



STRATEGIC PLAN

DIBRUGARH UNIVERSITY

2021-2031



DIBRUGARH
ASSAM



Niyatang Kuru Karma

PERFORM YOUR DUTIES FOR ACTION IS
SUPERIOR TO INACTION

“While with the growth of population and the increase in popular urge for education expansion is bound to continue, it is time that we gave serious thoughts to the important problem of quality improvements as well. Education, truly conceived is a powerful instrument of social and cultural change. A system of University education can assist in increasing productivity and promoting economic growth if it is deliberately designed to produce a high proportion of competent professional manpower of young men and women endowed with critical judgment and conscious of their social obligations.”

Bimala Prasad Chaliha, Former Chief Minister, Assam wrote in a letter to Prof. B. R. Seth in 1967.





Letter from the Vice Chancellor



“Excellence, Intellectual freedom, Innovation, Community, Equality, Inclusiveness, Social justice and Sustainability” –these are the Core Values of Dibrugarh University. Keeping these Core Values in mind, Dibrugarh University has prepared the Strategic Plan for the next 10 years. The strategic Goals and Actions as well as the Key Performance Indicators identified in this Strategic Plan truly reflects the hopes and dreams of Dibrugarh University and those it proudly serves, including our students, faculty, staff, alumni and the society.

The Strategic Plan has been conceived through an inclusive, open and broad consultative process led by a committee constituted for the purpose. The brainstorming sessions of the committee had emphasized thrust areas for the University, besides working on its global perspective outlook for the next 10 years. The strategic plan identifies the focal areas which the University needs to strive in order to be a Global University in the next 25 years. In the context of the National Education Policy (NEP 2020), this Strategic Plan is the roadmap to our future, providing direction, motivation and purpose to support our vision to develop human resource by integrating knowledge and skill, human values and compassion for a better world.

Former President of India Dr. A.P.J. Abdul Kalam emphasized that it is essential for the academic paraphernalia to be expanded and strengthened with a futuristic vision that includes the requirements of the nation's social commitments and enables academic growth to help achieve the dream of a developed India.

I am, therefore, presenting this Strategic Plan which will position Dibrugarh University as a global leader in providing higher education through our mission to impart value oriented education and skill based training to foster leadership traits of the learners, thus generating sustainable development, social harmony and peace.

(Prof. L.K. Nath)



“It is true that a University must work in the interest of the community in which it is located but these interests are best served when the various seats of learning act and interact; otherwise like standing water, stagnancy may set in. A free flow of ideas through staff, students and communications is very essential for any growth. When there is exclusive inbreeding, the groups, like a set of pigeons soon become weak and decrepit.”

*-Prof. B. R. Seth,
First Vice Chancellor*

Letter from the Registrar



Dibrugarh University, the easternmost State University of the Country, with a vision of developing human resource by imparting knowledge and skill based higher education, has continuously been working towards providing the best possible service to the Nation and also to the World as a whole.

To enhance and enrich its legacy, the University has been trying its best to respond to the growing demands and aspirations of the new generations from time to time. The radical transformations in higher education due to the huge changes in the information and communication sectors have to be looked into while disseminating education to the students so as to be of assistance for them in thriving in the deep ocean of the modern world.

A Strategic Plan, based on certain relevant goals, has been set forth for the years 2021-2031 by the University which identifies some focal areas, keeping in view the New Education Policy, 2020, which is considered to be a roadmap to our future.

The University is committed to develop human resource by integrating knowledge and skill, combined with ethical values and compassion and for that purpose has been striving for fulfillment of this futuristic vision so as to be a global leader in the field of higher education.

(Prof. Jiten Hazarika)



Foreword from the Chairperson of the Committee



A Strategic Plan of Dibrugarh University drives the activities of this university towards attaining the highest level of achievement in the area of higher education and research. The Dibrugarh University, established in 1965, has completed more than 55 years of its glorious existence, and has been serving as the public organization of higher education to generate well-trained human resources to serve the Nation and the World for Sustainable Development, Social Harmony and Peace.

It may be mentioned that Prof. Kalyan Bhuyan, Director, IQAC, Dibrugarh University has been instrumental in preparing the draft of this Strategic Plan. In fact, he is the man who first conveyed its urgent necessity to the D.U. Authorities.

With the vision of developing human resources by imparting knowledge and skill, and with the theme of *Niyatang Kuru Karma*, Dibrugarh University has been working continuously since its establishment to provide highest possible service to the Nation and the World.

