

FIFTEEN YEAR STRATEGIC PLAN



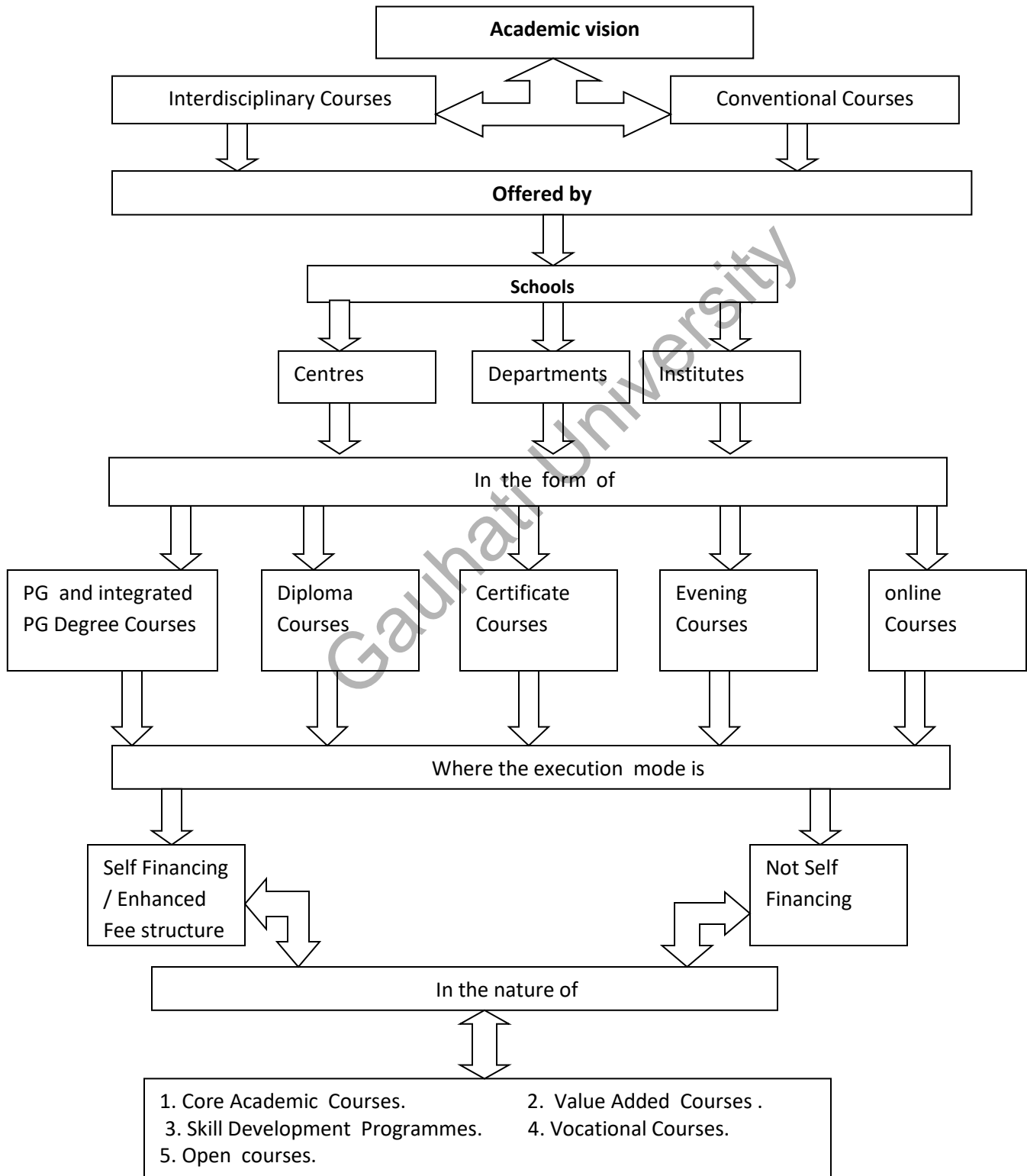
GAUHATI UNIVERSITY

Gauhati University

**GUWAHATI-781014
2017**

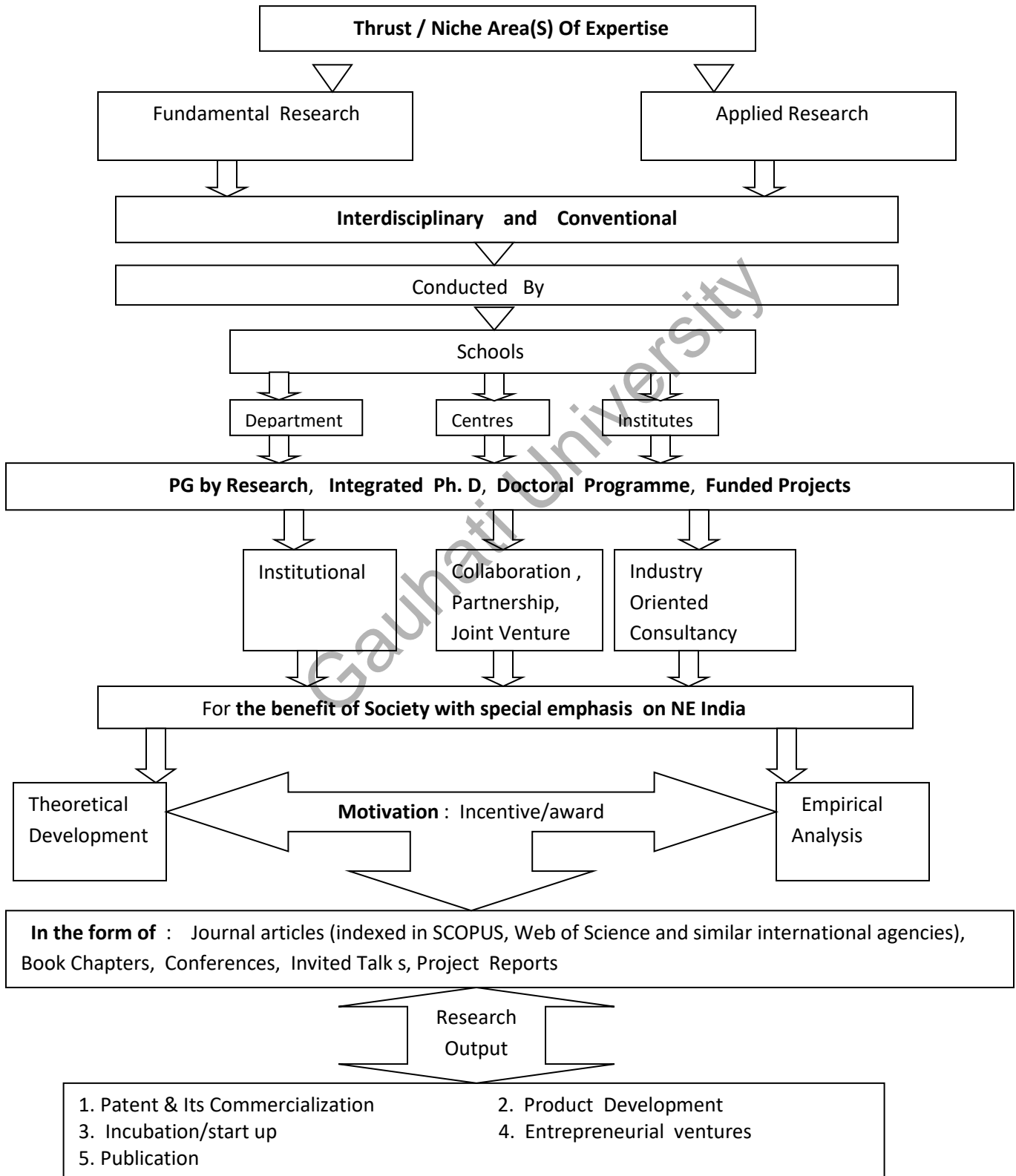
Academic Plan

Depending on the demand of the discipline & need of the society, GU will be proactive to response with following flexibility in its academic plan (**Appendix A**).



