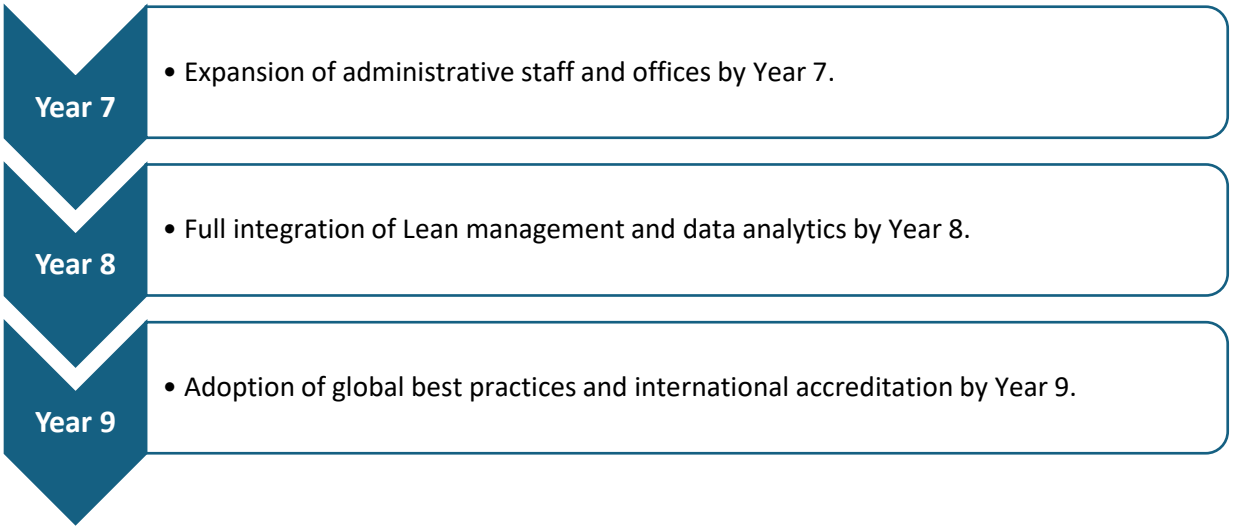
- **Year 6:** Focus on expanding administrative capacities by hiring additional staff to support academic growth and establishing dedicated offices for international partnerships, industry relations, and alumni engagement. These roles will ensure that SRAHE has the expertise needed to manage its expanding operations effectively.
- **Year 7:** Integrate Lean management principles into administrative processes and utilize data analytics to improve decision-making in key areas. This year will focus on identifying inefficiencies, optimizing workflows, and using data to make strategic decisions that drive operational improvements.
- **Year 8:** Align administrative processes with global accreditation standards such as ISO and ABET, while strengthening international collaborations with peer universities. This phase

will ensure that SRAHE meets international benchmarks for quality and remains competitive in the global education market.

- **Year 9-10:** Implement comprehensive sustainability policies, including the Green Administration Policy, and expand digital services for students. The focus during these years will be on creating a sustainable and digitally advanced administrative environment that supports long-term growth and enhances the student experience.

Through these initiatives, SRAHE will develop a scalable and efficient administrative infrastructure that supports its mission of delivering world-class education and research. These efforts will ensure that the university is well-prepared to manage its growth and maintain a high standard of service for students, faculty, and research partners.

Milestones:



Phase 3 (Year 11-15): Achieving Global Leadership in Administrative Operations

Goal:

Position SRAHE as a global leader in administrative innovation, governance, and sustainability.

Key Initiatives:

1. **Global Administrative Leadership:**
   SRAHE will actively participate in international conferences, workshops, and benchmarking exercises to position its administrative practices as a model of innovation and excellence. By engaging in these global platforms, the university will showcase its unique approaches to governance and administrative efficiency, learn from peer

institutions, and adopt best practices that align with global standards. This will enhance SRAHE's reputation as a thought leader in university administration, fostering new opportunities for international partnerships.

To guide its future administrative developments, SRAHE will establish a global advisory board comprising experts from leading institutions worldwide. This board will include seasoned professionals in higher education administration, technology innovation, and sustainability. The advisory board will provide strategic insights, evaluate emerging trends, and help shape policies that keep SRAHE at the forefront of administrative excellence. By leveraging the expertise of these advisors, SRAHE will ensure that its administrative practices remain innovative, efficient, and responsive to global challenges.

2. **Advanced Data-Driven Governance:**

   SRAHE will utilize big data and AI to automate various aspects of its governance and administrative processes. This will include automating resource allocation based on predictive analytics, using AI to forecast admissions trends, and developing strategies to enhance student success through data-driven insights. AI-powered systems will analyze data patterns to optimize the allocation of classrooms, labs, and faculty resources, ensuring that the university operates efficiently even as it grows.

   To foster a culture of innovation, SRAHE will establish an Administrative Innovation Lab dedicated to exploring cutting-edge technology solutions for university administration. This lab will focus on developing and testing new applications, such as blockchain technology for secure credential management and digital verification of academic records. The lab will serve as a space for experimenting with emerging technologies, providing a platform for collaboration between technologists, administrators, and researchers. Through these efforts, SRAHE will remain at the cutting edge of digital governance and set new standards in administrative innovation.

3. **Global Benchmarking and Accreditation:**

   SRAHE will maintain its commitment to international accreditation by continuously benchmarking its operations against those of top global universities. This process will involve assessing administrative processes, student services, and research management against international standards to identify areas for improvement. The university will work to achieve and maintain ISO (International Organization for Standardization) and ABET (Accreditation Board for Engineering and Technology) certifications across its administrative operations. These certifications will validate the quality and efficiency of SRAHE's processes, enhancing its credibility on the global stage.

By aligning its practices with international benchmarks, SRAHE will ensure that its operations meet the highest standards of quality, efficiency, and accountability. This will make the university more attractive to international students, faculty, and partners, reinforcing its position as a global leader in education and administration.

4. **Sustainability Leadership in Administration:**
   SRAHE aims to achieve carbon-neutral administration by adopting green technology solutions and renewable energy initiatives across all administrative functions. This will include transitioning to energy-efficient lighting, implementing smart building management systems, and integrating renewable energy sources like solar panels to power administrative offices. The university will work to reduce its carbon footprint through these measures, setting an example for environmentally responsible management.

   SRAHE will also seek green building certifications for its administrative facilities, demonstrating its commitment to sustainable architecture and environmental stewardship. These efforts will position the university as a leader in sustainable administration, making a meaningful contribution to global sustainability goals.

5. **Social Responsibility and Inclusion:**
   SRAHE will prioritize creating an inclusive and equitable environment through the establishment of a Diversity, Equity, and Inclusion (DEI) Office. This office will be responsible for promoting policies and initiatives that support a diverse community of students, faculty, and staff. It will focus on fostering a campus culture that values inclusivity and provides opportunities for all individuals to thrive. The DEI Office will also develop training programs, awareness campaigns, and support services that address issues of equity and representation.

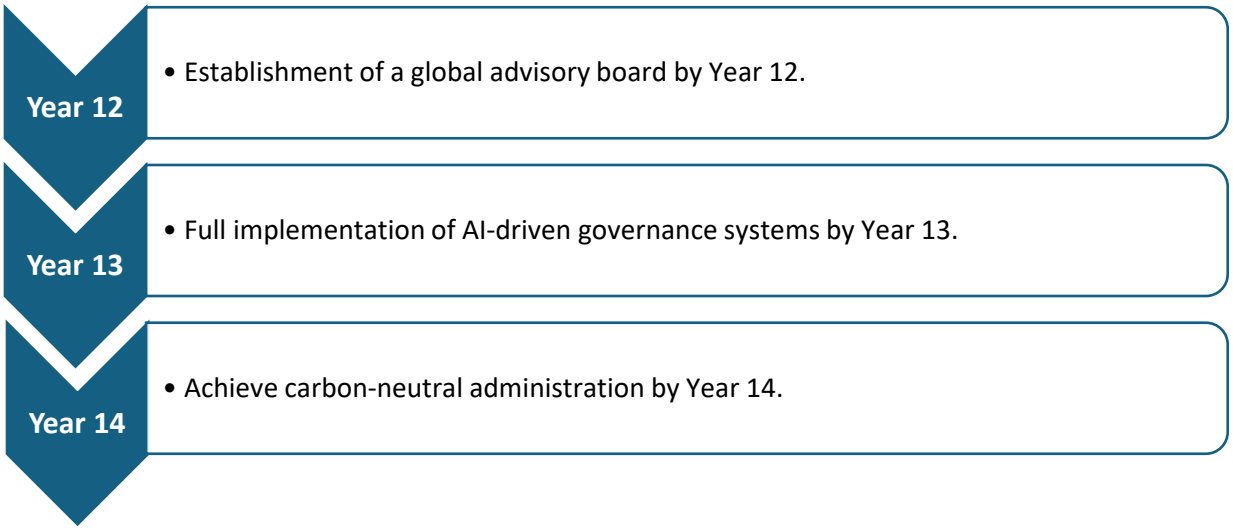
   The university will integrate social responsibility into its governance practices by focusing on transparency, accountability, and ethical decision-making. This will include implementing open communication channels for stakeholders, publishing annual reports on administrative performance, and ensuring that governance processes are transparent and fair. By promoting a culture of ethical governance, SRAHE will build trust within its community and strengthen its reputation as a socially responsible institution.

Action Plan:

- **Year 11**: Establish a global advisory board to guide administrative leadership. This board will play a pivotal role in providing strategic direction and identifying opportunities for global engagement and innovation in university administration.
- **Year 12:** Implement AI-powered governance systems, focusing on resource allocation and admissions forecasting. Create the Administrative Innovation Lab to explore the potential of emerging technologies, such as blockchain, in improving administrative efficiency.
- **Year 13:** Achieve ISO and ABET certifications and integrate global benchmarking standards into administrative processes. This year will focus on aligning operations with international quality standards and showcasing SRAHE's administrative practices on the global stage.
- **Year 14-15:** Expand sustainability efforts to achieve carbon-neutral administration. Implement carbon offset programs, secure green building certifications, and ensure that the Green Administration Policy is fully integrated into all aspects of university operations.

Through these initiatives, SRAHE will establish itself as a leader in administrative innovation, governance, and sustainability. These actions will ensure that the university is well-equipped to manage its growth, maintain high standards of quality, and contribute to a sustainable future, both locally and globally.

Milestones:



Identifiable Outputs and Identifiable Outcomes

Identifiable Outputs	
Digitized Administrative Systems	• Fully digitized administrative systems supporting university operations, enabling seamless workflow and enhanced efficiency.
Global Advisory Board	• Established global advisory board providing expert guidance on administrative innovation and strategic direction.
AI-Driven Optimization	• Established global advisory board providing expert guidance on administrative innovation and strategic direction.
Sustainability in Administration	• Achieved carbon-neutral administrative practices through comprehensive green initiatives.