Nobody can deny the necessity of long term and short term plans to achieve the desired target and therefore, this document of strategic plan is very relevant and necessary for immediate and future academic planning and other associated activities of the university. This strategic plan records the challenges and opportunities, strategic goals and actions, issues that need serious attention, and key performance indicators with respect to Dibrugarh University.

We hope that this document shall serve the Dibrugarh University as the dossier to shape its future plan of actions not only in higher education, but also in Research and Development activities for the society.

I express my deepest gratitude to all the esteemed members of the Committee.

(Dr. D. Chetia)
Dean, Research and Development
Dibrugarh University





Dibrugarh University

Dibrugarh University, the second University of Assam was established on July 1, 1965. This is the foundation day of the University. The University was established with an objective of building it as a Center of Science and Technology. As the University was planned as a center of higher education in science and technology, Dr. B. R. Seth, an eminent mathematician of the Indian Institute of Technology, Kharagpur, was appointed as the first Vice-Chancellor at the initiative of the then Education Minister, Mr. Dev Kanta Barooah. Dr. Seth joined as the Vice-Chancellor on July 19, 1966. Dr. L. P. Dutta who had been appointed the Rector of the University, discharged the functions of the Vice-Chancellor till Dr. Seth assumed office. Dr. L. P. Dutta played a crucial role in establishing the University and giving it a shape at the beginning.

The Science departments, opened in the first five years were Mathematics (1967), Physics (1967), Statistics (1967), Chemistry (1968), Petroleum Technology (1969) and Applied Geology (1970). The Department of Life Sciences and the Department of Pharmaceutical Sciences were established later on in 1977 and 1983 respectively. In the Humanities and Social Sciences stream, the departments opened in the first five years were Assamese (1966), Anthropology (1966), Economics (1967), English (1967), History (1967), Political Science (1967) and Sociology (1967)

The University started at the beginning an Institute of Education and an Undergraduate law course. The Institute of Education became the Department of Education in 1968 and the law course was discontinued a few years later. The Department of Commerce was started in 1978. Currently the University has seventeen full-fledged Departments and seventeen Centers of Studies. (*Golden Reminiscences*, Dr. A. Bormudoj and P. R. Bhagawati)

To enhance and enrich the legacy of Dibrugarh University, we

Vision

To develop
human resource
by integrating
knowledge and skill,
human values and
compassion for a
better world



have to be responsive to the new demands of a fast changing world that is connected through communication technology. Dibrugarh University in response to the growing demands and aspirations of the new generations have opened up new courses in recent years, But we are required to ensure that the quality of the academic programs we offer are competitive and sustainable both in content and delivery. Indian higher education is facing challenges from issues of access, equity and excellence and we have to evaluate the functioning of our University from these perspectives. We have to respond to the radical transformation in the nature of communication and information dissemination due to huge technological innovation and there is need to see the huge potential of this sector in the process of delivery of quality education to our own population. In spite of limited resources we have to understand and accommodate the huge potential of technology which invariably has started to have its own impact in the very nature of pedagogy itself. We will endeavour to bring in this transformative power of technology in the process of teaching and research in the University. (*Golden Reminiscences*, Prof. A. K. Buragohain, Former Vice Chancellor)





Mission

To impart value oriented education and skill based training that foster leadership traits of the learners, thus generating sustainable development, social harmony and peace.

the **strategic plan**

Institutional Context

1. Dibrugarh University being a state university tends to be of a predominantly regional character. We need to assess our existing academic structure and infrastructures and make necessary amendments to be visible at the national and international level. (Target for next ten years)
2. Can the University be developed as a Brand? Need to assess what are the strengths of the University and how to enhance the quality in reference to international benchmarks. (Target for next Ten Years)
3. How many of the Faculty members of the University have national recognition? How to attract/induct faculties with high academic and research credentials? (Draw out a strategy for high quality faculty for teaching and research)
4. How to encourage the Faculty members to develop national and international linkages? What should be the strategies of the University? Can such Faculty members be incentivized who have such linkages? (Target for next ten years)
5. The university caters mostly to the students of its affiliated colleges. Can the University have a vision of being truly regional first and then national? How can the University expect to be of international standard with such admission policies? (Target for next fifteen years.)
6. Devise a mechanism to effect academic and administrative autonomy to ensure that decisions regarding matters that impact our teaching and research programs are taken immediately. (Target for next five years)