Research Plan

Thrust/ Niche Area (s) as mentioned in **Appendix-B** , for Science /Technology as well as for Social science/ Humanities , will be explored as per the following pattern , in pursuit of excellence in those area(s).



Parameters	5 years	10 years	15 years
A faculty recruitment policy and plan to meet the academic plan requirements and to achieve 1:10 faculty-students ratio.	<p>(a) All vacant faculty positions to be filled up on priority basis preferably with international qualifications as per State Government and UGC policy</p> <p>(b). Recruitment of up to 15% foreign faculty against thrust areas of teaching and research (tenure based)</p> <p>(c) To create more positions for improving Faculty Student Ratio. However the new posts will be in the line courses proposed in the academic plan.</p> <p>(d) Visiting foreign faculty will be recruited in specialized domain of expertise.</p> <p>(e) All new faculty recruited under the IoE programme will be tenure based and further extension/renewal to be performance based</p> <p>(f) Foreign faculty will be inducted through selected/ invitation/nomination</p> <p>(g) Faculty recruited under IoE will include regular, adjunct and long term faculty (for at least three years)</p> <p>(h) Tenure for new recruitment will be for a maximum of five years</p>	<p>(a) Recruitment of 10% foreign faculty against the newly proposed courses & thrust research area(s).</p> <p>(b) Recruitment to be tenure based and promotion/extension to be performance based for tenure based faculty.</p> <p>(c) Discourage Academic inbreeding.</p>	<p>(a) Renewal of tenure based faculty positions based on performance</p>
Proposal, if any, to recruit faculty from industry, Government, Non-profit Organizations, etc. Including foreign faculty.	Preference will be given to diversified qualifications & interdisciplinary research experience.	Preference will be given to industry experience.	Adjunct faculty will be recruited from Government, Non-profit Organizations.

<p>Student admissions policy mentioning plan to select Indian and foreign students.</p>	<p>(a) Foreign students & scholars with special emphasizes on SE Asia. Gradually 10%, 20 % and finally 30% over next 5 years, 10 years and 15 years respectively.</p> <p>(b) Exclude the countries in the negative list.</p> <p>(c) Advertisement, marketing, participation in education fair and counselling will be given more priority for attracting talents from country & abroad for student & research scholar admission.</p> <p>(d) Admission fee of foreign students will be collected in the form of foreign currency for improving BOP of the country.</p> <p>(e) For sustainability of the university, admission fee of foreign students & scholars will be utilized.</p> <p>(f) Already implemented online admission system to continue for ensuring transparency.</p> <p>(g) For merit based admission, presently 20% to 100% of students are admitted through entrance test across various departments. Our target policy is to make it uniform to 100% admission through entrance test for all departments.</p>
<p>Plan to provide scholarship to meritorious Indian and foreign students.</p>	<p>(a) We plan to provide scholarship by merit, by achievement and by innovative idea generation. Usually our students avail so many scholarship schemes of government, in addition to institutional support.</p> <p>(b) Continue the existing practice to waive off the admission fee & tuition fee for poor and meritorious Indian students, so that no students will be turned away due to financial constraint.</p> <p>(c) Special schemes (in terms of scholarship & free ship) will be introduced to facilitate a need blind admission process for both Indian & Foreign students & scholars.</p> <p>(d) Leveraging the strong alumni base & industry sponsorship.</p> <p>(e) Facilitating the students for availing government scholarship schemes, with special reference to minority group & reservation category.</p> <p>(f) Utilization of Poor Students Aid Fund.</p> <p>(g) Free support to summer internship is basically alternate form of scholarship & a type of social support from university.</p>
<p>A comprehensive plan to develop research laboratories with demonstrable progress towards it.</p>	<p>One laboratory against each of the 42 thrust areas (17+11+14) as given in Appendix-B, for science & technology group. Though all these areas will not be explored during initial five years, still we are planning to set up these 42 laboratories during first five years when additional funding will be present under IoE scheme.</p>
<p>Plan for Teaching and Research Collaborations with Global Universities figuring in the most reputed global rankings.</p>	<p>(a) The inability to implement the credit transfer systems (CTS) has hindered the Student Exchange programme. Policy decision in this respect need to be revised & Student Exchange program will be introduced.</p> <p>(b) Joint Ph.D. course will commence.</p> <p>(c) Domestic Research Scholar will be assisted financially and otherwise to go to foreign partner universities for one semester.</p>