Identifiable Outcomes	
Global Recognition in Administration	• SRAHE positioned as a globally recognized leader in administrative innovation and leadership.
Operational Efficiency	• Efficient and transparent administrative operations that drive academic and research growth.
Integrated Sustainability	• Full integration of sustainability principles in administrative functions, promoting environmental stewardship.
Inclusive Governance	• An inclusive and socially responsible governance framework that supports the success of students, faculty, and staff.

Conclusion

The **15-year strategic administrative plan** for SRAHE outlines a clear path to developing an agile and scalable administrative structure that aligns with the university's academic, research, and operational goals. By focusing on **digital transformation**, **process optimization**, and **global best practices**, SRAHE will build a foundation for sustainable growth. The final phase positions SRAHE as a global leader in **administrative innovation**, **governance**, and **sustainability**, ensuring its long-term success as a world-class institution.

Chapter - 11

Fifteen-Year Strategic Vision Plan - Governance Plan

11. Fifteen-year Strategic Vision Plan for Governance Excellence

15-Year Strategic Governance Plan for SRAHE

The proposed SRAHE Deemed University aims to establish itself as a leader in governance excellence, ensuring transparency, accountability, and efficiency in decision-making. Aligned with the UGC Deemed to be University Regulations, 2023, this plan outlines a comprehensive approach to building a robust governance framework that will evolve over 15 years, supporting the university's academic and research goals. The strategic vision is divided into three phases: *Phase 1 (Years 1-5)*, *Phase 2 (Years 6-10)*, and *Phase 3 (Years 11-15)*. Each phase is designed to strengthen the institution's governance structures, foster collaboration, and ensure compliance with regulatory standards, while promoting growth and innovation.

Phase 1 (Year 1-5): Establishing the Governance Foundation

Phase 1 (Years 1-5): Establishing Governance Foundations

Goal:
To build a strong governance structure that supports the initial growth of the university, focusing on transparency, effective decision-making, and strategic alignment with the institution's vision.

Key Initiatives:

1. Formation of Governing Bodies:

Establish the Executive Council, Academic Council, Finance Committee, and Board of Studies: In alignment with UGC regulations, the first step is to formally establish the university's core governing bodies, ensuring they are equipped to oversee key aspects of university governance. These bodies will play crucial roles in decision-making, policy formulation, and the overall management of the university.

Define Roles, Responsibilities, and Decision-Making Processes: Clearly outlining the roles, responsibilities, and decision-making authority of each governing body will be essential for smooth operations. This includes detailing the scope of authority for the Executive Council in strategic planning, the Academic Council in academic oversight, the Finance Committee in financial management, and the Board of Studies in curriculum and research guidance.

Appoint Key Officers: Appointing capable leaders is critical to the success of the governance framework. The university will appoint the *Chancellor*, *Pro Chancellor*, *Vice Chancellor*, *Registrar*, *Finance Officer*, and *Controller of Examinations*. These officers will oversee the daily

operations of the university, ensure compliance with regulations, and facilitate coordination between the various governing bodies.

2. Building the Executive Council:

Form the Executive Council: The Executive Council, as the highest governing body of the university, will consist of 10-13 members, including representatives such as the Vice Chancellor (Chairperson), Pro Chancellor, Deans of schools, faculty members, and up to four nominees from the Sponsoring Body. This composition ensures a balanced representation of leadership, academic, and external perspectives.

Develop a Governance Framework: A comprehensive governance framework will be established to empower the Executive Council in making strategic decisions regarding institutional development, policy adoption, and regulatory compliance. This framework will include protocols for decision-making, review mechanisms, and procedures for addressing urgent matters.

Set Up Processes for Rotation of Council Members: To maintain balanced representation and infuse fresh perspectives into the Executive Council, processes will be put in place to rotate council members periodically. Faculty representatives, including Professors, Associate Professors, and Assistant Professors, will serve on the council for a fixed term, ensuring that different voices and ideas contribute to the university's strategic direction.

3. Establishing the Academic Council:

Constitute the Academic Council: The Academic Council will serve as the principal body responsible for overseeing academic matters, including curriculum design, research policies, quality standards, and program evaluations. It will play a key role in maintaining high standards of teaching and research across the university.

Ensure Diverse Representation: The Academic Council will include the Vice Chancellor as Chairperson, Pro Chancellor, Deans, Heads of Departments, and rotating representatives from among Professors, Associate Professors, and Assistant Professors. Further, up to six external experts will be invited to bring specialized knowledge, ensuring that the council benefits from diverse academic perspectives.

Promote Regular Meetings with the Board of Studies: The Academic Council will coordinate closely with the Board of Studies to streamline academic policies, approve new courses and research initiatives, and ensure that academic programs remain relevant to current and emerging needs. Regular meetings will be scheduled to foster continuous dialogue between the Academic Council and Boards of Studies.

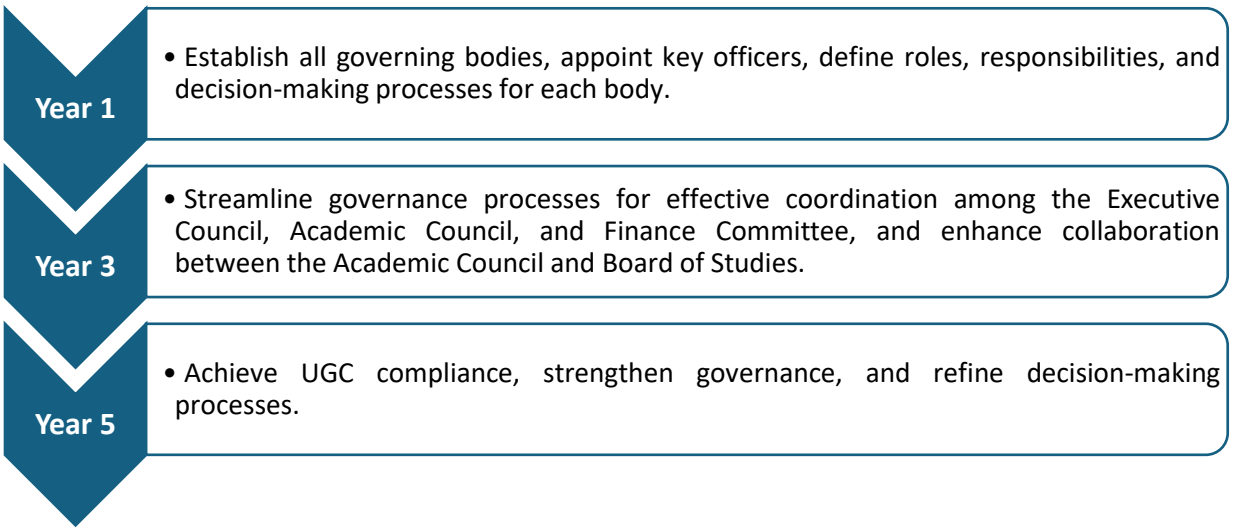
4. Strengthening Financial Oversight:

Form the Finance Committee for Financial Transparency: Establishing the Finance Committee is critical to ensuring the financial health of the university. This committee will be responsible for budget planning, financial oversight, and making recommendations to the Executive Council regarding resource allocation and major investments.

Develop Collaborative Financial Planning Processes: The Finance Committee will work closely with the Executive Council to ensure that financial planning aligns with the strategic goals of the university. This collaboration will include drafting annual budgets, evaluating long-term investment needs, and ensuring funds are allocated efficiently to support academic and research infrastructure.

Implement Training Programs for Committee Members: To ensure that the Finance Committee operates with the highest standards of financial management, training programs will be implemented for its members. These programs will focus on best practices in university financial management, investment strategies, compliance with regulations, and reporting procedures to foster transparency and accountability.

Milestones:



Action Plan:

Year 1: Establish Core Governance Bodies

In the first year, SRAHE will establish its essential governing bodies, including the *Executive Council*, *Academic Council*, *Finance Committee*, and *Board of Studies*, in line with UGC regulations. These bodies will provide strategic direction, manage academic standards, oversee financial

planning, and guide curriculum development. Key officers like the *Vice Chancellor*, *Registrar*, and *Finance Officer* will be appointed to ensure effective operations and coordination among these bodies, creating a strong foundation for the university's growth.

Year 2: Define Roles and Develop Governance Framework

The second year will focus on clearly defining the roles, responsibilities, and decision-making processes for each governing body. A comprehensive governance framework will be developed to guide strategic decisions, policy adoption, and coordination among the *Executive Council*, *Academic Council*, and *Finance Committee*. Stakeholders such as faculty and staff will be engaged in refining these processes to ensure transparency and accountability throughout the university.

Year 3: Strengthen Coordination and Implement Policies

In the third year, the focus will be on refining coordination between the governing bodies and implementing academic, financial, and administrative policies. The *Academic Council* will work closely with the *Board of Studies* to update curriculum and research initiatives, while the *Finance Committee* will monitor budgeting and resource allocation. Training sessions will be conducted to ensure that faculty and staff understand their roles within the governance framework, leading to more efficient operations.

Year 4: Enhance Financial Oversight and Reporting

During the fourth year, SRAHE will strengthen financial oversight by refining the processes of the *Finance Committee* and improving financial planning through multi-year budgeting. Transparent financial reporting mechanisms will be introduced, with the *Finance Committee* working closely with the *Executive Council* to ensure accountability. The university will also prepare for future accreditation processes by maintaining accurate records and compliance with UGC guidelines.

Year 5: Review Governance Structures and Prepare for Accreditation

In the fifth year, SRAHE will conduct a comprehensive review of its governance structures, assessing the effectiveness of the *Executive Council*, *Academic Council*, and other bodies. Based on this review, adjustments will be made to improve decision-making and strategic alignment. The university will also prepare for national and international accreditations, with the *Executive Council* and *Academic Council* overseeing preparations, ensuring that all academic and operational standards are in place to meet accreditation requirements.

Phase 2 (Year 6-10): Scaling Governance for University Growth

Goal:

To scale governance structures to support the expansion of academic programs, enhance research capacity, and promote greater collaboration with national and international stakeholders.

Key Initiatives:

1. **Enhancing the Role of the Executive Council**:

   ***Expand Strategic Oversight**:* The Executive Council will take on an expanded role in overseeing the development of new academic programs, including *Digital and Heritage Arts*, *Health Informatics*, *Energy Informatics* and *Environmental Informatics,* and *Smart Urban Infrastructure*. This will involve evaluating program proposals, aligning them with the university's strategic goals, and ensuring resources are allocated effectively.

   ***Policy Development for Long-term Planning**:* The Executive Council will introduce new policies to support long-term strategic planning. This will include focusing on building a strong research culture, encouraging international research collaborations, and creating frameworks to support emerging fields. The council will play a critical role in shaping the direction of the university's academic and research agenda, ensuring it remains competitive on a global scale.