7. Keeping in view the educational scenario during and post Covid-19 pandemic, and also the objectives of NEP 2020, there is an urgent need to develop smart/digital classrooms, to integrate Learning Management Systems to the conventional classroom teaching, and to provide remote access to the University library from inside and outside the campus. (Target for next five years)
8. It has been a challenge to implement interdisciplinary teaching programs. The University needs to have a rigorous planning to effect the proper implementation of the objectives of NEP 2020, to recognize and address the challenges eminent for the university in the context of NEP 2020. (Target for next five years)
9. Can the University initiate a truly multidisciplinary Center of Studies within the existing framework with the existing resources? (Target for next ten years)
10. The University aims at contributing significantly to Sustainability Development Goals of the United Nations. (Target for next five years)

National Education Policy Context

1. Opening up of all the branches of study for the students through promotion of liberal arts education.
2. To develop courses which will enable the students to get exposure to multiple emerging fields of knowledge ranging from language and world literature, problem solving aptitude for emerging future, multiple form of discriminations and heterogeneous cultural and historical backgrounds, mathematical and reasoning skills including writing skills.
3. To encourage Cross-disciplinary research.

Core Values

Excellence: The university community expects to strive for the highest standards

Intellectual Freedom: Dibrugarh University encourages and



defends a fearless exploration of knowledge in all of its forms

Innovation: Dibrugarh University inspires and supports creativity in research, scholarship, pedagogy, and service.

Community: Dibrugarh University is committed to a spirit of cooperation and collaboration, embracing and honoring the diversity of the university community.

Equity, Social inclusiveness, and social justice: Dibrugarh University is committed to its responsibilities of establishing equity, social inclusiveness, and social justice.

Sustainability: Dibrugarh University is committed to integrating sustainable practices into all aspects of our operations and engaging students across the curriculum to learn, discover and contribute to positive current and future environmental solutions.

Challenges

1. In fostering cross-disciplinary research despite the region (surrounding Dibrugarh University) being fertile with resources.
2. Government concurrence for the post of faculty members in the Centers of Studies.
3. In enhancing the recruitment opportunity for students after completion of the courses.
4. Mushrooming growth of private institutions has diluted the education sector, including universities. Thus, it is not only a challenge but a threat to public institutions.
5. In making collaboration of research and academic activities with institutes of repute from developed countries to bring the University into the level of international recognition.
6. In empowering women, social and economically weaker section students and SC/ST students in a globalized and competitive environment.

Opportunities

1. Dibrugarh University is surrounded by a good number of Industries and Research Institutes such as Oil India Limited, ONGC, Coal India Limited, BCPL, Tea Industries, Toklai Tea Research Organization, Regional Medical Research Center, Assam Medical College, North East Institute of Science and Technology, Rain Forest Institute, NEEPCO among others. Moreover, the University has immense scope for developing linkages and engaging in



- collaborative research. Dibrugarh district in particular and North East, in general, are tremendously rich in biodiversity. The University can exploit this opportunity.
2. The University offers all programs of study, such as humanities, social sciences, languages, and basic sciences, including engineering. It, thereby, provides a lot of scope for the introduction of interdisciplinary programs/ courses.
 3. Dibrugarh district is one of the wealthiest districts of India, which is known for its vast repository of minerals, oil, tea gardens, and enormous biodiversity. Dibrugarh University is located at the headquarters of the Dibrugarh district. Thus, the University has tremendous scope of research in varied areas including, biodiversity and some multi and cross-disciplinary research.
 4. Assam has a rich heritage of Art and Culture which need to be preserved and practiced. The University has a vision to promote Dr. Bhupen Hazarika Center for Performing Arts as a Center of Excellence in Art, Dance, Drama, and Music.
 5. To utilize the Community Radio Station, the EMRC, and convert the disadvantages of the University's location to advantages.





strategic goals & actions

Research and Innovation

Research in any discipline is a continuous process of updating the current level of knowledge and information to the next level by reconnoitering the human instinct of knowing the unknowns sustainably. Whether theoretical, empirical, or experimental, every type of research contributes to the knowledge ecosystem. The University knowledge ecosystem can essentially harness and nurture such knowledge upliftment in the most meaningful and efficient manner whence the novelty of such enhanced knowledge is of great importance. This is more challenging when a wide range of research areas are to be accommodated to cater to the needs and functions of several faculties. The research goal of Dibrugarh University lies in the heterogeneous composition of social versus individual, linguistic and regional versus global, economic, versus asymptotical diversities.

