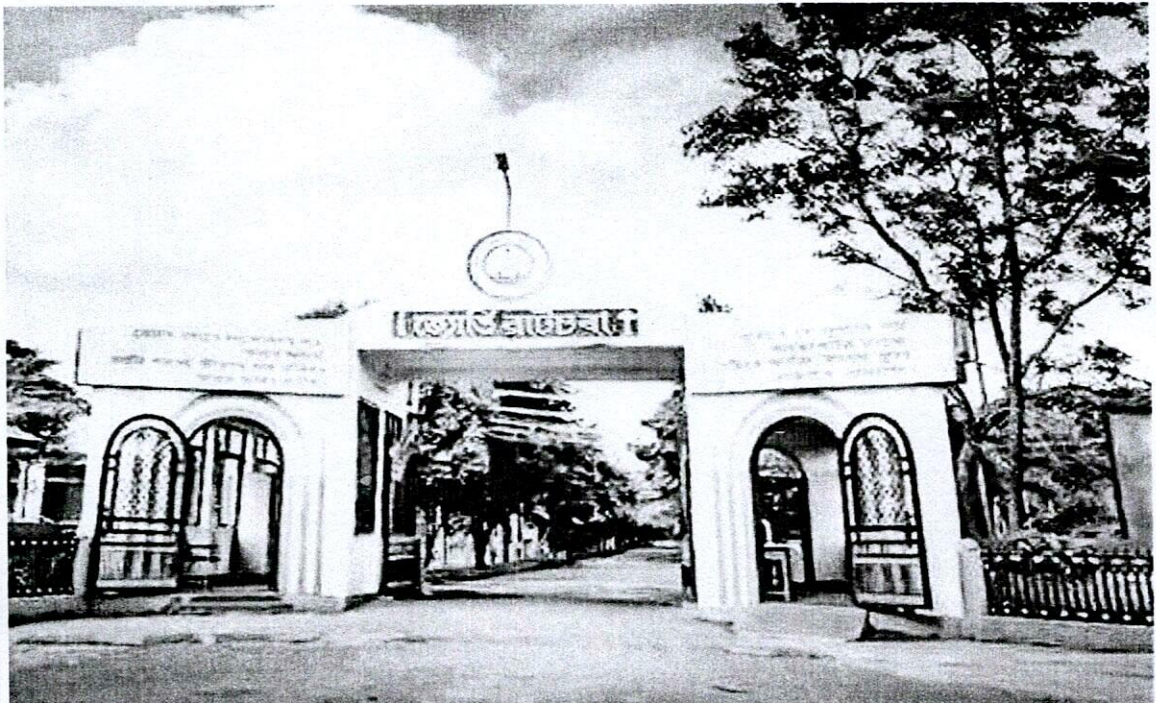




INSTITUTIONAL DEVELOPMENT PLAN



DIBRUGARH UNIVERSITY
2023-2028



LAKSHMINATH BEZBARUAH CENTRAL LIBRARY

From the Desk of the Vice Chancellor



Dibrugarh University's key principles include "Excellence, Intellectual freedom, Innovation, Community, Equality, Inclusiveness, Social justice and sustainability. Dibrugarh University has developed an Institutional Development Plan with these core values in mind. Dibrugarh University's aspirations and those of the people it proudly serves, including its alumni, students, instructors, and staff, are correctly reflected in this Institutional Development Plan's strategic goals, activities, and key performance indicators. Additionally, they represent the goals of society as a whole.

The Institutional Development Plan is developed after significant, inclusive and open consultative process under the direction of a committee formed specifically for the task. The committee's brainstorming meetings had focused on the university's 5-year global perspective vision as well as thrust areas for the organization. The Institutional Development Plan describes the critical areas in which the university must succeed in order to become a worldwide university in the ensuing 25 years. Within the framework of the National Education Policy (NEP 2020), this Institutional Development Plan is the road map for our future. As we seek to realize our aim of creating human resources via an amalgamation of knowledge, skills, human values, and compassion for a better world, it provides us with direction, inspiration, and a sense of purpose.

Former Indian president Dr. A.P.J. Abdul Kalam emphasized the necessity to build the academic system with a forward-looking vision that takes into account the demands of the nation's social commitments in order to achieve the objective of a developed India.

Through our mission to provide value-oriented education and skill-based training to foster the learner's leadership qualities, resulting in sustainable development, social harmony, and peace, Dibrugarh University will be positioned as a global leader in higher education through the implementation of this Institutional Development Plan.

A handwritten signature in black ink, which appears to read "Hazarika". The signature is written in a cursive style and is located above the printed name.