2. **Empowering the Academic Council**:

   ***Introduce New Research Programs**:* The Academic Council will gain increased authority to propose and implement new research programs and interdisciplinary initiatives, especially in areas like *Design Thinking* and *Digital Transformation*. This will enable the university to quickly adapt to emerging academic trends and research opportunities.

   ***Strengthen Collaboration with the Board of Studies**:* The Academic Council will work closely with the Board of Studies to drive curriculum innovation. This collaboration will ensure that the university's programs remain relevant, rigorous, and aligned with industry needs. Together, they will develop new courses, update existing ones, and integrate interdisciplinary approaches to teaching and research.

   ***Leverage External Expertise**:* The Academic Council will invite external experts with specialized knowledge to contribute to discussions on curriculum design, research trends, and academic strategies. This will infuse global perspectives into the council's deliberations and help shape cutting-edge academic policies.

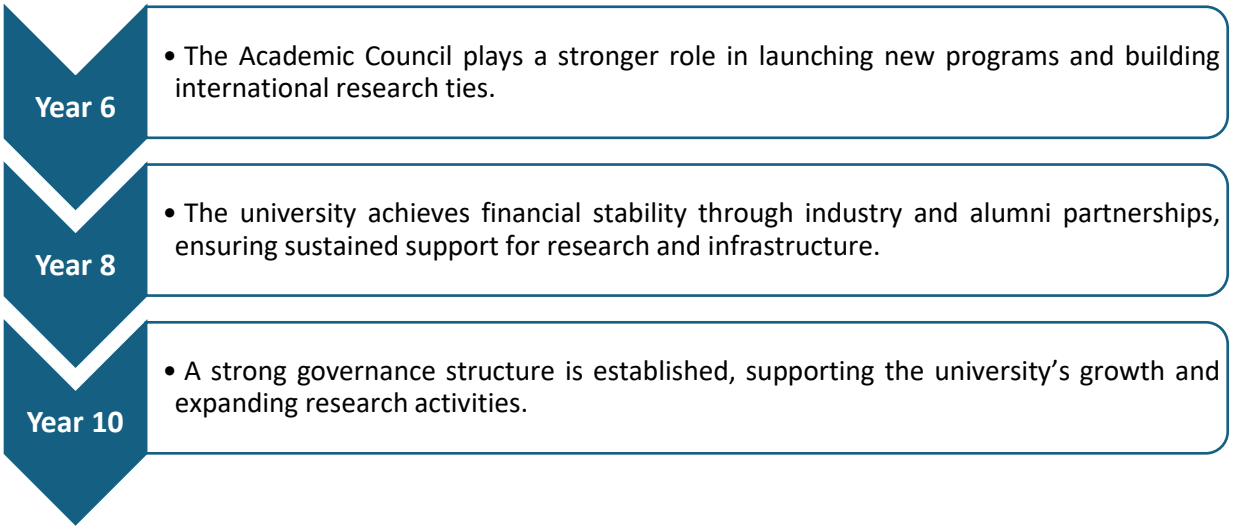
3. **Financial Planning and Sustainability**:

Multi-Year Financial Planning*:* The *Finance Committee* will implement multi-year financial plans, focusing on sustainable funding for research initiatives and infrastructure development. This will include developing budgets that accommodate the expansion of academic programs and investment in new research facilities.

Build Partnerships for Funding*:* The university will actively develop partnerships with industry and alumni to secure endowments, grants, and research funding. These partnerships will not only provide financial stability but also enhance the university's reputation through collaborative projects and sponsorships.

Regular Policy Reviews*:* Financial policies will be reviewed regularly to ensure they remain responsive to the evolving needs of the university. This will include adjustments based on changes in student enrolment, research priorities, and market trends to ensure that resources are utilized efficiently and effectively.

Milestones:



Action Plan:

Year 6: Expanding Programs and Strategic Oversight

In Year 6, SRAHE will focus on launching new academic programs like *Digital and Heritage Arts*, *Health Informatics*, and *Smart Urban Infrastructure*. The *Executive Council* will guide these efforts, ensuring that resources are allocated effectively and that the programs align with the university's goals. The *Academic Council* will identify new research opportunities and work with external

experts to shape these programs. The *Finance Committee* will create a three-year financial plan to support these initiatives and begin engaging industry partners for additional funding.

Year 7: Strengthening Research and Financial Planning

Year 7 will focus on refining the new programs and building research capacity. The *Executive Council* will review program progress and adjust strategies as needed. The *Academic Council* will introduce interdisciplinary research programs, collaborate with the *Board of Studies* to update the curriculum, and support student-led research projects. The *Finance Committee* will adjust the financial plan and secure research grants through partnerships with industry.

Year 8: Boosting Global Partnerships and Financial Stability

In Year 8, SRAHE will focus on strengthening global partnerships and achieving financial stability. The *Executive Council* will expand collaborations with international universities, aligning policies with global standards. The *Academic Council* will work on joint degree programs and ensure that the curriculum remains up-to-date with global trends. The *Finance Committee* will secure diverse funding sources, conduct financial audits, and adjust the budget to support ongoing growth.

Years 9-10: Scaling Research and Securing Resources

During Years 9 and 10, SRAHE will focus on expanding successful programs and research initiatives. The *Executive Council* will support the growth of key programs and introduce policies for large-scale research projects. The *Academic Council* will evaluate research impacts and refine strategies, while the *Finance Committee* will develop plans to support expanding research centers and attract more funding from alumni and industry partners. The committee will also ensure financial stability for the next phase of growth.

Phase 3 (Year 11-15): Achieving Global Leadership in Governance

Goal:

Position SRAHE University as a globally recognized institution for governance excellence, with an inclusive, transparent, and data-driven framework.

Key Initiatives:

Goal:

To position SRAHE as a model of governance excellence in the global higher education landscape, fostering transparency, accountability, and strategic growth to ensure the institution's long-term impact and global reputation.

Key Initiatives:

1. **Global Integration and Recognition**:

   ***Seek Global Accreditation**:* SRAHE will actively pursue global accreditation and recognition for its governance practices, aiming to align with internationally recognized standards in higher education. This will involve meeting benchmarks for quality assurance, academic integrity, financial transparency, and institutional management, ensuring that the university's governance framework is globally competitive.

   ***Adopt Global Best Practices**:* Establish strategic partnerships with international academic councils and governing bodies to learn and adopt global best practices in governance. These collaborations will help SRAHE refine its governance structures by incorporating insights from leading global universities, fostering a culture of continuous improvement, and keeping pace with evolving standards in the higher education sector.

2. **Leadership in Academic Policy**:

   ***Shape Global Research Collaborations**:* The *Academic Council* will expand its role to influence and shape global research collaborations, setting high academic standards and benchmarks that align with international priorities. This includes leading initiatives that foster global research networks in key areas like *Digital Arts*, *Health Informatics*, *Energy Informatics* and *Environmental Informatics,* and *Smart Urban Solutions*, positioning SRAHE as a leader in these fields.

   ***Develop Policies for Joint Degrees and Research Projects**:* SRAHE will create policies that encourage the establishment of joint degree programs and collaborative research projects with leading universities worldwide. This will focus on emerging disciplines such as *Digital Arts, Energy Informatics* and *Environmental Informatics,* and *Health Informatics*, providing students with opportunities to gain global perspectives and participate in innovative research, while strengthening the university's international academic footprint.

3. **Innovative Financial Governance**:

   ***Secure Large-Scale International Funding**:* The *Finance Committee* will play a key role in attracting large-scale national and international research grants, and donations to support the university's growth. These funds will be directed towards establishing new research centers, innovation hubs, and cutting-edge laboratories that align with SRAHE's strategic research priorities.

   ***Focus on Financial Sustainability**:* SRAHE will emphasize financial sustainability by building a diversified funding portfolio. This approach will include long-term investments

in student scholarships, faculty development programs, and infrastructure projects that ensure the university's capacity to support its academic and research ambitions without compromising its financial stability.

4. **Continuous Improvement in Governance**:

Conduct Periodic Governance Reviews*:* To ensure that the governance structure remains effective and responsive to changing needs, SRAHE will conduct regular reviews of its governance practices. These reviews will evaluate compliance with new regulatory frameworks, identify areas for improvement, and adjust governance strategies to meet evolving stakeholder expectations.

Engage Stakeholders in Governance Decisions*:* SRAHE will promote a culture of continuous improvement by engaging faculty, students, industry partners, and alumni in its governance processes. This will include gathering feedback through surveys, focus groups, and advisory boards, ensuring that the university's governance practices remain inclusive, adaptive, and aligned with the needs of its diverse community.

Milestones:

Action Plan:

Year 11: Form Global Advisory Board and Build Partnerships

SRAHE will establish a *Global Advisory Board* with experts in higher education governance to align its practices with global standards. The board will provide strategic guidance, and SRAHE will start collaborating with international academic councils to adopt best practices, laying the groundwork for global recognition.

Year 12: Achieve Global Accreditation and Secure Funding

SRAHE will pursue ISO certification for governance and management, demonstrating its commitment to quality and transparency. This process will align SRAHE with international standards. Simultaneously, the *Finance Committee* will work on attracting international research grants and funding to support new research centers.

Year 13: Expand Research and Use AI for Better Decision-Making

The *Academic Council* will focus on building global research networks in fields like *Digital Arts* and *Health Informatics*. SRAHE will also implement AI tools for governance, using data to improve decisions on resource allocation and performance, making operations more efficient and strategic.

Year 14-15: Focus on Sustainability and Inclusivity

SRAHE will set up a *Sustainability Governance Council* to lead efforts in reducing the university's environmental impact and promoting social responsibility. It will also enhance inclusivity policies, ensuring that diversity is a core part of governance. These efforts will strengthen SRAHE's position as a globally recognized leader in higher education.

Identifiable Outputs and Identifiable Outcomes

Identifiable Outputs	
Governance and Transparency	Transparent and effective governance bodies, including the Board of Governors, Academic Council, and Finance and Audit Committee, overseeing university operations.
Global Representation	Expanded governance structure with global representation, including international academic and industry leaders.
AI-Driven Decision-Making	AI-driven tools for data-driven decision-making and performance management.
International Standards Compliance	Achieved ISO certification for governance practices and met global accreditation benchmarks.
Sustainability and Inclusivity	Sustainability Governance Council established, and inclusivity policies implemented to ensure diversity and equity in governance.

Identifiable Outcomes	
Global Governance Leadership	SRAHE recognized globally as a leader in governance excellence, known for its inclusive and transparent framework.
Efficiency through Data	Enhanced academic and operational efficiency through data-driven governance practices.
Decentralized Innovation	Decentralized governance model empowering schools and departments, fostering innovation and agility.
Sustainable and Inclusive Growth	A sustainable and inclusive governance model that aligns with global best practices, contributing to long-term institutional growth and impact.