Networking plan outlining the teaching and research collaborations and partnerships	(a) More Joint Venture, Partnership with Other Universities & Academic Institutions in the form of MoUs.	Strengthening existing national and international network and build new ones in initial five years
	(b) Faculty Exchange Program to start.	Consolidating the network in next five years
	(c) Jointly organize international conferences.	Intensifying the network in priority areas that emerge in the final phase
	(d) Foreign chapters of Alumni associations will be leveraged for industry networking in terms of consultancy. European Chapter of Gauhati University Overseas Alumni Association (GUOAA) already been set up on February 27, 2016 in London. An Australian Chapter will be introduced very soon.	

Infrastructure Development Plan- Through Construction of New Facilities & Modernization of Existing Facilities

Other than setting up newly proposed departments/centres/schools/institutes and research laboratories as mentioned in academic plan & research plan respectively, following infrastructural developments have been proposed.

Action Agenda	Actionable Items With Quantified Milestones And Timelines		
	5 yrs	10 yrs	15 yrs
Building Construction, Renovation & Modernization	Renovation & modernization of the old buildings & its surrounding roads. Aim is the abolition of traditional Assam type building & introduction of new multi-storeyed building with lift, so that the campus will be disabled friendly. It will vacant more spaces in the campus. Target is to implement separate building for each of the centres & departments. A dedicated building is to constructed with several smart auditoriums for organizing international conferences in parallel.		
Construction of New Facilities in GU	<p>(a) Cluster Computing Facility.</p> <p>(b) Centre of University Information Management (with adequate server computers) for GU.</p> <p>(c) Centre for Administrative Training & MDPs to be implemented to improve the work culture and work quality in NE India.</p> <p>(d) International Hostels, Canteens & Guest House- World class Hostels for the international students & international standard Guest House & Canteens on the Hill Tops inside the university campus will be implemented in order to attract talents from SE Asia.</p> <p>(e) Increase in existing hostel capacity eventually to make it a residential campus</p> <p>(f) Northeast India Data Centre/Data Bank- Database on variety of aspects of the region is deficient. The centre will be engaged in compilation and collation of data from different sources and carry out primary data collection exercise wherever gaps exist.</p>		