1. The University shall strive to build research capability and research culture of international quality and outlook.
 - a. To provide dedicated space, time, and infrastructure for research.
 - b. Try to raise our research and scholarship profile with important external audiences highlighting its quality, value, and relevance, and promoting public engagement with and understanding our research.

2. The University shall encourage multidisciplinary research and research in focused areas of strength to address significant societal challenges.
3. Increase external research funding by 100% by 2030.
4. The University has started a seed funding scheme already and shall try to enhance the seed funding to support the development of high-potential proposals for external research funding.

Research and Post Graduate Education

The University recognizes the challenges of the 21st Century Higher Education in India. The University's focus is on harnessing the potentialities of the students of the University. Our strategy is to develop a distinctive Postgraduate Portfolio that is agile and responsive to student needs and challenges them to meet their academic and professional goals. The University will pay careful attention to the quality and rigor of postgraduate students by ensuring that processes and supports are appropriate.

1. The University shall strive to develop Research and Post Graduate students' advanced research and intellectual skills and shall also prepare them to contribute significantly to society in a wide variety of roles and careers.
 - a. Support an expansion of interdisciplinary, engaged, industry, practitioner, and professional doctorates.
 - b. Ensure excellent and consistent supervision of research students.
2. Empower the students with 21st Century skills.
3. Work to ensure that the students' experience is the best in the region, empowering diverse learners to achieve their academic and professional goals.
4. To develop a plan to utilize the Education Multimedia Research Center to its optimal potential.
5. To imbibe the spirit of engaging and committed citizenship.
6. To empower the students to pursue and promote entrepreneurship.

Undergraduate Education

The National Education Policy 2020 (NEP 2020) envisages a Higher Education System in India which will "enable the development of an enlightened, socially conscious, knowledgeable, and skilled nation that can find and implement robust solutions to its own problems." Our strategy is to assess the strengths of the University in its undergraduate education system in the light of the NEP 2020 and to develop the undergraduate curriculum further, offering students new fields of





study and subject combinations, greater choice of electives, and additional opportunities to develop critical and analytical skill utilizing the proposed faculty and institutional autonomy in the NEP 2020.

1. Develop the undergraduate curriculum in the light of the National Education Policy 2020.
2. Provide students with an enhanced range of co-curricular and extra-curricular experiences, affording them broader opportunities to develop their skills and competencies for work, life, and engaged citizenships.
3. To imbibe the spirit of engaging and committed citizenship.
4. To empower the students to pursue and promote entrepreneurship.



Student experience, services, and support

The University has been offering an excellent student experience in terms of accessibility to various facilities of the University, Office, and Staff. The University recognizes that the achievement of the University's mission is only possible through the respectful interactions of all members of the University community, fair student representation, and active student participation in University life and society. Our strategy is to enhance further and maintain a stimulating, diverse, and supportive environment conducive to learning.

1. Try to ensure that the quality of the student experience is enhanced. (Refer to Student Charter)
2. Try to increase the engagement between staff and students. (Mentor-Mentee relationship to be encouraged)
3. Try to ensure that student administrative and support services are sufficiently resourced and appropriately structured to meet the needs of the students.
4. A Taskforce to look after the various issues related to the physical and mental health of the students will be constituted.

Internationalization

Internationalization applies to and integrates across curriculum content and development, research and scholarship, student orientation and experience, staff and staffing, commercial and service delivery. It provides a guiding context of the vision and mission of the University. It also provides a framework for the University's partner institutions to operate in when dealing with university programs.

The University adopts a strategy to improve student preparedness to internationalize the curriculum, enhance the University's international profile, strengthen research and knowledge production, and diversify its staff (teachers and employees) and students. The internationalization of the University will provide:

- a. Access and equality to international students studying and researching with the University on-campus and off-campus,
 - b. Internationalization of the curriculum and student experience, and
 - c. International collaborations in education, training, and research.
- Try to enhance the presence of international students in the University significantly.
 - Explore the possibility of building sustainable beneficial relationships with key international universities.
 - Support increased international mobility of the faculty, staff, and students of the University.
 - Ensure an outstanding experience for international students and excellent services to support the University's internationalization.
 - The University shall take proactive measures to promote the University internationally.







equity, diversity, inclusion, & interculturalism

The National Education Policy recognizes that “making quality higher education available to all individuals must be among the highest priorities.” The facets of such exclusion need to be identified and addressed. We recognize that a strategy of excellence through equality and diversity, and inclusion creates opportunities to establish the practices required to have genuinely inclusive Socio-Economically Disadvantaged Groups.