Authorities of the proposed Deemed to be University

Pursuant to the UGC Deemed to be University Regulations, 2023, the proposed SRAHE Deemed University shall have the following authorities:

1. Executive Council
2. Academic Council
3. Finance Committee
4. Board of Studies

1. Executive Council:

The highest governing body of the SRAHE shall be the Executive Council to be headed by the Vice-Chancellor and consisting of not less than ten and not more than thirteen members. The Executive Council shall be the principal executive body of the University, and its composition shall be as under:

(a) Vice-Chancellor - Chairperson

(b) Pro Chancellor

(c) two members from amongst the Deans of schools of studies, by rotation, to be appointed by the Vice-Chancellor

(d) one Professor, who is not a Dean, by rotation, to be appointed by the Vice-Chancellor

(e) one Associate Professor, by rotation, to be appointed by the Vice-Chancellor

(f) one Assistant Professor, by rotation, to be appointed by the Vice-Chancellor

(g) up to four nominees of the Sponsoring body; and

(h) the Registrar, who shall be the *ex-officio* Secretary of the Executive Council.

All the members of the Executive Council, other than the Vice-Chancellor and Pro-Vice-Chancellor, shall hold office for a term of three years and in the case of Deans, the term shall be three years or until they hold the office of Dean, whichever is earlier.

Members of the Executive Council appointed by the Vice-Chancellor from Professor, Associate Professor and Assistant Professor category shall hold office for a period of one year or till such time they cease to be teachers of the University, whichever is earlier.

2. Academic Council

The Academic Council shall be the principal academic body of SRAHE and shall, subject to the provision of the rules of the institution deemed to be University, co-ordinate and exercise general supervision over the academic policy of the University.

The composition of the Academic Council shall be as under:

(i) Vice Chancellor - Chairperson

(ii) Pro Chancellor

(iii) Deans of faculties of the schools and heads of the departments or centres

(iv) up to ten Professors (excluding those who are Deans of schools and heads of departments or centres) by rotation, to be nominated by the Vice-Chancellor giving due regard to the representation of different schools or departments or centres

(v) up to five Associate Professors from departments or centres other than the heads of the departments or centres, by rotation, to be appointed by the Vice-Chancellor

(vi) up to five Assistant Professors from the departments or centres other than the heads of the departments or centres, by rotation, to be appointed by the Vice-Chancellor

(vii) six persons of repute from amongst the educationists or experts for their specialised knowledge, who are not in the service of the institution deemed to be University, nominated by the Vice-Chancellor; and

(viii) the Registrar, who shall be the *ex-officio* Secretary of the Academic Council.

The representation of different categories shall be through rotation and not through an election and the term of members, other than the *ex-officio* members, shall be three years and the Controller of Examination shall be the permanent invitee to the meetings of the Academic Council.

3. Finance Committee

The composition of the Finance Committee shall be:

(i) Vice Chancellor - Chairperson
(ii) Pro Chancellor
(iii) one person nominated by the society
(iv) three persons to be nominated by the Executive Council, out of whom at least one shall be a member of the Executive Council
(v) one representative of the Commission
(vi) three persons to be nominated by the Chancellor
(vii) Finance Officer-Secretary- *ex officio*

All members of the Finance Committee other than *ex-officio* member shall hold office for a term of three years.

4. Board of Studies

There shall be one Board of Studies for each department or school of SRAHE. The composition of the Board of Studies shall be:

(i) Dean of school or Head of the department - Chairperson

(ii) all Professors of the school or department

(iii) two Associate Professors of the school or department, by rotation

(iv) two Assistant Professors of the school or department, by rotation; and

(v) two external experts to be co-opted for their specialised knowledge.

Subject to the overall control and supervision of the Academic Council, the functions of a Board of Studies shall be to approve subjects for research for various degrees and other requirements of research degrees and to recommend to the concerned School Board in such manner as may be prescribed by the rules of the institution deemed to be University regarding—

(a) courses of studies

(b) appointment of supervisors for research; and

(c) measures for the improvement of the standards of teaching and research.

Key Officers of the proposed SRAHE Deemed to be University

The proposed SRAHE Deemed to be University shall have the following key officers:

1. Chancellor (to be appointed by Sponsoring Body)
2. Pro Chancellor
3. Vice Chancellor (the Principal Executive Officer and Academic Officer who shall exercise general supervision and control over the affairs of the proposed SRAHE Deemed to be University).
4. Registrar
6. Finance Officer
7. Dean of School
8. Head of the Department
9. Controller of Examinations

The appointment, powers and functions, tenure of these Key Officers shall be as per the UGC Deemed University Regulations, 2023 and the rules of the proposed SRAHE deemed to be university.

Conclusion

The 15-year strategic governance plan for SRAHE University outlines a comprehensive framework for establishing a transparent, inclusive, and responsive governance system. By focusing on global best practices, decentralized decision-making, data-driven governance, and sustainability, SRAHE aims to become a leader in higher education governance. Through phased implementation, this governance framework will evolve to support the university's growth into a world-class institution by 2040, fostering a culture of excellence, innovation, and collaboration.

Chapter - 12

Five-Year Rolling Implementation Plan

12.1 Rolling Implementation Plan for Academics (Year 1-5)

The first five-year rolling implementation plan for SRAHE's academic framework is focused on establishing a robust foundation for high-quality interdisciplinary education and research. This phase prioritizes the launch of core academic programs, development of key curricula, and the creation of modern academic infrastructure. With an emphasis on aligning with national and global priorities such as clean energy, health informatics, and digital transformation, this plan ensures that the university's academic initiatives are positioned for long-term success.

During the first phase, the goal is to build a diverse academic portfolio that includes programs such as Digital and Heritage Arts, Smart Urban Infrastructure, and Health Informatics. Efforts will also be directed towards creating commons courses that foster interdisciplinary learning, establishing smart classrooms, and building state-of-the-art laboratories. Additionally, recruiting qualified faculty with expertise in emerging fields is a key component of this phase, ensuring that the university can deliver on its promise of academic excellence.

This plan lays the groundwork for expanding the university's academic capabilities in future phases, ensuring that it becomes a leader in innovative and globally relevant education.

A summary of the Identifiable Outputs and Outcomes has been outlined to capture the essential results expected from the implementation of SRAHE's academic plan. The table below provides a detailed outline of the action steps, key initiatives, and milestones for the first five years of the academic plan, along with their respective Identifiable Outputs and Outcomes.1

Summary of Identifiable Outputs:

- **Programs**: 6 unique disciplines addressing the strategic needs of the country programs launched across UG, PG, and PhD levels apart from engineering and business administration programs.
- **Enrolment**: Student enrolment grows to 1,739 students by Year 5.
- **Infrastructure**: Smart classrooms, high-tech labs, digital learning platforms, and expanded library in place by Year 5.
- **Faculty**: 260-270 full-time faculty members recruited to ensure program delivery and maintain a faculty-student ratio less than 1:20.
- **Research Centers**: Three Research centers are operational.

Summary of Identifiable Outcomes:

- Strong foundation of interdisciplinary education.
- Increased capacity for research and innovation.
- University positioned as a leading institution in technology, health informatics, and clean energy research.

Table: Five-Year Rolling Implementation Plan for Academics

Year	Key Initiatives	Action Plan	Milestones	Identifiable Outputs	Identifiable Outcomes
2026-27	**Program Launch and Enrolment:** Launch core programs such as Digital and Heritage Arts, Smart Urban Infrastructure, Health Informatics, Environmental Informatics, Energy Informatics, Design Thinking and Technology Management, Business Administration, and core Engineering Programs (CSE, IT, ECE).	• Develop targeted marketing strategies. Partner with local schools, colleges, and industry partners for student outreach. • Launch programs and enroll the initial batch of 996 students.	996 students enrolled. Initial programs launch complete.	Core academic programs launched successfully.	Strong student response, setting the foundation for interdisciplinary programs and future enrolment growth.
2027-28	**Curriculum Development and Commons:** Develop interdisciplinary commons courses.	• Develop and implement interdisciplinary commons courses in technology, cultural studies, business, and design thinking. • Implement a digital learning platform for hybrid and online learning.	Commons courses launched. Digital learning platform initiated.	Interdisciplinary curriculum operational. Digital learning infrastructure initiated.	Enhanced student experience with interdisciplinary learning pathways and flexible learning options.
2028-29	**Academic Infrastructure and Faculty Recruitment:**	• Build smart classrooms and high-	1,260 students enrolled. Labs	Completed academic	Increased capacity for teaching and

	Complete core infrastructure (labs, classrooms, digital platforms). Increase enrolment to 1,260 students. Recruit 40-50 faculty members.	tech labs. Expand library and establish research centers. • Recruit additional faculty to support program expansion.	and classrooms completed. Research centers operational.	infrastructure. 150-160 faculty members in place. Research centers operational.	research with state-of-the-art facilities. Faculty recruitment and retention at 70% target.
2029-30	**Program Expansion and Research Centers:** Expand academic programs. Increase faculty and research activities.	• Expand student enrolment and research activities. • Expand research output through newly established research centers. • Recruit additional 30-40 faculty members.	Enrolment reaches 1,350 students. Additional faculty recruited.	Expanded academic offerings. 190-200 faculty members recruited.	University seen as a leader in research and innovation. Growing reputation for interdisciplinary programs.
2030-31	**Full Operational Capacity and Student-Faculty Ratio:** Achieve full operational capacity in core programs. Total enrolment reaches 1,739 students. 260-270 full-time faculty members in place.	• Finalize recruitment of faculty to reach 260-270. • Complete digital learning infrastructure. • Focus on research productivity and student engagement.	1,739 students enrolled. Faculty strength at 260-270. Core programs fully operational.	Fully operational academic and research infrastructure. Student-faculty ratio less than 1:20.	University reaches academic and research capacity. Positioned for global partnerships and research leadership.

12.2 Rolling Implementation Plan for Faculty Recruitment (Year 1-5)

The first five-year rolling implementation plan for faculty recruitment at SRAHE is designed to systematically build a strong faculty foundation that supports the launch and growth of key academic programs, promotes interdisciplinary research, and aligns with the university's mission of addressing global challenges. The strategic focus during these five years is on recruiting faculty with expertise in emerging fields such as Digital and Heritage Arts, Smart Urban Infrastructure, Health Informatics, and Clean Energy.

Each year's objectives, milestones, and action steps are clearly defined to ensure smooth execution. The plan also emphasizes diversity in recruitment methods, development of support structures for faculty growth, and the establishment of core recruitment bodies such as the Faculty Recruitment Committee. By implementing this phased approach, SRAHE aims to attract talented faculty members, enhance its academic offerings, and position itself as a leader in education and research excellence.

The summary of the Identifiable Outputs and Outcomes outlined below. The table provides a detailed breakdown of key initiatives, action plans, and milestones year-by-year, offering a clear pathway for faculty recruitment success over the first five years of the university's development.