(Prof. Jiten Hazarika)

From the Desk of the Registrar



In India's northeast, Dibrugarh University has established itself as a premier institution of higher learning. Dibrugarh University has continually worked to provide the most support to the nation and the rest of the world with the aim of supporting human resource development by dispensing knowledge- and skill-based higher education.

In order to enhance and deepen its heritage, the university has been working hard to fulfill the changing demands and ambitions of younger students. The profound changes in higher education brought about by the massive changes in the information and communication sectors must be taken into account in order to assist students succeed in the deep ocean of the modern world.

The Institutional Development Plan is created with the goal of encouraging its corporate and societal commitments while making major academic and research achievements from 2023 to 2028. The goals are set with the New National Education Policy, 2020, and UGC requirements in mind.

Dibrugarh University is committed to incorporating sustainable practices to develop human resources in today's globalised and competitive environment. The university is developing and encouraging innovation as well as setting better standards for teaching, learning, and research. The institution is always mindful of its responsibilities to promote social justice, inclusivity, and fairness.

A handwritten signature in dark ink, appearing to read 'Dr. Paramananda Sonowal', written over a horizontal line.

(Dr. Paramananda Sonowal)

From the Desk of the Dean: Faculty of Science and Engineering: Dibrugarh University
Prefatory



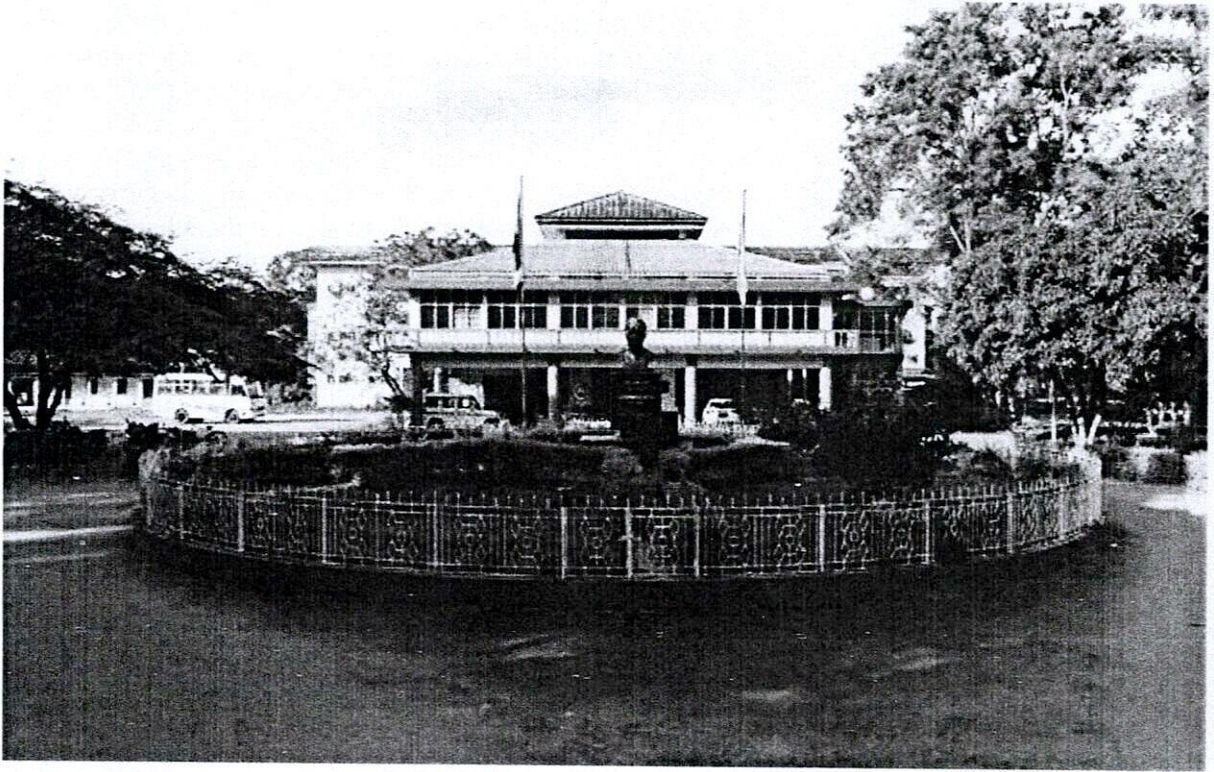
From a humble beginning more than 58 years ago, Dibrugarh University has grown into a shining academic edifice with an enabling academic milieu, high academic quality, including education, research and extension, and (select) few industry- ready programs. Lifelong learning is one of the university's priorities. This has been spurred by intrinsically including analytical thinking, creativity, problem-solving, instilling in students a scientific temper, soft skill and critical thinking in the curriculum and pedagogy. Our University has been steadfastly able to hold onto its prominent position as one of the primer institutes of higher education across countries. University has been a future-driven institute with international reach and reputation for the academic excellence and impact-driven research. Our university has been continuously striving for creating and disseminating knowledge and providing students a unique learning landscape. The University always emphasizes research and innovation, encouraging students and faculty members to undertake the projects and contribute to the achievement of knowledge.