<p>Enhancement of Existing Facilities</p>	<p>(a) All the class rooms & reading rooms, conference rooms & meeting rooms in all the departments will be converted into Smart Room with Laptop & LCD projector, Sensor board, audio system, additional power back system up etc.</p> <p>(b) Central Instrumentation Facility</p> <p>(c) Improvement of Campus Hospital- Effective Outdoor unit & Diagnostic Centre in PPP model. It can be used by community to generate additional funds for sustainability. Department of Bioengineering and Technology wants to establishing a well developed diagnostics lab to take up outsourced jobs from hospitals and diagnostic centres.</p> <p>(d) Campus Beautification & Cleanliness - All Wet Lands in the campus may be converted into ecological park and surrounding with a beautiful landscape garden with proper lighting.</p> <p>(e) Enhancement of The Security System of the campus, especially in night. Closed circuit camera will be introduced.</p> <p>(f) Enhancement of Geological museum by addition of new specimens, digitalization and archiving.</p> <p>(g) Gymnasium & sports facilities of the university will be improved at per international level. Establishment of a new department of Physical Education with an advanced sports complex.</p> <p>(h) Improvement of City Bus Services in terms of frequency.</p> <p>(i) Huge response to the 1st International Film Festival in Guwahati during 28 Oct-2nd Nov, 2017, suggests up gradation of the existing Centre of Performing Arts.</p> <p>(j) Botanical Garden will be up lifted to international standard and can be open for outsiders against tickets.</p> <p>(k) Existing Centre of Languages must be expanded for commonly used languages of SE Asia.</p>		
<p>Enhancement of Library (Both departmental & central)</p>	<p>Modernization of library (central & departmental) with the access for reputed journals online & international data bases. Gradually enrich with latest edition of books & more books and eBooks. Enhanced hours of library access will be provided. External members will also be allowed to take membership in order to generate additional funds for sustainability. For details of cost components of central library, see Appendix-E.</p>		
<p>Industry - Academic Interface</p>	<p>Industrial Liaison Program cell will be established in creating and strengthening mutually beneficial relationships between university and corporations worldwide.</p>	<p>Improvement of placement facility for the students through Industrial Liaison Program cell. Active participation of university alumni will be helpful to implement this dream.</p>	<p>To enhance the industrial consultancy work by the faculty.</p>
<p>Power Supply Reform- Efficient utilization and increase in share of solar power (For details of energy requirement , see section 8 in Appendix-F).</p>	<p>Augmentation of uninterrupted power supply for 24 hrs, highly required for evening courses.</p>	<p>(a) To adopt to LED. (b) Enhance share of solar power for sustainability. (c) Sensitization programme for proper power utilization.</p>	<p>(a) Metering at individual establishment particularly at hostels, guest houses & departments. (b) Energy Audit to take place.</p>

Administrative plan for getting accreditation from National and International Agencies as well as marketing and promotion.	National Accreditation Target – A+ (CGPA- 3.25 or more)	National Accreditation Target -A++ (CGPA- 3.5 or more), Times Higher Education World University Ranking etc.	National Accreditation Target- A++ (CGPA- 3.50 or more) Sustaining international ranking
	Strengthening the Internal Quality Monitoring and Assurance mechanism, priority will be on research facilities & research promotion and periodical academic audit.		
Parameters to be focused	(a) Faculty Student Ratio. (b) Globalization- Number of Foreign Students & Collaborations. (c) Gender Equity- Percentage of female students. (d) Research- Citation & Patent. (e) Academic- Multidisciplinary & Interdisciplinary. (f) Good Governance- Transparency, Accountability, Decentralization and Efficiency, Technology up gradation. (g) Sustainability.		

Plan for involving the alumni in the management of the Institution and leveraging alumni financial resources.

Plan for involving the alumni in the management of the Institution	Alumni who are working outside the university can be invitee in court, EC, BOS, CCS. In addition to this, they can be invited as consultant, advisor & guest faculty in the newly proposed centres. Alumni can also be included in the selection committee of the university.
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	5 years	10 years	15 years
Governance plan (transparency, accountability, decentralization and efficiency).	<p>The university is now poised for the leap to live up to the challenges of increasingly complex and dynamic local and global economic situations in the twenty first century.</p> <p>(a) Fully automated & online system for admission, examination formalities, students feed back, tendering & salary system.</p> <p>(b) Implementation of Campus Management Software for real time tracking of inventory, purchasing, human resource etc.</p> <p>(c) To support the faculty and students of undergraduate Colleges under GU a Support Centre (UG) will be created.</p> <p>(d) Incentivizing Performance- teaching, research and other services.</p> <p>(e) Biometric system for students attendance will be implemented.</p> <p>(f) Rationalisation of support staff.</p> <p>(g) In addition to the financial audit & accreditation process , periodical review for performances at all levels will be carried out by third party.</p> <p>(h) Presence of active Student Council and representation of students on Academic and administrative bodies/ committees of the institution.</p> <p><u>Note:</u> All the above ways to enhancement of governance plan will be considered during the initial 5 years, when the additional funding from IoE scheme will be realized. For subsequent two phases (5 years each), we will concentrate on consolidation, maintenance & sustainability of the above avenues.</p>		