Summary of Identifiable Outputs:

- **Faculty Recruited**: 260-270 full-time faculty members recruited by the end of Year 5.
- **Diversity**: Faculty recruitment policies promoting gender diversity and representation from underrepresented groups implemented.
- **Recruitment Processes**: A Faculty Recruitment Committee established to streamline hiring, ensuring alignment with the university's academic and diversity goals.
- **Mentorship Programs**: Mentorship programs operational by Year 4 to support the integration and development of junior faculty.

Summary of Identifiable Outcomes:

- **Robust Faculty Base**: Strong and diverse faculty team in place, supporting the launch of core academic programs and interdisciplinary research.
- **Interdisciplinary Focus**: Faculty recruited with expertise in emerging interdisciplinary fields, fostering collaboration across departments and schools.
- **Faculty Development**: Mentorship and professional development programs improving faculty retention, engagement, and research productivity.
- **Research and Innovation**: Faculty expertise in areas such as clean energy, health informatics, and urban sustainability positioning SRAHE for global research leadership.

Table: Five-Year Rolling Implementation Plan for Faculty Recruitment

Year	Key Initiatives	Action Plan	Milestones	Identifiable Outputs	Identifiable Outcomes
2026-27	**Priority Recruitment:** Recruitment of faculty for foundational programs such as Digital and Heritage Arts, Health Informatics, Smart Urban Infrastructure, and Energy and Environmental Informatics.	• Launch recruitment campaigns targeting experienced and junior faculty members. • Advertise positions in academic journals, newspapers, and online portals. • Conduct campus visits at reputed institutions to recruit PhD graduates.	50-60 faculty recruited. Launch of foundational programs.	Core faculty team recruited for Digital and Heritage Arts, Health Informatics, Smart Urban Infrastructure, and Energy and Environmental Informatics. Initial programs launched with faculty support.	Strong academic foundation established with experienced and diverse faculty. Programs ready for student enrolment in targeted disciplines.
2027-28	**Diverse Recruitment Methods:** Expand recruitment efforts to attract interdisciplinary talent, particularly in Health Informatics, Digital Arts, and Environmental Science.	• Continue direct outreach to industry leaders and academic experts. • Focus on recruiting in interdisciplinary areas like environmental science, data analytics, and urban sustainability. • Implement targeted recruitment for emerging fields.	Recruitment pipeline expanded. 100-110 faculty recruited. Direct outreach efforts increased.	Increased diversity in faculty recruitment pool. New faculty added in interdisciplinary fields.	Expanded interdisciplinary capacity laying the groundwork for cross-departmental collaboration.
2028-29	**Building Faculty Recruitment**	• Form Faculty Recruitment Committee to oversee	150-160 faculty	Formal recruitment processes	Greater efficiency in hiring.

	Infrastructure: Establish Recruitment Committee to streamline hiring and recruitment processes.	diversity, inclusion, and alignment with academic goals. • Recruit an additional 60-70 faculty members. Prioritize diversity and student-centric learning in hiring.	members recruited. Recruitment Committee operational.	established. Faculty size increased to support growing programs.	Recruitment aligned with the university's mission and interdisciplinary goals.
2029-30	**Mentorship Programs for Junior Faculty:** Establish mentorship and faculty development programs to foster a collaborative academic environment.	• Launch mentorship programs pairing junior faculty with senior mentors. • Provide development opportunities in research and innovative teaching.	Mentorship programs operational. Faculty development plans in place.	Structured mentorship and development opportunities for junior faculty. Increased retention and faculty satisfaction.	High retention rate and professional growth of junior faculty. Enhanced faculty collaboration.
2030-31	**Achieving Full Operational Capacity:** Complete recruitment to meet the goal of 260-270 full-time faculty members by the end of Year 5.	• Finalize the recruitment of 100-110 full-time faculty. Review and adjust recruitment strategies based on the university's evolving needs. • Focus on long-term development plans for faculty research output.	260-270 faculty recruited. Balanced student-faculty ratio achieved.	Full faculty strength established, supporting all core and interdisciplinary programs. Balanced faculty-student ratio.	University positioned for long-term academic and research excellence.

12.3 Rolling Implementation Plan for Students Admission (Year 1-5)

The student admission plan at SRAHE is designed to establish a strong and structured admissions framework that prioritizes attracting a diverse, talented, and high-potential student body, while aligning with the university's mission to address global challenges through interdisciplinary education. The first five-year rolling implementation plan for student admissions focuses on launching key academic programs, developing transparent and inclusive admissions processes, and providing comprehensive financial aid to ensure accessibility for students from varied socio-economic backgrounds. The plan includes specific initiatives such as the introduction of undergraduate, postgraduate, and PhD programs in areas like Digital and Heritage Arts, Health Informatics, energy informatics, environmental informatics, and Smart Urban Infrastructure, and is designed to steadily increase student enrolment. Clear goals, action steps, and milestones are set to ensure the admissions process is transparent, merit-based, and inclusive, in alignment with NEP-2020 and Sustainable Development Goals (SDGs).

The Identifiable Outputs and Outcomes of this plan are summarized below. The table provides a detailed breakdown of key initiatives, action plans, and milestones for each of the first five years, creating a roadmap for achieving enrolment targets and ensuring that SRAHE attracts students who will contribute to its vision of academic excellence, diversity, and social impact.

Summary of Identifiable Outputs:

- **Total Students Enrolled**: 1,739 students enrolled by the end of Year 5.
- **Admissions Committees**: Operational Admissions Committees established for UG, PG, and PhD programs.
- **Scholarships and Financial Aid**: Comprehensive financial aid programs in place, providing support for students from marginalized communities.
- **Diversity**: Increased diversity in student enrolment, including international students and underrepresented groups.

Summary of Identifiable Outcomes:

- **Robust Admissions System**: A transparent and merit-based admissions system established, supporting the university's growth.
- **Diverse Student Body**: A diverse student body with representation from various socio-economic backgrounds and international students.
- **Increased Inclusivity**: Financial aid programs ensuring access to education for economically disadvantaged students, supporting the university's mission of inclusivity.
- **Sustainable Growth**: A scalable admissions process supporting long-term growth and alignment with academic goals and global challenges.

Table: Five-Year Rolling Implementation Plan for Student Admissions

Year	Key Initiatives	Action Plan	Milestones	Identifiable Outputs	Identifiable Outcomes
2026-27	**Launch of Initial Programs:** Introduction of undergraduate and postgraduate programs such as Digital and Heritage Arts, Health Informatics, and Smart Urban Infrastructure, along with Business Administration and Engineering.	• Launch marketing campaigns targeting potential students domestically and internationally. • Establish outreach programs targeting high schools, colleges, and industry professionals. • Set up initial admissions processes for UG, PG, and PhD programs.	996 students enrolled. Core programs launched.	Initial enrolment of 996 students achieved. Core programs launched successfully.	Strong foundation laid for academic programs. Increased visibility and enrolment for the university.
2027-28	**Admissions Process Development:** Develop a transparent, merit-based admissions process to ensure fairness and inclusivity.	• Establish Admissions Committees for UG, PG, and PhD levels. • Set up a transparent and merit-based admissions review system. • Focus on diversity by providing scholarships and fee concessions to marginalized students.	Admissions Committees formed. Merit-based admissions operational.	Admissions processes fully operational, ensuring transparency and inclusivity. Scholarships allocated to disadvantaged students.	Fair and transparent admissions process implemented. Diversity in the student body increased.
2028-29	**Student Support and Financial Aid:** Implement	• Establish clear eligibility criteria for scholarships and financial aid.	1,260 students enrolled. Financial aid	1,260 students enrolled. Financial aid	Increased enrolment of economically

	comprehensive financial aid and scholarship programs to support economically disadvantaged students.	• Launch outreach campaigns targeting marginalized communities. • Allocate funds and resources for fee waivers, scholarships, and support programs.	programs operational.	programs in place, supporting a diverse student population.	disadvantaged students. Strengthened student diversity and inclusivity.
2029-30	**Program Expansion and Refinement:** Expand academic offerings and refine admissions processes to ensure alignment with the university's mission and goals.	• Expand outreach programs to international students. • Offer additional scholarships and financial aid packages. • Refine admissions processes for better evaluation of merit, leadership.	Expanded financial aid and admissions processes. Increased outreach to international students.	Admissions process refined. Increased international student enrolment.	Improved alignment of admissions processes with university's mission. Increased diversity in international student intake.
2030-31	**Achieving Full Operational Capacity:** Complete the enrolment target of 1,739 students with a transparent admissions system fully operational.	• Finalize and assess the admissions process for scalability. • Review financial aid programs to ensure their effectiveness and inclusivity.	1,739 students enrolled. Admissions and financial aid processes fully operational.	Full student capacity reached (1,739 students). Admissions and financial aid systems operating at full capacity.	University positioned for long-term growth with a robust and inclusive student admissions system.

12.4 Rolling Implementation Plan for Research (Year 1-5)

The table below details the first five-year rolling implementation plan for SRAHE's research strategy. This plan is crafted to establish a solid research foundation, positioning the university as a global leader in innovation, interdisciplinary collaboration, and cutting-edge research. Over the first five years, the plan focuses on building research capacity through faculty recruitment, developing world-class research infrastructure, and fostering international and industry collaborations.

Key initiatives during this phase include the establishment of dedicated research labs, securing government and industry-funded research projects, and engaging faculty and students in research activities across key areas such as clean energy, health informatics, AI, and urban infrastructure. The plan also prioritizes the recruitment of highly qualified faculty and PhD scholars, along with seed grants and research incentives to promote early-stage research.

This rolling implementation plan provides a clear year-by-year breakdown of action steps, milestones, and goals aimed at building SRAHE's research ecosystem, facilitating collaboration, and driving innovation. Through this strategic approach, SRAHE will lay the groundwork for significant research outputs, including publications, patents, and impactful contributions to global challenges. A summary of identifiable outputs and outcomes of this plan are listed below.

Summary of Identifiable Outputs:

- **Faculty Hired**: 260-270 faculty members recruited in strategic research areas.
- **Research Labs**: Three research labs established and fully operational by Year 3.
- **PhD Enrolment**: 60-70 full-time PhD scholars enrolled and supported through scholarships.
- **Collaborations**: Five joint research projects with international universities and five industry-sponsored research projects operational by Year 5.
- **Student Engagement**: 30% of students engaged in research projects via innovation labs and grants.

Summary of Identifiable Outcomes:

- **Strong Research Ecosystem**: A robust foundation for interdisciplinary research established, supporting both academic and industry-driven projects.
- **Global Research Collaborations**: Active international partnerships contributing to increased research outputs, joint publications, and visibility in the global research community.
- **Industry Engagement**: Meaningful collaborations with industry that result in tangible research outcomes addressing real-world challenges.