1. Strive to be a genuinely inclusive university committed to human rights, social justice, and equity.
2. Support access, participation, and success for students from diverse backgrounds.



excellence in **teaching** & **learning**

The University aims to stimulate developments in digitally-enabled and technology-supported learning. Our strategy is to strengthen our ability to support a culture of reflection and continuous improvement in the teaching and learning process and encourage innovative methodologies.

1. Enhance supports for teaching development and learning innovation.
2. Blended teaching-learning practices to be encouraged.



people & organization

The Non-teaching support staff of the University also offers their total effort towards achieving excellence in the University's systems and processes. The well-being and morale of the team are of paramount consideration for the University. This strategy aims to preserve and enhance our workplace culture of engagement, inclusion, professionalism, and operational excellence.

1 Provide an environment where all stakeholders can flourish, develop, advance, and further contribute to the University and the success of the students and scholarships.

- a.** Appropriate performance management and development systems
- b.** A formal induction and mentoring program for early-career academic and research scholars.
- c.** Ensure appropriate balance between research, teaching, and service through a review of academic workload, work practices, and teaching commitments to enable optimal education and service contribution from each academic colleague and department.
- d.** Support staff participation in the inclusive decision-making process.

2 Focus on support staff to develop as professionals and adapt to the University's changing needs.

- a.** Deliver an enhanced Human Resource Service to support the growth and strategic development of the University.
- b.** Further professionalize the management and delivery of university services, promoting a culture of continuous improvement across administrative and support units and functions.



digital transformation

The University adopts a strategy to incorporate digitalization and increase the use of technology to improve the experience of teaching and non-teaching staff, students, and the other university stakeholders. A combination of operational excellence and digital transformation can drive process optimization and continuous improvement while encouraging a culture of quality, consistency, and reliability in all services throughout the University.

- 1.** Build capacity for operational excellence and digital transformation and adopt a “digital-first” strategy to design and implement all university processes.
- 2.** Establish Digital Classrooms and Implement LMS to disseminate knowledge and instruction in the changing times.



digital
transformation



quality, planning,
finance,
& **governance**

This strategy seeks to improve our Quality, Planning, Finance, and Governance processes to support planned growth, research excellence, an outstanding student and staff experience, transparency, and public trust.

1. Develop professionalism of our finance and governance functions to ensure excellence
2. Enhance quality assurance and quality enhancement processes and strengthen the link between quality enhancement and strategic planning.





campus master plan

The University will prepare a Campus Master Plan to support the academic mission of the University. In addition, the Green and Carbon Audit have emphasized the importance of establishing harmony between ecology and accommodating people as well as academic and administrative needs.

1. Prepare a Campus Master Plan to meet the increased learning, research, cultural, social, and recreational needs of the university community and support engagement with the broader region.
2. Implement a Campus Master Plan to create an inspiring and sustainable campus environment.

alumni & philanthropy

The Dibrugarh University encourages the solicitation and acceptance of Donations, Financial assistance, and contributions from Non-Governmental bodies, individuals, Philanthropists, etc., that enable it to fulfill the University's missions of teaching, research, extension, and engagement. Furthermore, our strategy is to strengthen alumni interaction. For this purpose, a separate page in the University website shall be provided for Alumni registration, information on alumni activities, prominent alumni, milestones achieved by alumni, feedback, and other aspects as applicable.

1. Enhance the engagement of the alumni, connecting them and the University and mobilizing alumni and philanthropy in support of the University's goals.
2. Inform, empower and mobilize alumni to become more knowledgeable and involved in supporting the wider community.
3. To raise funds to support the very best students, invest in our staff and their work, and provide new resources and infrastructure. Engage with businesses, NGOs, and others to grow the volume and value of non-public-sector-funded research on a sustainable basis.







outreach

The University recognizes the importance of engaging in partnerships with the local community to address critical issues the communities face, integrating outreach with teaching, research, and creative activity to solve real-world problems while providing transformational experiences for learners.

1. The University will engage itself with the neighboring communities in a more meaningful and fruitful way.
2. Try to engage with the problems of the communities and the region. Try to achieve the Sustainable Development Goals of the United Nations as part of its commitment to social responsibilities, justice, and equality.
3. To build a more robust and more constructive relationship with our local and regional community through Community Radio, etc.
4. To engage with the public and policymakers to shape our research and education and encourage the broadest possible use of our research findings and expertise.



Directorate of Open and Distance Learning (DODL)

DODL should also be given serious attention, as open learning is the future.