An Institutional Development Plan (IDP) is one of the building blocks of and pivotal to the growth and prosperity of a university. Institutional plans help underpinning the total progress of a university. The total academia of the university has been on the expansion year over year, which requires to be buttressed by improved and advanced physical and academic infrastructure. The present IDP is prepared by taking cognizance of the NEP-2020 Framework and the requirements of the expanded total academia of the university. Plans which are prepared and those are extant are expected to create a road map towards achieving the sought-after goals of the university and help building a university above par excellence.

Our university has never been caught in the time warp. It has always been woke as regards the changes and reforms that have undergone across the globe. In fine, the contributions of the University in Education sector so far work as a treat.

A handwritten signature in dark ink, appearing to read 'S. C. Kakaty', located below the main text.

(Sarat C. Kakaty)



"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*

1. INTRODUCTION

Vision

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

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.

1.1 About the University**Institutional Identity**

➤ Name of the institution	Dibrugarh University
➤ Address	NH 37, Rajabheta, Dibrugarh, Assam
➤ Year of establishment	1965
➤ The institution recognized by	UGC/AICTE
➤ Furnished approval numbers	2(F) & 12(B) on 01/07/1965
➤ Type of institution	Autonomous
➤ Status of institution	State University
➤ NAAC accreditation	A with CGPA of 3.16

Details of the Head of the Institution and Nodal Officers

SL No	Designation	Name
1	Vice Chancellor	Prof. Jiten Hazarika
2	Dean, Faculty of Humanities and Law	Prof. Subasana Mahanta Choudhury Dept. of Assamese
3	Dean, Faculty of Social Sciences	Prof. Deb Kumar Chakraborty Department of Economics
4	Dean, Faculty of Education	Prof. Neeta Kalita Barua Dept. of Education
5	Dean, Faculty of Commerce and Management Science	Prof. Kumud Chandra Goswami Dept. of Commerce
6	Dean, Faculty of Science and Engineering	Prof. S. C. Kakaty Department of Statistics
7	Dean, Faculty of Biological Sciences	Prof. L. R. Saikia Dept. of Life Sciences
8	Dean, Faculty of Earth Sciences and Energy	Prof. Subrata Borgohain Gogoi Department of Petroleum Technology
9	Dean of Research and Development	Prof. Dipak Chetia Dept. of Pharmaceutical Science
10	Dean of Student Affairs	Prof. Surajit Borkotokey Dept. of Mathematics
11	Registrar	Dr Paramananda Sonowal
12	Director, IQAC	Prof. Kalyan Bhuyan Dept. of Physics

1.2 Academic Information

Institutions affiliated to the university

Type of colleges	Permanent	Temporary	Total
Law	3	6	9
Education/Teachers training	5	12	17
Commerce	3	3	6
Arts	54	15	69
General	59	7	66
Science	2	0	2
Professional	0	9	9

Furnish the Details of Colleges of Universities

Type Of Colleges	Numbers
Constituent Colleges	0
Affiliated Colleges	178
Colleges Under 2(f)	12
Colleges Under 2(f) and 12B	117
NAAC Accredited Colleges	92
Colleges with Potential for Excellence(UGC)	3
Autonomous Colleges	3
Colleges with Postgraduate Departments	39
Colleges with Research Departments	0
University Recognized Research Institutes/Centers	7

Chairs Instituted by the University

Sl. No	Name of the Department	Name of the Chair	Name of the Sponsor Organisation/Agency
1	Assamese	Sahityarathi Laksminath Bezboroa Chair	Government of Assam
2	History	Shri Shri Aniruddhadeva Chair	Government of Assam
3	History	Siu Ka Pha Chair	Government of Assam
4	Applied Geology	K D Malaviya Chair	Oil India Limited

Students Enrolled in the University during the Academic Year 2021-22

Program		From the State Where University is Located	From Other States of India	NRI Students	Foreign Students	Total
UG	Male	998	58	0	3	1059
	Female	649	48	0	2	699
	Others	0	0	0	0	0
PG	Male	834	21	0	11	866
	Female	1473	21	0	6	1500
	Others	0	0	0	0	0
PG Diploma recognized by statutory authority including university	Male	51	1	0	0	52
	Female	59	0	0	0	59
	Others	0	0	0	0	0
Doctoral (Ph.D)	Male	91	8	0	0	99