Table: Five-Year Rolling Implementation Plan for Research

Year	Key Initiatives	Action Plan	Milestones	Identifiable Outputs	Identifiable Outcomes
2026-27	**Faculty Recruitment and Research Development:** Recruitment of 50-60 faculty members to support foundational programs and research initiatives.	• Launch targeted recruitment campaigns to attract researchers in strategic fields. • Provide seed grants and research incentives for early-career researchers.	• 50-60 faculty members recruited. • Seed grants awarded.	• Recruitment of 50-60 faculty members. • Initial seed grants supporting early-stage research.	• Establishment of a strong faculty base in strategic research areas, leading to early research productivity.
2027-28	**Faculty Expansion and Research Support:** Continue recruitment of faculty and provide ongoing research incentives.	• Continue targeted recruitment efforts. • Expand seed grants and research incentives to increase project initiation.	• Additional 50-60 faculty recruited. • Increased seed grant allocation.	• Total of 100-120 faculty members recruited • Enhanced research project initiation through expanded funding.	• Strengthened research capacity and diversity in research focus areas.
2028-29	**Establishment of Research Labs:** Set up three research labs to support strategic research areas.	• Construct and equip labs in Digital Technologies, Smart Urban Solutions, and Health Informatics. • Upgrade existing infrastructure with advanced equipment.	• Three research labs operational by Year 3. • Upgraded research facilities.	• Three research labs established. • Modernized research infrastructure.	• Increased capacity for interdisciplinary research. • Enhanced ability to attract research grants.

2029-30	**International Collaborations**: Initiate joint research projects with global partners.	• Formalize partnerships with international universities. • Launch faculty exchange programs and joint research initiatives.	• Five joint research projects initiated. • Faculty exchange programs operational.	• Five joint research projects with international partners. • Collaboration agreements with global institutions.	• Enhanced global recognition and leadership in research through international collaborations.
2030-31	**Achieving Full Research Capacity:** Enrolment of 60-70 full-time PhD scholars.	• Recruit and support PhD students with scholarships. • Focus on research aligned with the university's strategic priorities.	• 60-70 PhD students enrolled. • Full research capacity reached.	• Enrolment of 60-70 full-time PhD scholars. • Active participation of 30% of students in research.	• Establishment of a vibrant research culture, fostering student engagement and positioning the university for long-term research growth.

12.5 Rolling Implementation Plan for Campus Information and Communication Technology (Year 1-5)

The first five-year rolling implementation plan for SRAHE's Campus Information and Communication Technology (ICT) strategy aims to establish a robust and secure ICT infrastructure that will serve as the backbone for the university's digital transformation. This phase focuses on creating a smart and connected campus that enhances learning, research, and administrative functions.

The plan prioritizes the deployment of a high-speed fiber-optic network across the campus, the introduction of Wi-Fi 6 for reliable and fast connectivity, and the establishment of a modern Learning Management System (LMS) to support online and hybrid education. The key initiatives include building a high-performance computing (HPC) cluster to facilitate advanced research, providing cloud-based resources for collaboration, and implementing a comprehensive cybersecurity framework to safeguard digital assets. Through a series of carefully planned actions and milestones, this five-year period will lay the foundation for a fully integrated digital campus, creating an environment that supports innovative teaching methods, enhances research capabilities, and streamlines administrative operations.

A summary of identifiable outputs and outcomes followed by a detailed plan is provided in the table below.

Summary of Identifiable Outputs:

- **Campus Connectivity**: High-speed fiber-optic network with full Wi-Fi 6 coverage established across the entire campus by Year 2.
- **Learning Management System (LMS)**: Fully operational LMS integrated with video conferencing tools by Year 3.
- **Enterprise Resource Planning (ERP)**: ERP system for admissions, finance, and HR fully functional by Year 3.
- **High-Performance Computing (HPC)**: HPC cluster operational by Year 4, supporting advanced research in data-intensive fields like AI and health informatics.
- **Cybersecurity**: Comprehensive cybersecurity framework, including firewalls, IDS, and encryption, implemented by Year 5.

Summary of Identifiable Outcomes:

- **Enhanced Digital Learning**: Improved digital learning experiences through the LMS and widespread access to online/hybrid learning tools.
- **Streamlined Operations**: Efficient administrative processes through a fully functional ERP system, enhancing operational efficiency.
- **Research Support**: The launch of an HPC cluster increases capacity for high-level research, enabling faculty and students to engage in cutting-edge research.

- **Secure Data Management**: A strong cybersecurity framework ensures secure data storage and protects sensitive research and operational data, making the campus resilient to cyber threats.

Table: Five-Year Rolling Implementation Plan for Campus Information and Communication Technology

Year	Key Initiatives	Action Plan	Milestones	Identifiable Outputs	Identifiable Outcomes
2026-27	**Campus-Wide Connectivity and Networking:** Begin implementing a high-speed fiber-optic network across the campus. Learning **Management System (LMS):** Start deploying a modern cloud-based LMS.	• Design and start installation of the fiber-optic network. • Identify LMS platform and initiate deployment. • Ensure network supports full Wi-Fi 6 coverage across academic and research areas.	Initial phase of campus-wide fiber-optic network installed. LMS platform selected and under deployment.	Basic campus-wide high-speed connectivity initiated. LMS system deployment started.	Strong foundation for digital learning and connectivity. Preparedness for seamless online and hybrid learning.
2027-28	**Complete Campus-Wide Connectivity and Networking:** Complete the installation of the fiber-optic network and Wi-Fi 6 coverage. Security and Data Protection: Deploy initial cybersecurity measures.	• Complete the installation of fiber-optic network and Wi-Fi 6 infrastructure. • Start implementing firewall systems and data encryption protocols.	Full campus-wide high-speed connectivity. Firewalls and basic cybersecurity framework deployed.	Full implementation of fiber-optic network and Wi-Fi 6 coverage by Year 2. Initial cybersecurity measures implemented.	Enhanced digital connectivity for students, faculty, and research activities. Improved data security and digital asset protection.

2028-29	**LMS and Digital Administration:** Make LMS fully operational and integrate it with video conferencing tools. **ERP System:** Implement an ERP system to support university operations.	• Fully deploy LMS for online/hybrid learning. Train faculty and staff to use LMS and ERP systems. • Roll out ERP for admissions, financials, HR, and academic management.	Fully operational LMS and ERP system.	LMS fully operational and integrated with video conferencing tools. ERP system supporting university operations.	Improved digital learning experiences and administrative efficiency. Enhanced research and learning integration.
2029-30	**Research Computing Infrastructure:** Develop and launch a High-Performance Computing (HPC) cluster. **Data Centralization:** Begin centralizing data management systems for secure storage and sharing.	• Procure and install HPC cluster for data-intensive research. • Set up centralized data storage and sharing systems for secure access.	HPC cluster operational. Centralized data management system in place.	Fully operational AI-driven HPC systems supporting research by Year 4. Enhanced data management and storage.	Increased research efficiency and advanced capabilities in data-driven fields like AI and health informatics.
2030-31	**Advanced Cybersecurity Framework:** Implement advanced cybersecurity protocols for comprehensive data protection.	• Enhance cybersecurity framework with and continuous monitoring solutions. • Finalize robust data encryption across all digital assets.	Advanced cybersecurity measures implemented.	Comprehensive cybersecurity framework with IDS, encryption, and continuous monitoring.	Enhanced data security, ensuring transparency in academic and research operations.

12.6 Rolling Implementation Plan for Infrastructure Development (Year 1-5)

The first five-year rolling implementation plan for SRAHE's Infrastructure Development is focused on enhancing the university's physical infrastructure to support its academic, research, and operational growth. This phase emphasizes the modernization and expansion of facilities to meet global standards and the evolving needs of students, faculty, and researchers.

Key initiatives include upgrading existing laboratories with cutting-edge equipment in areas such as AI, robotics, and clean energy, as well as expanding research facilities to support interdisciplinary projects in energy informatics, urban resilience, and healthcare technologies. The plan also involves the construction of new academic buildings for key schools, the development of collaborative research spaces, and the enhancement of library resources. It integrates sustainability efforts with the introduction of energy-efficient student hostels and campus-wide green initiatives such as solar panels, rainwater harvesting, and waste reduction programs. This five-year period will be instrumental in laying the groundwork for future infrastructure growth, ensuring that SRAHE remains a leader in interdisciplinary education and research while fostering sustainability and operational efficiency.

A summary of the Identifiable Outcomes and Outputs has been outlined to capture the essential results expected from the implementation of infrastructure development plan. The table below provides a detailed outline of the action steps, key initiatives, and milestones for the first five years of the academic plan, along with their respective Identifiable Outcomes and Outputs.

Summary of Identifiable Outputs:

- **Modernized Laboratories**: State-of-the-art engineering and research labs equipped with tools for AI, robotics, clean energy, and healthcare research by Year 3.
- **Expanded Digital Library**: Global research databases, e-books, and academic journals integrated into the digital library by Year 4.
- **New Academic Buildings**: Fully operational academic buildings for the School of Informatics, School of Energy & Environment, and School of Design completed by Year 5.
- **Sustainable Student Housing**: Energy-efficient and eco-friendly student hostels featuring renewable energy solutions and green designs operational by Year 4.
- **Campus Sustainability Initiatives**: Campus-wide solar panels, rainwater harvesting systems, and energy-efficient lighting implemented by Year 5.

Summary of Identifiable Outcomes:

- **Enhanced Research and Learning**: Increased research capacity in cutting-edge fields like AI, clean energy, and urban resilience, positioning SRAHE as a global leader in interdisciplinary research.

- **Global Academic Collaboration**: Expanded digital library resources supporting global academic collaborations and access to top-tier research.
- **Sustainable Growth**: Campus-wide adoption of sustainable practices reduces operational costs and aligns with global environmental goals.