Plan for leveraging alumni financial resources.	The university has an exalted history of producing generations of Post Graduates and Doctorates. Alumni of the university adorned and have been adorning important positions in the fields of academics administration, business and social activism. Gauhati University Alumini Association is very much active in its operation towards the benefit of the university. (See Appendix-G)		
	Sponsored scholarship & prizes by alumni. Medical help to students.	Donation towards capacity building of the departments by alumni.	Industrial consultancy from the company of alumni. Support for placement.

IV. (n) Intended target on possible world ranking after five, eight, ten, thirteen and fifteen years.

Our target is to come in top five hundred of any of the world renowned ranking frameworks (such as the Times Higher Education world University Rankings or QS or. Shanghai's Jiao Tong University) in the first ten years of setting up on being declared as Institution of Eminence, and having achieved top five hundred rank, should consistently improve its ranking to come in the top one hundred eventually over time.

Target on possible world ranking.	After 5 years	After 8 years	After 10 years	After 13 years	After 15 years
	Within 1000	Within 700	Within 500	Within 300	Within 100

To improve such ranking, we will be giving high priority to the following parameters.

Parameters with high priority	(a) Faculty Student Ratio. (b) Globalization- Number of Foreign Students & Collaborations. (c) Gender Equity- Percentage of female students. (d) Research- Citation & Patent. (e) Academic- Multidisciplinary & Interdisciplinary. (f) Good Governance- Transparency, Accountability, Decentralization and Efficiency, Technology up gradation. (g) Sustainability.
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Research laboratories and other facilities proposed to be established.

Items	5 years	10 years	15 years
Research laboratories to be established			
Other facilities to be established for research	Cluster Computing Facility, Northeast India Data Centre/Data Bank, Centre of University Information Management (with adequate server computers) for GU, Enhancement of library.		Consolidation, Maintenance & Sustainability of the facilities which will be established during initial five years.
Broad areas of Research	Given in Appendix-B		
Nature of field work and research sought to be done for Humanities & Social sciences			

Sustainability plan

ustainability Plan.	<p>(a) Financial Assistance from state govt.</p> <p>(b) Fund from Ministry of DoNER, Govt. of India.</p> <p>(c) Corporate Social Responsibility (CSR) funds.</p> <p>(d) Interest from corpus fund.</p> <p>(e) Procurement of externally funded research projects by our faculty members, under different ministries and user agencies.</p> <p>(f) Leveraging the strong alumni circle in the country & abroad.</p> <p>(g) Enhanced share of solar power will reduce our cost towards sustainability.</p> <p>(h) Admission & tuition fees of students & scholars. In particular admission & tuition fees from foreign students & scholars will have significant contribution in sustainability.</p> <p>(i) Income from proposed evening courses to start, with the existing infrastructure.</p> <p>(j) Fee against the newly proposed self financed courses/online courses/evening courses & vocational courses. This will be additional top up contribution on the existing income under this head.</p> <p>(k) Publishing newspaper & other form of media including research journal from the university.</p> <p>(l) Sharing the newly proposed infrastructure & facilities of the university with the interested external stakeholders.</p> <p>(m) By various donor & funding agencies which are meant for the development of South Asian Region.</p> <p>(n) Preparation of DETAILED PROJECT REPORT (DPR) of relevant agencies.</p> <p>(o) Industrial Consultancy & Research Consultancy.</p> <p>For example, Department of Bioengineering and Technology wants to establishing a well developed diagnostics lab to take up outsourced jobs from hospitals and diagnostic centres.</p> <p>(p) Commercialization of IPR.</p> <p>(q) Out sourcing job to be done by GU Press & GU Hospital & its diagnostic centre.</p>
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The Strategic Plan envisage six phases of implementation. Two consecutive phases will be corresponding to each 5 years frame. This breakup plan is described as follows.