	Female	117	9	0	0	126
	Others	0	0	0	0	0
Post Doctoral (D.Sc , D.Litt , LLD)	Male	0	0	0	0	0
	Female	0	0	0	0	0
	Others	0	0	0	0	0
Certificate / Awareness	Male	16	0	0	0	16
	Female	27	0	0	0	27
	Others	0	0	0	0	0
Pre Doctoral (M.Phil)	Male	0	0	0	0	0
	Female	0	0	0	0	0
	Others	0	0	0	0	0

Faculty status

Prof=Professor, Asso Prof=Associate Professor, Asst Prof=Assistant Prof, R=Regular,
C=Contractual

Faculty Rank	No of sanctioned Regular posts	Present status: Number in Position By Highest Qualification												Total Number of regular faculty in Position	Vacant position	Total Number of contract faculty in position
		Doctoral Degree				Masters Degree				Bachelor Degree						
		Engineering Disciplines		Other Disciplines		Engineering Disciplines		Other Disciplines		Engineering Disciplines		Other Disciplines				
		R	C	R	C	R	C	R	C	R	C	R	C			
1	2	3	4	5	6	7	8	9	10	11	12	13	14			
Prof	20	00	00	60 (R+P)	00	00	00	00	00	00	00	00	00	60	07 (R)	00
Asso Prof	51	02	00	21	00	00	00	00	00	00	00	00	00	23	13 (R)	00
Asst Prof	165	20	02	75	31	07	02	14	82	00	00	00	00	116	18 (R)	117
Total	236	22	02	156	31	07	02	14	82	00	00	00	00	199	38	117

1.3 Baseline Data

(all data given for the following parameters to all disciplines)

Sl No.	Parameters	
1.	Total strength of students in all programs and all years of study in the year 2022-2023	4709
2.	Total women students in all programs and all years of study in the year 2022-2023	2550
3.	Total SC students in all programs and all years of study in the year 2022-2023	280
4.	Total ST students in all programs and all years of study in the year 2022-2023	651
5.	Total OBC students in all programs and all years of study in the year 2022-2023	1687
6.	Total number of text books and reference books available in library for UG and PG students in the year 2022-2023	Print Text Books: 193763; Print Reference Books: 15771; Online text & Reference Books: 260000*
7.	Student -teacher ratio	1:15
8.	No. of UG students placed through campus interview in the year 2022-2023session is yet to be completed)	114
9.	No. of PG students placed through campus interview in the year 2022-2023	
10.	% of high quality undergraduates(>65% marks) passed out in the year 2022 (in the Depts. and Centres of studies of Dibrugarh University)	346
11.	% of high quality postgraduates(>65% marks) passed out in the year 2022	917
12.	Number of Scopus indexed research publications during the year 2017-2022	1534
14.	Number of patents obtained in the year 2022-2023	17
15.	Number of patents filed in the year 2022-2023	02
16.	Number of ongoing research projects (July, 2023)	49
18.	IRG from students' fee and other charges in the year 2021-2022 (Rs. In lakh)	36, 67, 90, 793.94
19.	IRG from externally funded R & D projects, consultancies in the year 2021-2022 (Rs. in lakh)	5, 29, 69, 367.90
20.	Total IRG in the year 2021-2022 (Rs. in lakh)	8, 33, 32, 803.00
21.	Total annual recurring expenditure of the institution in the year 2012-2013 (Rs. in lakh) 2021-2022	119, 22, 41, 168.19

2. INSTITUTIONAL DEVELOPMENT PLAN

2.1 Executive Summary of the IDP

Dibrugarh University, a State University was established in 1965 by an Act of Assam Legislative Assembly as a teaching-cum-affiliating University. The University has more than 175 affiliated colleges besides 17 Academic Departments, 17 Centers of Studies and an Engineering and Technology Institute within its campus.

This plan has been prepared for the period 2023-28 based on the UGC guidelines for IDP 2023 and strategic plan of Dibrugarh University. In order to achieve the targeted objectives, the University is planning to emphasize on the following:

- 2.1.1 Implement the academic and non-academic reforms.
- 2.1.2 Enhance the employability of the students.
- 2.1.3 Augment the industry-academia interaction.
- 2.1.4 Enhance the research capabilities of the teachers and students.
- 2.1.5 Expand teaching-learning facilities.
- 2.1.6 Promote Internationalization

Detailed action plan has been prepared for properly implementing the above mentioned activities. A comprehensive faculty development program has also been developed to encourage innovative teaching practices, outcome based tertiary education, time relevant courses, self-propelled growth in research and development through participation and contributions in International/ National Conferences, Seminars, Symposiums, Workshops, and initiation of academic exchange programs both at post graduate and doctoral levels