Table: Five-Year Rolling Implementation Plan for Infrastructure Development

Year	Key Initiatives	Action Plan	Milestones	Identifiable Outputs	Identifiable Outcomes
2026-27	**Upgrading Existing Laboratories and Research Facilities:** Begin upgrading engineering labs with AI, robotics, clean energy, and smart city research equipment. **Library and Learning Resources Enhancement:** Expand the digital library by adding international research databases, e-books, and academic journals.	• Procure AI, robotics, and clean energy equipment for engineering labs. • Upgrade current lab facilities to support interdisciplinary research. • Integrate international research databases into the digital library.	Phase 1 of lab upgrades completed. Initial integration of international research databases in the digital library.	State-of-the-art labs equipped with modern tools. Enhanced digital library with access to international academic resources.	Improved research capabilities in key fields like AI, robotics, and clean energy. Enhanced student learning and research through expanded library resources.
2027-28	**Construction of New Academic and Research Buildings:** Begin construction of new academic buildings for the School of Informatics, School of Energy &	• Finalize design and begin construction of academic buildings. Establish collaborative	Construction of new academic buildings initiated.	Construction of advanced academic buildings underway.	Facilities that support cutting-edge research and interdisciplinary

	Environment, and School of Design. **Library Modernization**: Continue modernizing the library with collaborative workspaces and digital resource centers.	workspaces in the library providing study rooms with digital learning tools.	Library modernization with collaborative workspaces in place.	Modern library facilities with student-centric design.	studies. Enhanced student collaboration and learning experiences.
2028-29	**Lab Upgrades and Expansion:** Finalize upgrades to existing research labs and expand capacities for energy informatics, urban resilience, and healthcare technologies. Completion of Research Facilities.	• Complete upgrades to engineering labs. • Equip labs with advanced tools to support interdisciplinary research projects. • Construct research facilities in fields such as clean energy and AI.	Completion of lab upgrades and construction of research centers.	Fully equipped research facilities for energy informatics, urban resilience, and AI research.	Increased research output and interdisciplinary collaborations. Enhanced faculty and student engagement in global research projects.
2029-30	**Sustainability and Smart Hostels:** Expand student hostels with renewable energy solutions and energy-efficient designs. **Library Enhancement:** Fully expand digital library access to global research databases and academic resources.	• Build student hostels with solar panels and energy-efficient systems. • Implement smart lighting and HVAC systems in hostels. • Complete digital library enhancement	Sustainable student hostels operational. Expanded digital library access completed.	Sustainable student housing designed with energy efficiency in mind. Comprehensive digital library providing global research resources.	Reduced energy consumption and operational costs through sustainable housing. Students and faculty benefit from extensive

		providing access to global resources.			global research resources.
2030-31	**Completion of New Academic Buildings:** Finalize construction of new academic buildings for the School of Informatics, School of Energy & Environment, and School of Design. **Campus-Wide Sustainability Initiatives:** Introduce solar panels, energy-efficient lighting, rainwater harvesting, and waste management programs campus-wide.	• Complete construction of academic buildings with modern classrooms and labs. • Install solar panels, energy-efficient lighting, and water conservation systems across campus. • Launch campus-wide sustainability initiatives.	New academic buildings completed. Campus sustainability initiatives launched.	Fully operational academic buildings supporting advanced learning and research. Campus-wide adoption of green initiatives like solar energy, rainwater harvesting, and waste reduction.	Increased capacity for academic and research programs. A sustainable, eco-friendly campus that aligns with global environmental goals.

This infrastructure development plan sets the foundation for SRAHE's long-term growth, ensuring the campus is equipped to support cutting-edge research, innovation, and sustainability for the future.

12.7 Rolling Implementation Plan for Finance (Year 1-5)

The first five-year rolling implementation plan for SRAHE's Finance Plan is designed to establish a solid financial foundation to support the university's growth in academics, research, and infrastructure. This phase emphasizes diversifying revenue streams, optimizing resource allocation, and ensuring financial transparency to sustain long-term institutional development.

The plan focuses on generating revenue through tuition from steadily increasing student enrolment, securing research grants from government and international institutions, and expanding program offerings to attract a diverse student body. To ensure inclusivity, the university will offer merit-based and need-based scholarships, particularly for economically disadvantaged students. Efficient financial management systems will be implemented to ensure proper budgeting, resource allocation, and expenditure tracking. This initial five-year period sets the foundation for financial sustainability by establishing key financial systems and revenue sources that will support SRAHE's academic growth while ensuring operational efficiency and accountability.

The identifiable outputs and outcomes expected through the implementation of this finance plan are outlined below. The following table outlines the specific actions, milestones, and goals for this period.

Summary of Identifiable Outputs:

- **Finance Office Established:** A fully operational Finance Office overseeing budgeting, cost control, and financial management by Year 1.
- **Expanded Research Collaborations:** Establishment of research partnerships with international institutions by Year 3, focusing on joint research projects and securing global grants.
- **Cost-saving Measures Implemented:** Adoption of energy-efficient technologies and centralized procurement processes by Year 4 to reduce operational costs.
- **Scholarships and Financial Aid:** Implementation of comprehensive merit-based and need-based scholarship programs for disadvantaged students by Year 2, with further expansion by Year 5.

Summary of Identifiable Outcomes:

- **Financial Stability and Diversified Revenue:** The establishment of multiple revenue streams, including tuition and research grants, ensures the financial stability and growth of SRAHE.
- **Enhanced Research Capacity:** By securing government and international research grants, the university will strengthen its research capabilities in key areas such as clean energy, digital transformation, and healthcare innovation.
- **Sustainable Growth:** Energy-efficient measures and centralized procurement will lead to reduced operational costs, contributing to long-term sustainability.
- **Inclusive Education:** Scholarships and financial aid programs will promote access to education for economically disadvantaged students, fostering diversity and inclusion.

Table: Five-Year Rolling Implementation Plan for Finance

Year	Key Initiatives	Action Plan	Milestones	Identifiable Outputs	Identifiable Outcomes
2026-27	Establish the Finance Office and Initial Revenue Generation	• Set up the Finance Office for overseeing budgeting, cost control, and resource allocation. • Hire key financial personnel. Establish the finance management framework.	Finance Office operational by Year 1.	Functional Finance Office managing the university's financial operations.	A solid foundation for financial management.
2027-28	Tuition Revenue and Financial Aid Programs	• Introduce competitive tuition fees across all UG, PG, and PhD programs. • Offer merit-based and need-based scholarships, focusing on economically disadvantaged students. • Secure initial research funding from government agencies like DST, UGC, AICTE, and DBT.	Competitive tuition fees introduced. Financial aid and scholarships implemented. Initial government research funding secured.	Increased enrolment with fair and competitive tuition rates. Financial aid programs attracting top talent from disadvantaged backgrounds.	Greater student diversity and enrolment growth. Financial support systems enabling access to education for underrepresented students. Research capacity building with external funding.

2028-29	Expand Research Collaborations	• Focus on expanding research funding by collaborating with international institutions. • Develop partnerships to secure research grants in areas like clean energy, healthcare, and digital transformation.	Expanded research grant applications with global institutions.	International research grants secured. Increased research output through global collaborations.	Growth in research capacity and enhanced global visibility.
2029-30	Operational Cost Management and Efficiency	• Adopt centralized procurement processes to reduce operational costs and improve resource allocation.	Cost-saving measures in place, reducing operational expenses.	Reduced operational costs and optimized procurement processes.	Financial stability through reduced overheads and improved operational efficiency.
2030-31	Consolidate Revenue Streams and Expand Scholarships	• Strengthen revenue sources such as tuition and research grants. • Expand financial aid programs for economically disadvantaged and underrepresented students. • Apply for larger government and international research grants.	Expanded scholarship and financial aid programs. Additional research funding secured.	Stable and diversified revenue streams. Enhanced scholarship and financial aid programs.	Financial sustainability supporting growth in academic programs and research output. Enhanced student diversity through expanded scholarship offerings.

12.8 Rolling Implementation Plan for Administrative Framework (Year 1-5)

The first five-year rolling implementation plan for the administrative framework of SRAHE University focuses on building a strong foundation to support the institution's academic, research, and operational growth. This phase emphasizes the establishment of key leadership roles, governance structures, and the implementation of digital transformation to streamline administrative processes. A major goal is to create scalable and transparent systems that ensure efficient operations, regulatory compliance, and accountability as the university expands.

Key initiatives during this period include forming core governing bodies such as the University Academic Council and Board of Governors, introducing an Enterprise Resource Planning (ERP) system, and establishing financial and governance frameworks that align with national and international best practices. The plan also highlights the development of student and faculty support services, including career development and faculty research assistance, which are essential to fostering a dynamic academic environment.

This five-year plan ensures that the administrative infrastructure is well-prepared to handle the growing demands of a globally recognized institution while maintaining operational efficiency and transparency.

A summary of the Identifiable Outcomes and Outputs captures the key results expected from implementing SRAHE's administrative plan. The table below outlines the action steps, key initiatives, and milestones for the first five years, along with their respective Outcomes and Outputs.

Summary of Identifiable Outputs:

- **Leadership and Governance Structures Established**: The Vice-Chancellor, Registrar, CFO, Deans, and governance bodies such as the University Academic Council and Board of Governors are in place by Year 1.
- **Digital Transformation Initiated**: Full implementation of ERP and SIS systems for automating admissions, student lifecycle management, and financial operations by Year 2.
- **Support Services for Students and Faculty**: Launch of the Career Development Office and Faculty Development Office by Year 3, providing robust services for student internships and faculty research.
- **Governance and Compliance Framework Developed**: Comprehensive governance framework and establishment of the Legal Affairs Office and Audit and Compliance Committee by Year 4.
- **Administrative Systems Optimized**: By Year 5, all administrative processes are fully integrated and optimized for efficiency across university departments.

Summary of Identifiable Outcomes:

- **Efficient Administrative Operations**: A fully integrated digital system for managing admissions, student records, financial management, and HR will enhance operational efficiency.
- **Regulatory Compliance and Transparency**: Establishing the Legal Affairs Office and the Audit and Compliance Committee ensures legal and financial transparency, aligning with best practices.
- **Enhanced Student and Faculty Support**: Dedicated offices for career development and faculty growth will drive student success and faculty engagement, enhancing overall institutional performance.
- **Sustainable Growth**: The administrative framework ensures scalable and transparent operations, supporting SRAHE's academic, research, and operational growth objectives.