Centers

Perform a cost-benefit analysis of all the centers so that suitable measures can be taken to ensure the same standard in teaching and research across the centers and departments.

Human Resource Development Cell

The University can build a Human Resource Development Cell in the University to look after the development of the faculty and other employees of the University. Approaches are different for employees of various job profiles. This cell will look after these approaches, plan and also implement accordingly.

Educational Multimedia Research Center (EMRC)

The University shall try through its EMRC

- i. To upgrade, update and enrich the quality of education through multimedia resources.
- ii. To produce interactive multimedia learning material for both regular and distance and open learning modes.
- iii. To provide training in audio, video, and multimedia production.



key performance indicators

Goal 1: Research and Innovation

Key Performance Indicator	Baseline	Target	Timeline	Responsible Party
Build research capability and a research culture of international quality and outlook (Publications in Web of Science, Scopus Indexed Journals)	NIRF data	Awareness generation	July 2021 till June 2031 (Ten years)	Dean, R&D
Encourage multidisciplinary research and also research in focused areas of strength to address major societal challenges	New Initiative	Department level collaboration	July 2021 till June 2031 (Ten years)	Dean, R&D
Increase external research funding by 100% by 2030	NIRF Data	To encourage faculty members for extramural research funding	July 2021 till June 2031 (Ten years)	Dean, R&D
To develop a plan to utilize the Education Multimedia Research Center to its fullest potential.	New Initiative	University level	July 2021 till June 2026 (five years)	Director, EMRC



Goal 2: Research and Post Graduate Education

Key Performance Indicator	Baseline	Target	Timeline	Responsible Party
Develop the Research and Post Graduate students' advanced research and intellectual skills and prepare them to contribute significantly to society in a wide variety of roles and careers	New Initiative	Department level	July 2021 till June 2031 (Ten years)	Dean, R&D, Dean, Student Affairs and Social Responsibility Cell.
Empower the students with 21 st Century skills	New Initiative	Constitute a Soft Skill Development Cell	July 2021 till June 2026 (Five years)	University Authorities
Ensure the students experience is the best in the region, empowering diverse learners to achieve their academic and professional goals	New Initiative	Department Level	July 2021 till June 2026 (Five years)	Dean, Student Affairs
Utilize the EMRC to enhance student experience	New Initiative	Department Level	July 2021 till June 2026 (Five years)	Director, EMRC
To imbibe the spirit of engaging and committed citizenship.	New Initiative	University Level	July 2021 till June 2031 (Ten years)	Dean, Student Affairs
To empower the students to pursue and promote entrepreneurship.	New Initiative	University Level	July 2021 till June 2031 (Ten years)	Dean, Student Affairs

Goal 3: Undergraduate Education

Key Performance Indicator	Baseline	Target	Timeline	Responsible Party
Develop the undergraduate curriculum in the light of the National Education Policy 2020	New Initiative	Department level	July 2021 till June 2026 (Five years)	Academic Council
Provide students with an enhanced range of co-curricular and extra-curricular experiences, affording them broader opportunities to develop their skills and competencies for work, life and engaged citizenships	New Initiative	Develop a Cell	July 2021 till June 2026 (Five years)	Academic Council
To imbibe the spirit of engaging and committed citizenship.	New Initiative	University Level	July 2021 till June 2031 (Ten years)	Dean, Student Affairs
To empower the students to pursue and promote entrepreneurship.	New Initiative	University Level	July 2021 till June 2031 (Ten years)	Dean, Student Affairs

Goal 4: Student experience, services and support

Key Performance Indicator	Baseline	Target	Timeline	Responsible Party
Ensure that quality of student experience is enhanced	New Initiative	Department level	July 2021 till June 2026 (Five years)	Dean, Student Affairs
Increase the engagement between staff and students	New Initiative	Department/ University level	July 2021 till June 2026 (Five years)	Dean, Student Affairs
Ensure that student administrative and support services are sufficiently resourced and appropriately structured to meet the needs of the students	New Initiative	Department Level	July 2021 till June 2026 (Five years)	Dean, Student Affairs
A Task force to look after the various issues related to physical and mental health of the students will be constituted.	New Initiative	University Level	July 2021 till June 2026 (Five years)	Dean, Student Affairs