Phase 1: How do we start, given our goals?

- Establish new interdisciplinary centres planned. Initiate new PG programmes, for providing education & training to a new generation of students. Call for proposals & policies, Selection and recruitment of faculty members.

Phase 2: Identify critical issues, initiate research programmes

- Provide highly motivated students with Ph.D. fellowships.
- Facilitate adjunct faculty positions, and encourage faculty participation in Centres.
- Initiate immediate modernisation of existing classrooms, teaching & research laboratory infrastructure along with amenities as per international standards.
- Departments and Centres will coordinate with the University administration to remove bottle-necks, if any (e.g. administrative, support systems etc.).

Phase 3: Analyze the implementation of research programmes, identify thrust areas

- Build on the interdisciplinary research environment by identifying thrust areas, and focus on high-quality, high impact research findings.

- Organize regular workshops, meetings to facilitate scientific exchange between faculty members, collaborators and students.
- Evaluate the research output, research publications; patents/products emanating from the Departments & Centres (in comparison with Top 500 World Universities).
- Emphasize and strengthen the synergistic relationship of teaching-learning programmes with curiosity-driven research.

Phase 4: Sustaining the development programme, Identify critical issues

- Identify avenues for funding, resource generation, and promote collaborative research and industrial interface. Focus on scientific and technological breakthroughs that could facilitate direct social impact and entrepreneurial activities.
- Promote collaborations, visiting fellowships for faculty and students, and recognize high-achieving faculty with incentives.

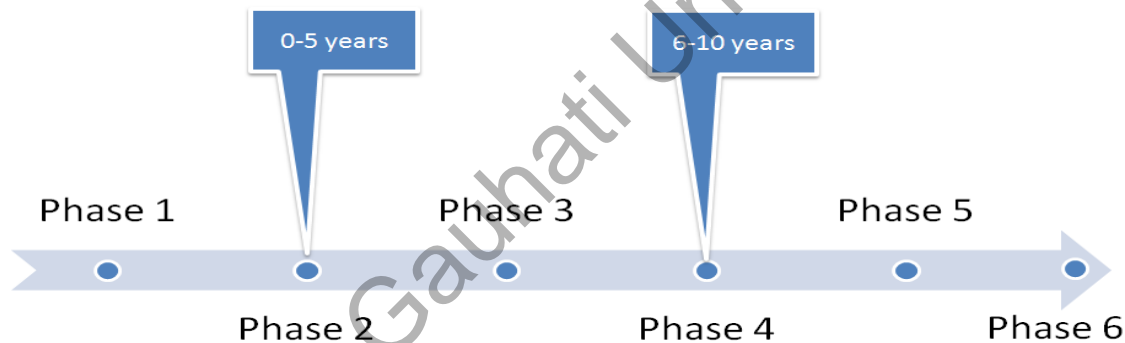
Phase 5: Implementation and delivery

- Build global collaborations, partnerships and create new benchmarks in knowledge creation.
- Increase the industry accreditation, participation etc.
- Creating positive perception in the World through students and Alumni, provide scientific advances and technological breakthroughs (compete with Top 500 World Universities).

Phase 6: Implementation and delivery

- To improve entrepreneurial and industry-related activities.
- Create a positive social impact

The timeline for the strategic vision plan implementation of **Phase 1-Phase 6** can be summarized as given in the Logical Block Diagram below:



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04/03/2020

(Dr. H. K. Nath)
Registrar
Gauhati University