Table: Five-Year Rolling Implementation Plan for Administration

Year	Key Initiatives	Action Plan	Milestones	Identifiable Outputs	Identifiable Outcomes
2026-27	**Organizational Structure Development:** Establish key leadership roles and governance bodies. **Digital Transformation Initiation:** Start implementation of the Enterprise Resource Planning (ERP) system.	• Appoint the Vice-Chancellor, Registrar, CFO, and Deans. • Formulate the University Academic Council and Board of Governors to oversee policy and ensure compliance. • Begin initial planning for the ERP system rollout.	Core leadership team appointed. University Academic Council and Board of Governors formed.	Established core administrative leadership. Governance bodies overseeing university operations.	Strong leadership and governance structure in place. Clear direction for institutional growth and regulatory compliance.
2027-28	**ERP and SIS Implementation**: Initiate the rollout of the ERP	• Fully integrate ERP for managing admissions,	ERP and SIS systems operational.	Fully automated admissions,	Streamlined administrative

	system and Student Information System (SIS) to automate administrative tasks and manage the student lifecycle. **Financial Management and Budgeting:** Implement centralized financial management for budget tracking and resource allocation.	student records, financial, and HR functions. • Launch the SIS to automate registration, assessment, and feedback processes. • Set up a centralized financial management system for budgeting and resource allocation.	Financial management system implemented.	student records, and financial management processes.	functions with efficient resource allocation and digitized workflows.
2028-29	**Student and Faculty Support Services:** Launch the Career Development Office and Faculty Development Office to support student internships and faculty research initiatives. **Governance and Regulatory Compliance:** Begin establishing compliance frameworks and the Legal Affairs Office.	• Set up the Career Development Office to support internships and placements. • Develop the Faculty Development Office to provide support for research grants and collaborations. • Establish the Legal Affairs Office to handle contracts and regulatory compliance.	Career Development Office and Faculty Development Office launched. Legal Affairs Office operational.	Student services for career development and faculty support in place. Governance and legal compliance frameworks developed.	Increased student and faculty engagement through robust support services. Legal and regulatory compliance ensuring institutional integrity.
2029-30	**Governance and Legal Compliance:** Complete the development of the	• Finalize governance policies aligning with national and	Governance framework completed. Audit	Fully developed governance framework and	Transparent, efficient governance

	governance framework ensuring alignment with international best practices. **Audit and Compliance Committee:** Set up the Audit and Compliance Committee to monitor financial transparency and risk management.	international best practices. • Establish the Audit and Compliance Committee for financial oversight and risk management.	and Compliance Committee established.	compliance structure. Financial transparency ensured through audit systems.	supporting sustainable growth. Financial risk minimized through audit and compliance measures.
2030-31	**Finalization of Administrative Systems:** Consolidate digital transformation efforts including ERP and SIS integration across departments. **Operational Efficiency and Continuous Improvement:** Optimize and review all administrative processes for ongoing improvement.	• Fully integrate ERP and SIS across all university departments. • Review administrative processes for efficiency and continuous improvement.	ERP and SIS fully integrated across departments. Ongoing process optimization initiated.	A unified digital administrative system across the university.	Efficient, transparent, and scalable administrative operations supporting the university's growth and sustainability.

12.9 Rolling Implementation Plan for Governance (Year 1-5)

The first five-year implementation plan for governance at SRAHE focuses on building a solid foundation for effective decision-making, regulatory compliance, and leadership. This phase emphasizes establishing core governance bodies and frameworks that will shape the university's strategic direction, financial oversight, academic policy development, and adherence to both national and international regulations.

Key Initiatives in this phase include forming the *Executive Council, Academic Council, Finance Committee,* and *Board of Studies*. These bodies will be instrumental in driving the university's academic and administrative growth. Additionally, developing a comprehensive policy framework and establishing a *Compliance Office* will be priorities, ensuring that university operations align with best practices and meet regulatory standards. Emphasis is also placed on creating internal governance structures within schools and departments, ensuring that decision-making is inclusive and incorporates input from faculty and students.

This governance plan lays the groundwork for SRAHE's long-term sustainability and growth, promoting academic freedom, innovation, and interdisciplinary collaboration while maintaining a commitment to transparency and accountability. The table below outlines the action steps, key initiatives, and milestones for the first five years, along with their respective outcomes and outputs.

Summary of Outputs:

- **Governance Bodies Established**: The *Executive Council, Academic Council, Finance Committee,* and *Board of Studies* are fully operational by Year 1.
- **Comprehensive Policy Framework**: A university-wide policy framework is developed and regularly reviewed by the *Policy Review Board* to ensure alignment with regulatory guidelines by Year 2.
- **Accreditation and Compliance Processes Initiated**: A *Compliance Office* is established by Year 4 to oversee national accreditation processes.
- **Decentralized Governance**: Schools and departments operate with their own governance structures led by *Deans* and *Heads of Departments (HoDs)* by Year 5.
- **Student Representation**: A *Student Council* is formed by Year 5 to ensure student input in governance processes.

Summary of Outcomes:

- **Efficient and Transparent Decision-Making**: A well-defined governance structure enables effective decision-making at both strategic and operational levels.

- **Regulatory Compliance and Accreditation**: Governance aligns with national and international standards, ensuring that SRAHE meets all regulatory requirements and achieves national accreditation.
- **Decentralized and Inclusive Governance**: Schools and departments are empowered to make decisions, enhancing responsiveness to academic and research needs. Faculty and students play an active role in governance, ensuring diverse perspectives.
- **Sustainable Financial Management**: Robust financial oversight ensures the university's sustainable operations, with clear financial practices and long-term accountability.

Table Five-Year Rolling Implementation Plan for Governance

Year	Key Initiatives	Action Plan	Milestones	Identifiable Outputs	Identifiable Outcomes
2026-27	**Creation of Core Governing Bodies**: Establish key bodies for guiding the university's strategic direction and operations.	• Establish the *Executive Council* for strategic leadership, including members from academia, industry, and government. • Form the *Academic Council* to oversee academic standards and research priorities. • Establish the *Finance Committee* for overseeing financial decisions and budgeting.	Key governance bodies like the *Executive Council*, *Academic Council*, and *Finance Committee* are operational.	Core governance bodies established, including *Executive Council*, *Academic Council*, and *Finance Committee*.	Efficient and transparent decision-making processes are in place, ensuring strong support for the university's growth.
2027-28	**Policy Development and Regulatory Compliance**: Develop comprehensive policies and begin	• Create a policy framework for academic, administrative, financial, and research domains. • Form the *Policy Review Board* to ensure policies align with regulatory guidelines.	Policy framework implemented across all	University-wide policy framework reviewed regularly by the	Transparent governance that aligns with national standards and

	preparations for national accreditation.	• Begin preparations for national accreditation (NAAC).	university domains.	*Policy Review Board*.	improves readiness for accreditation.
2028-29	**Strengthening Governance and Financial Management**: Refine governance processes and enhance financial accountability.	• Conduct training sessions for staff and faculty on new policies and governance roles. • Ensure the *Finance Committee* aligns budgeting with strategic priorities and monitors performance.	Strengthened governance practices and financial oversight processes.	Enhanced budget monitoring and governance practices, with clear policy implementation.	Improved financial transparency and understanding of governance roles among faculty and staff.
2029-30	**Regulatory Compliance and Accreditation**: Establish the *Compliance Office* and initiate accreditation processes.	• Launch a *Compliance Office* to oversee regulatory adherence and support accreditation efforts. • Initiate formal accreditation processes, including NAAC.	*Compliance Office* operational, accreditation processes underway.	Accreditation and compliance processes initiated with a dedicated *Compliance Office*.	SRAHE aligns with national standards, supporting accreditation and regulatory compliance.
2030-31	**Decentralized Governance and Student Representation**: Implement governance structures at school and department levels.	• Establish governance structures within schools and departments, led by *Deans* and *HoDs*. • Facilitate faculty and student involvement in decision-making through a *Student Council*.	Decentralized governance structures in place, *Student Council* formed.	Schools and departments have their governance structures; *Student Council* provides student input.	Enhanced responsiveness to academic needs and a more inclusive governance model.

Conclusion

The transformation of SR Academy of Higher Education (SRAHE) into a Deemed-to-be University is a strategic endeavour aimed at reshaping the future of higher education in India and contributing significantly to global academic and research landscapes. The proposed transition aligns closely with the goals of the National Education Policy (NEP-2020) and the Sustainable Development Goals (SDGs), placing SRAHE at the forefront of educational innovation and societal impact.

SRAHE's vision is to become a global leader in interdisciplinary education, research, and innovation. The institution's detailed fifteen-year strategic vision plan, alongside a well-defined five-year implementation roadmap, sets the stage for a phased growth that will emphasize academic excellence, research advancements, and global partnerships. Key focus areas include Digital and Heritage Arts, Smart Urban Infrastructure, Health Informatics, Energy Informatics, Environmental Informatics, and Design Thinking. These programs are tailored to address contemporary challenges and meet the demands of emerging industries.

The proposed Deemed-to-be University will capitalize on its strategic location in Hyderabad, a prominent hub for IT and electronics manufacturing. This location advantage will facilitate strong industry partnerships, enhance internship and placement opportunities for students, and foster collaborative research in critical fields such as clean energy, AI-driven healthcare, and digital transformation. Further, SRAHE's collaborations with international institutions like the University of Massachusetts Lowell, University of Missouri, and University of New Haven will provide avenues for joint research, faculty exchange, and global academic exposure for students.

Central to SRAHE's growth plan is the emphasis on creating a robust governance and administrative framework that supports transparency, accountability, and data-driven decision-making. The establishment of key governing bodies such as the Board of Governors, Academic Council, and Finance and Audit Committee ensures that SRAHE adheres to the highest standards of academic quality, financial prudence, and regulatory compliance. This governance structure is designed to adapt to the evolving needs of the university and its stakeholders, facilitating continuous improvement and strategic alignment with international best practices.

The institution's commitment to research excellence is reflected in its plans to develop state-of-the-art research centers, high-performance computing infrastructure, and incubation centers for fostering innovation and entrepreneurship among students and faculty. SRAHE aims to become a hub for research in areas like sustainable urban development, climate resilience, and digital arts, contributing to national priorities and global research agendas. The planned Technology Transfer Office (TTO) will play a pivotal role in commercializing research outputs, securing intellectual

property, and establishing revenue-sharing models that incentivize faculty and student innovation.

SRAHE's focus on student-centric learning is further enhanced by its investment in digital learning infrastructure, modern classrooms, and comprehensive student support services. Through a combination of on-campus and online learning modalities, the institution aims to provide a flexible and inclusive learning experience, catering to diverse student needs. The university's initiatives in financial aid, including scholarships for economically disadvantaged students, underscore its commitment to accessibility and inclusivity, ensuring that talented students from all backgrounds can access quality education.

The financial strategy for SRAHE is grounded in a multi-pronged approach that includes diversifying revenue streams, optimizing operational costs, and maintaining financial reserves for future growth. The projected growth in student enrolment from 996 in Year 1 to 2,969 by Year 15, along with enhanced research funding from both national and international sources, will provide a stable financial base. Additional revenue from executive education programs, industry collaborations, and commercialization of research outputs will further strengthen SRAHE's financial position, enabling sustainable expansion.

By focusing on sustainable infrastructure development, including green building designs, energy-efficient technologies, and a smart campus initiative, SRAHE is committed to minimizing its environmental footprint and promoting sustainable practices. This focus on sustainability extends to its academic and research priorities, with a particular emphasis on solutions that address climate change, renewable energy, and urban resilience.

In conclusion, the proposed transformation of SRAHE into a Deemed-to-be University is a visionary initiative that aims to elevate the institution's role as a leader in education, research, and societal impact. With its strategic focus on interdisciplinary programs, robust governance, global research collaborations, and sustainable growth, SRAHE is well-positioned to create a dynamic and inclusive learning environment that prepares students to become leaders in their fields. The institution's emphasis on innovation, global engagement, and community impact will not only contribute to India's socio-economic progress but also enhance the global standing of Indian higher education, making SRAHE a model of excellence for institutions worldwide. This project lays the foundation for a future where SRAHE continues to shape the next generation of thinkers, innovators, and change-makers, driving positive change both locally and globally.