2.2 Objectives

- To provide requirements for physical infrastructure development through:
 - Smart, green and sustainable campus
 - Adequate digital resource centre
 - Modern facility-faced lecture complexes, classrooms, tutorial rooms, conference and office rooms *6/20*
 - Up-gradation of existing laboratory and research facilities, computer and multi-media centre
 - State of the art hostel facilities, games & sports facilities

- To provide the basic requirements of digital infrastructure development by:
 - Enhancement of internet facilities and access to Wi-Fi inside campus
 - Provision of online study material, digital library & digital publication facilities, open information access through video documentation
 - Incorporation of all ERP components

- To achieve innovative academic infrastructure through:
 - Academic flexibility, industry driven curricula, skill enhancement course following the NEP 2020 mandates
 - Adequate teaching and non-teaching resources
- To achieve research and intellectual property infrastructure by:
 - Encouraging quality and outcome based research
 - Establishing University Press
- To fulfill the requirements of supportive and facilitative infrastructure through:
 - Empowering the students in diverse manner through accessibility/proximity, trustworthy environment, rich communication and students support network,
 - Ensuring safety, security and mental health of all the stakeholders.
- To meet the infrastructure required for networking and collaborations through:
 - Collaborations with industries, institutes of national importance, universities and research bodies, NGOs etc.
 - Encouraging community engagement, alumni engagement, consultancy and placement collaboration and startup network infrastructure
- To provide infrastructure required for effective governance structure by:
 - Ensuring effective leadership, quality assurance and financial autonomy,
 - Close monitoring by IT/ Web-based Management Information System,
 - Effective feedback services for all stakeholders,
 - Timely risk management analysis to be in vogue,
 - Establishment of (new) external advisory and oversight boards.
- To meet the financial independence, stability and funding models requirements through:

- Professionalism in financial assets management
 - Development of revenue sources and access to external funding sources with mobilization of the current resources
 - Automation of the financial system
 - Adherence of accountability of the Internal Audit Department
- To build an ideal academic research ecosystem by:
- Administrative, financial and infrastructural support
 - Commercialization of research and identification and mobilization of fundraising avenues
 - Encouraging research collaborations
 - Furtherance of Internationalization

3. KEY INFRASTRUCTURES AND PARAMETERS

3.1 Physical Infrastructure

S. No.	Types of Physical Digital	Details of physical infrastructure & its usage	Baseline	Target
1.	Smart campus	<ul style="list-style-type: none"> • Campus master plan to accommodate the university community's growing educational, research, cultural, social, and recreational demands as well as to encourage involvement with the neighboring community 	Extant	<ul style="list-style-type: none"> • Augment campus master plan • Season- based lighting systems • Season- based water management system • GHG reduction targets
2.	Green/Sustainable building	<ul style="list-style-type: none"> • Augment the campus master plan to include building resilient infrastructure that is inspirational and sustainable. 	New initiative	<ul style="list-style-type: none"> • Green building regulations • Optimum models of water and energy consumptions • Promote recycling resources

3.	Infrastructure to commute	<ul style="list-style-type: none"> • Infrastructure, street signage, and designated areas for the differently-abled • Encourage students and employees to commute by bicycle or e-vehicles 	<p>Separate space exists for differently-abled.</p> <p>High quality motorways exists</p> <p>Initiative taken to promote battery powered vehicles</p>	<ul style="list-style-type: none"> • Widening of roads with bicycle lanes. • Improve infrastructure, street signage, and designated areas for the differently-abled
4.	Administrative Block (Admission and Counselling Area)	<ul style="list-style-type: none"> • It's important to have enough room for administrative tasks (such admission and counseling activities) • Various departments could have separate buildings. 	Department s built to cater to the needs of the PG program	Extension of departmental resources to accommodate undergraduates.
5.	Library/ Digital resource centre	<ul style="list-style-type: none"> • Adequate in size, featuring reading rooms, book and journal storage places, and a facility for internet information access. • Departmental libraries with digital information resources and reference books 	Extant	<ul style="list-style-type: none"> • Develop capabilities for operational excellence and digital transformation, and use a "digital first" approach to all university operations when designing and putting them into action. • Create digital classrooms and update the learning management system (LMS) for improved information and instruction distribution in the modern day.
6.	Lecture	<ul style="list-style-type: none"> • Access to classrooms, tutorial 	New	<ul style="list-style-type: none"> • New Academic