Goal 5: Internationalization

Key Performance Indicator	Baseline	Target	Timeline	Responsible Party
Significantly enhance the presence of international students in the University	New Initiative	University Level	July 2021 till June 2031 (Ten years)	Office of the International Affairs
Explore the possibility to build sustainable beneficial relationships with key international universities	New Initiative	University Level	July 2021 till June 2031 (Ten years)	Office of the International Affairs
Support increased international mobility of the faculty, staff and students of the University	New Initiative	Department Level	July 2021 till June 2031 (Ten years)	University Authorities
Ensure an outstanding experience for international students and excellent services to support the internationalization of the university	New Initiative	University Level	July 2021 till June 2026 (Five years)	Office of the International Affairs
Take proactive measures to promote the University internationally.	New Initiative	University level	July 2021 till June 2026 (Five years)	Office of the International Affairs

Goal 6: Equity, Diversity, Inclusion and Interculturalism

Key Performance Indicator	Baseline	Target	Timeline	Responsible Party
Strive to be a truly inclusive university, committed to human rights, social justice and equality (Equal Opportunity Cell)	New Initiative	University Level	July 2021 till June 2026 (Five years)	University Authorities
Support access, participation and success for students from diverse backgrounds	New Initiative	University Level	July 2021 till June 2026 (Five years)	University Authorities

Goal 7: Excellence in Teaching and Learning

Key Performance Indicator	Baseline	Target	Timeline	Responsible Party
Enhance supports for teaching development and learning innovation (Innovative Pedagogy for qualitative teaching)	New Initiative	University Level	July 2021 till June 2026 (Five years)	Academic Deans
Blended teaching learning practices to be encouraged.	New Initiative	University Level	July 2021 till June 2026 (Five years)	Academic Deans

Goal 8: People and Organization

Key Performance Indicator	Baseline	Target	Timeline	Responsible Party
Provide an environment where all stakeholders can flourish, develop, advance and further contribute to the university and the success of the students and scholarships	New Initiative	University Level	July 2021 till June 2026 (Five years)	University Authorities
Focus on support staff to develop as professionals and to adapt to the changing needs of the university	New Initiative	University Level	July 2021 till June 2026 (Five years)	University Authorities

Goal 9: Digital Transformation

Key Performance Indicator	Baseline	Target	Timeline	Responsible Party
Build capacity for operational excellence and digital transformation and adopt a “digital first” strategy in the design and implementation of all university processes	New Initiative	University Level	July 2021 till June 2026 (Five years)	University Authorities
Establish Digital Classrooms and Implement LMS for better dissemination of knowledge and instruction in the changing times	New Initiative	University Level	July 2021 till June 2026 (Five years)	University Authorities

Goal 10: Quality, Planning, Finance and Governance

Key Performance Indicator	Baseline	Target	Timeline	Responsible Party
Develop professionalism of our finance and governance functions to ensure excellence	New Initiative	University Level	July 2021 till June 2026 (Five years)	University Authorities
Enhance quality assurance and quality enhancement processes and strengthen the link between quality enhancement and strategic planning	New Initiative	University Level	July 2021 till June 2031 (Ten years)	Internal Quality Assurance Cell

Goal 11: Campus Master Plan

Key Performance Indicator	Baseline	Target	Timeline	Responsible Party
Prepare a Campus Master Plan to meet the increased learning, research, cultural, social and recreational needs of the university community and to support engagement with the wider region	An assessment of existing infrastructure	University Level	July 2021 till June 2031 (Ten years)	University Authorities
Implement a Campus Master Plan to create an inspiring and sustainable campus environment	An assessment of existing infrastructure	University Level	July 2021 till June 2031 (Ten years)	University Authorities