	Complex. Classrooms Tutorial rooms	rooms, discussion rooms of different sizes with comfortable seating arrangements and teaching-learning facilities. <ul style="list-style-type: none"> • Video-Recording Facilities 	initiative	complex to accommodate students of FYIPGP/FYUGP
7.	Examination Branch	<ul style="list-style-type: none"> • Separate examination branch with strong room 	Extant	<ul style="list-style-type: none"> • Expansion of the infrastructure of examination branch
8.	Facilities to Faculty and Staff	<ul style="list-style-type: none"> • Adequate number of well equipped chambers to accommodate all faculty members and research scholars • Quarters for the faculties and staff 	Extant	<ul style="list-style-type: none"> • Fully residential campus
9.	Meeting and office rooms	<ul style="list-style-type: none"> • Meetings rooms with furniture and electronic communication/presentation equipment. 	Extant	<ul style="list-style-type: none"> • Need 200/300 capacity meeting rooms • Separate conference room and small meeting rooms with video conferencing facilities.
10.	Laboratories and Research Centres	<ul style="list-style-type: none"> • Modern laboratories and advanced super specialty research centers in a wide variety of scientific and technological fields • Adequate laboratories and research centres for PG and research programs 	Extant	<ul style="list-style-type: none"> • Extension of laboratory facility for FYIPGP/FYUGP • Central computing facilities • Departmental libraries with reference books & online digital information resources. • Require ISTEM lab.
12.	Computer Centre/ Multimedia Studios	<ul style="list-style-type: none"> • Computer centre having limited Computer Student Ratio • Education Multimedia Research Centre for creation of online 	Extant	<ul style="list-style-type: none"> • 2000 capacity computer laboratory needed.

		content		<ul style="list-style-type: none"> • Online examination centre • Make use of the EMRC to improve the learning environment.
13.	Cafeteria/ Dining Room/ Mess Facility	<ul style="list-style-type: none"> • Cafeteria/ Dining room/ Mess facility 	Extant	<ul style="list-style-type: none"> • Modern cooking apparatus needed • Policy to ensure cleanliness and hygiene
14.	Games & Sports Facility	<ul style="list-style-type: none"> • Playground and indoor stadium, gymnasium and workout centre, 	Extant	<ul style="list-style-type: none"> • To be increased (sports Board, swimming pool, stadium and High Tech Playgrounds)
15.	Auditorium add Conference rooms	<ul style="list-style-type: none"> • One auditorium of sufficient size • Adequate conference halls 	Extant	<ul style="list-style-type: none"> • Need for various capacities (CH) rooms.
16.	Hostels	<ul style="list-style-type: none"> • 14 Students Hostels • 2 research Scholars Hostels • 1 international student Hostel 	Extant	<ul style="list-style-type: none"> • Target 100% student capacity in hostel • One more hostel for international students •
17.	Parking	<ul style="list-style-type: none"> • Suitable for meeting the needs of all stakeholders 	Extant	<ul style="list-style-type: none"> • Parking with shade
18.	Exhibition Hall	<ul style="list-style-type: none"> • In order to fulfill the requirements of all curricular activities (Academic/ Vocational/ Skilling), there should be an adequate number of exhibition halls/ space. 	New initiative	<ul style="list-style-type: none"> • Art gallery with exhibition centre
19.	Guest Accommodation	<ul style="list-style-type: none"> • Suitable guest house for meeting university requirement 	Extant	<ul style="list-style-type: none"> • Expansion of the existing guest house • State of the art guest house needed

20.	Commercial Shops/ centers	<ul style="list-style-type: none"> Shopping complex for students and staff to purchase essential items 	Extant	<ul style="list-style-type: none"> Resources to be up-graded
21.	Health and well being	<ul style="list-style-type: none"> Health Centre 	Extant	<ul style="list-style-type: none"> Modern Dispensary/ Hospital that offers inpatient and outpatient services 24 hours a day, 7 days a week Student recreation facilities with appropriate blend of modernity and functionality Student recreation facilities needed
22.	International student centre	<ul style="list-style-type: none"> With contemporary student amenities whenever international students are large in number 	New initiative	<ul style="list-style-type: none"> International student centre
23.	Incubation centre and Research park	<ul style="list-style-type: none"> With in- house industry R&D units & collaboration 	Extant	<ul style="list-style-type: none"> Requires in-house industry R&D units and collaboration
24.	Botanical Park/ Garden	<ul style="list-style-type: none"> Natural type, with a documented collection of living plants that may be used for the purpose of scientific research, conversation, display, and education 	Extant	<ul style="list-style-type: none"> Needs extension.
25.	Vocational Education, Training and Skilling infrastructure	<ul style="list-style-type: none"> Adequate well equipped building space with appropriate equipment, machinery and tools, including computer labs and technology labs for learning skill/ vocational education as part of course curriculum 	New initiative	<ul style="list-style-type: none"> Building with appropriate machinery tools

3.2 Digital Infrastructure

S. No	Types of Infrastructure Digital	Details of digital infrastructure & its usage	Baseline	Target
1.	Internet usage	<ul style="list-style-type: none"> Broadband connectivity Wi-Fi enabled campus 	Extant	<ul style="list-style-type: none"> Provide free internet service.
2.	Website	<ul style="list-style-type: none"> University website provides all the relevant information 	Extant	<ul style="list-style-type: none"> Provide all the necessary information in the university website.
3.	Online Messaging stakeholders groups	<ul style="list-style-type: none"> For vertical and horizontal communication amongst stakeholders. 	Extant	<ul style="list-style-type: none"> Needs extension
4.	Online Blogs & sites for every course	<ul style="list-style-type: none"> To notify stakeholders and the general public about the course and the daily development of the students enrolled in it. 	New initiative	<ul style="list-style-type: none"> Provide all the educational and academics updates.
5.	Wi-Fi Campus	<ul style="list-style-type: none"> Wi-Fi enabled campus 	Extant	<ul style="list-style-type: none"> Extend the Wi-Fi connection in classroom, canteen and activity centers.
6.	Online Study material	<ul style="list-style-type: none"> Study resources in text, audio, and video formats in accordance with the curriculum to be developed 	New initiative	<ul style="list-style-type: none"> Require a special university website to upload the study materials, online classes and e-books, PDF by the respective teachers to make the teaching-learning process more fruitful.
7.	Digital Library	<ul style="list-style-type: none"> The university maintains a digital library. Subscription of more than 10,000 reputed journals through INFLIBNET, EBSCO 	Extant	<ul style="list-style-type: none"> Digitalization of all thesis and dissertations Upload all important

		<p>etc.</p> <ul style="list-style-type: none"> • Remote access for 24/7 		<p>books PDF format in the university library website.</p> <ul style="list-style-type: none"> • Provide facility for access the research articles from • ACS environmental science and technology, Elsevier journal of cleaner production, RSC Dalton transactions etc.
8.	Digital Publication	<ul style="list-style-type: none"> • Few departmental journals are available online with free access. 	Extant	<ul style="list-style-type: none"> • Require university own publishing house to publish the magazines, journals and research papers from students and teachers.
9.	Paperless office	<ul style="list-style-type: none"> • OMS in force 	Extant	<ul style="list-style-type: none"> • Extend to accommodate all the divisions • Full office automation
10.	Paperless exams	<ul style="list-style-type: none"> • Paperless examination process is required by introducing a digital examination system. 	New initiative	<ul style="list-style-type: none"> • Require digital examination system
11.	Online Evaluation	<ul style="list-style-type: none"> • Online evaluation system to be introduced 	New initiative	<ul style="list-style-type: none"> • Require online evaluation system
12.	Website based result announcement	<ul style="list-style-type: none"> • Results of UG courses are available through a dedicated portal • Results of entrance examinations are available online for universal accessibility 	Extant	<ul style="list-style-type: none"> • Results of other examinations to be made available online

13.	NAD markscards Facility	<ul style="list-style-type: none"> Convenient and 100 percent secure digital academic repository solution. 	Extant	<ul style="list-style-type: none"> Markscards to be made available through NAD
14.	Online admission test	<ul style="list-style-type: none"> To conduct admission test in online mode 	New initiative	<ul style="list-style-type: none"> Conduct DUPGET and DURET in an online mood so that students from different parts appeared in the exam easily.
15.	Education ERP	<ul style="list-style-type: none"> Education ERP in force 	Extant	<ul style="list-style-type: none"> Upgrade the system to accommodate all components
16.	Plagiarism software facility	<ul style="list-style-type: none"> Urkund/Ouriginal by Turnitin is available Synopsis and thesis are to be checked for possible plagiarism before submission 	Extant	<ul style="list-style-type: none"> To include all the researchers as user
17.	Online digital magazine & student publication	<ul style="list-style-type: none"> Monthly online student magazine Annual online magazine of student association 	Extant	<ul style="list-style-type: none"> Frequency to be increased
18.	Online placement (project, internship & final)	<ul style="list-style-type: none"> Continual online assistance. 	Extant	<ul style="list-style-type: none"> Require to increase the numbers of projects and internships.
19.	Video documentation of each course & each college	<ul style="list-style-type: none"> For worldwide open information access. 	New initiative	<ul style="list-style-type: none"> Encourage and facilitated video documentation for globally access information
20.	Video documentation on online public platforms	<ul style="list-style-type: none"> 7 MOOCs courses catering to more than 1 lakh through EMRC, Dibrugarh University 	Extant	<ul style="list-style-type: none"> Increase the number of video documentation platforms.
21.	Social media based promotions	<ul style="list-style-type: none"> University runs social media pages/handles 	Extant	<ul style="list-style-type: none"> Faculty wise/department wise handles required