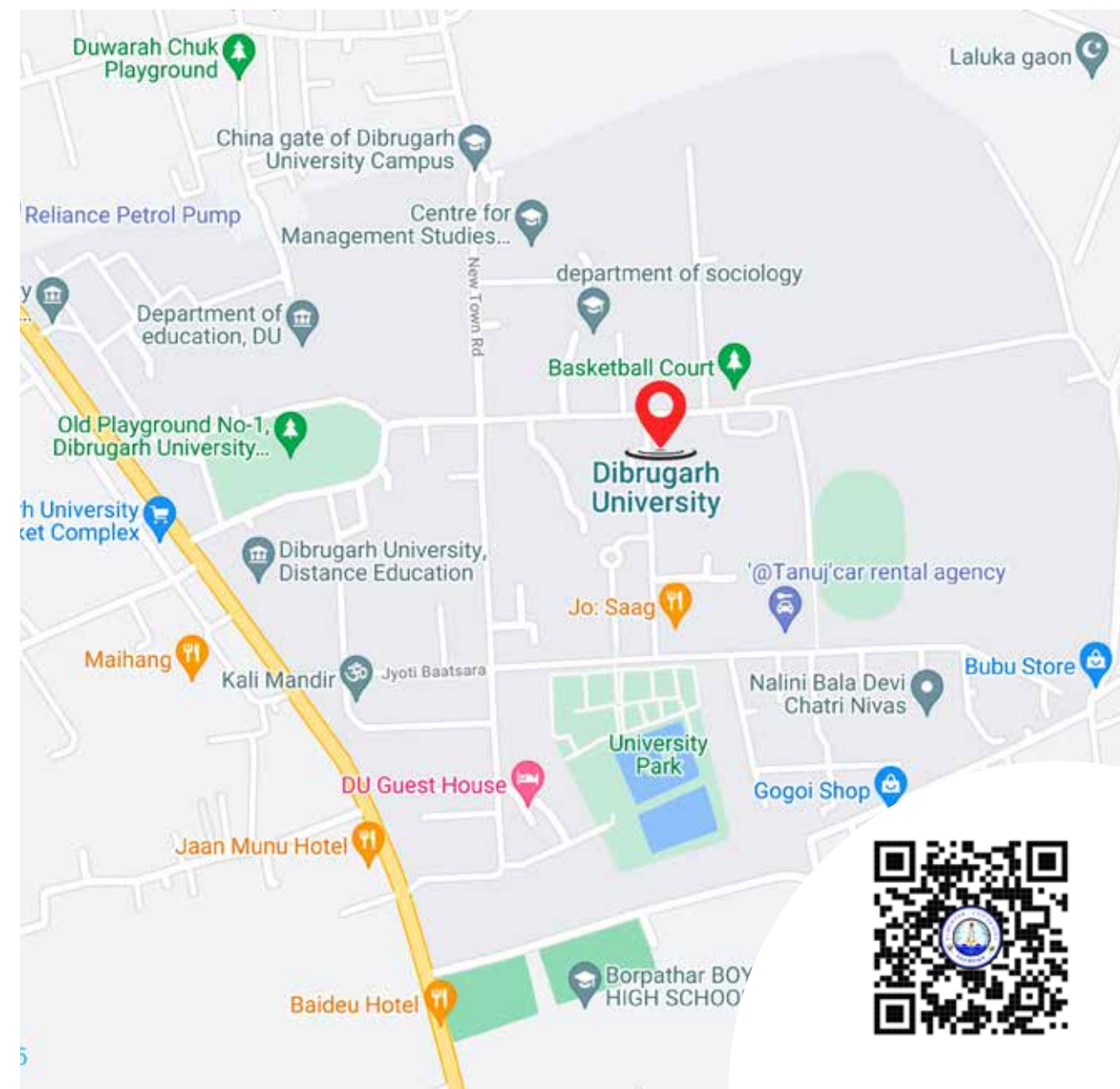
Goal 12: Alumni and Philanthropy

Key Performance Indicator	Baseline	Target	Timeline	Responsible Party
Enhance the engagement of the alumni, connecting them to each other and the university and mobilizing alumni and philanthropy in support of the goals of the university	New Initiative	University Level	July 2021 till June 2026 (Five years)	Alumni Association
Inform, empower and mobilize alumni to become more knowledgeable and involved in support of the wider community	New Initiative	University Level	July 2021 till June 2026 (Five years)	Alumni Association
Raise funds to support the very best students, invest in our staff and their work, and provide new resources and infrastructure. Engage with business, NGOs and others to grow the volume and value of non-public-sector-funded research on a sustainable basis	New Initiative	University Level	July 2021 till June 2026 (Five years)	University Authorities



Goal 13: Outreach

Key Performance Indicator	Baseline	Target	Timeline	Responsible Party
Engage itself with the neighboring communities in a more meaningful and fruitful way. (Community Radio, Social Responsibility Cell)	New Initiative	University Level	July 2021 till June 2026 (Five years)	University Authorities
Engage with the problems of the communities and the region. Try to achieve the Sustainable Development Goals of the United Nations as part of its commitment to social responsibilities, justice and equality.	New Initiative	University Level	July 2021 till June 2026 (Five years)	University Authorities
Build a stronger and more constructive relationship with our local and regional community through Community Radio, etc.	New Initiative	University Level	July 2021 till June 2026 (Five years)	University Authorities
Engage with the public and policy makers to shape our research and education and to encourage the widest possible use of our research findings and expertise	New Initiative	University Level	July 2021 till June 2031 (Ten years)	Dean, R&D



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