22.	Use of ICCT underlying technologies like IA, BA, CC, DS, MB, OC, VR & AR	<ul style="list-style-type: none"> • Explore ICCT options 	New initiative	<ul style="list-style-type: none"> • Explore ICCT options • Digital innovation service using ICCT
23.	Studio for video online classes	<ul style="list-style-type: none"> • EMRC, Dibrugarh University 	Extant	<ul style="list-style-type: none"> • Expand resources
24.	Video conference facility	<ul style="list-style-type: none"> • Video conference facility available 	Extant	<ul style="list-style-type: none"> • Increase the numbers of facilities
25.	Online open publication system	<ul style="list-style-type: none"> • Online open publication systems required 	New initiative	<ul style="list-style-type: none"> • Require online open publication systems

3.3 Innovative Academic Infrastructure

S. No	Types of Innovative academic infrastructure	Details of Innovative academic Infrastructure & its usage	Baseline	Target
1.	Course catering to professional/future requirements	<ul style="list-style-type: none"> • Varied choices of relevant programs are provided. • Multidisciplinary courses and skill based courses are provided to meet 21st century demands. 	Extant	<ul style="list-style-type: none"> • Increase existing courses •
2.	Curriculum – updated as per industry requirements	<ul style="list-style-type: none"> • Curriculum updated regularly to meet industry requirement • Industry linked/ internship/ apprenticeship embedded programs. • The undergraduate curriculum was created in consideration with National Education Policy 	Extant	<ul style="list-style-type: none"> • Vocational Courses to be introduced • Multiple Entry-Multiple Exit options to be introduced as per NEP

		2020.		
3.	Curriculum embedded with Employability Skill	<ul style="list-style-type: none"> • Skill based curriculum to enhance employability of the students. • A wider variety of co-curricular and extracurricular activities, giving them more opportunity to build the skills and competences they need for the workplace, everyday life, and active citizenship. 	Extant	<ul style="list-style-type: none"> • Increase the number of skill based courses • Include vocational training course for employment opportunity.
4.	Curriculum embedded with skill Enhancement course	<ul style="list-style-type: none"> • Curriculum focuses on competencies like critical thinking and problem solving; creative thinking and innovation; adaptive Thinking, computational thinking, social intelligence; conflict resolution and negotiations etc. 	Extant	<ul style="list-style-type: none"> • Expand number of skill based courses.
5.	Curriculum embedded with emerging technologies to be integrated with future of work	<ul style="list-style-type: none"> • PG courses with specialization in AI/ML and IoT. • To create a strategy for making the most of the Education Multimedia Research Centre. • Make use of the EMRC to improve the learning environment. 	Extant	<ul style="list-style-type: none"> • To increase the number industry-linked courses as per 21st century requirements.
6.	Centre for Curricular & Life Skills Development (CCISD)	<ul style="list-style-type: none"> • Centre for Curricular & Life Skills Development (CCISD) to be constituted 	New Initiative	<ul style="list-style-type: none"> • Centre for Curricular & Life Skills Development (CCISD) to be constituted.
7.	Faculty/teaching Staff	<ul style="list-style-type: none"> • Adequate faculty/teaching staff exists • Qualified, Experienced, and committed faculty. • Focused on Research activities and motivated. • 3 Nos. Professor of Practice appointed 	Extant	<ul style="list-style-type: none"> • Additional human resources required with the introduction of the FYUGP/FYIPGP • More thrust on outcome based

				research
8.	Centre for Faculty Development (CFD)	<ul style="list-style-type: none"> Constitute a dedicated Centre for Faculty Development (CFD) 	Extant	<ul style="list-style-type: none"> Constitute a dedicated Centre for Faculty Development (CFD)
19.	Non-teaching staff	<ul style="list-style-type: none"> Adequate and qualified non-teaching staff to support the organization exists. Support staff committed to professionalism 	Extant	<ul style="list-style-type: none"> Increase human resources Require technologically skilled staff in the digital era.
10.	Session wise teaching plan	<ul style="list-style-type: none"> Curricula designed with systematic planning in teaching and learning 	Extant	<ul style="list-style-type: none"> Provide session wise teaching plan Training sessions to be provided for competitive exams
11.	Learning material like study books	<ul style="list-style-type: none"> Relevant and updated course material and books provided 	Extant	<ul style="list-style-type: none"> Regular revision of syllabus Study material for competitive examinations such as NET/JRF/SET, GATE, NEET, APSC/UPSC etc.
12.	Question Bank	<ul style="list-style-type: none"> Question bank – to have a resource pool of all possible question prepared as per the examination pattern. 	New initiative	<ul style="list-style-type: none"> Prepare a model question bank for various examinations.
13.	Assignments	<ul style="list-style-type: none"> Relevant assignment of varying types and nature are conducted. 	Extant	<ul style="list-style-type: none"> Increase field based assignments
14.	Assessments	<ul style="list-style-type: none"> As per CBCS guidelines 	Extant	<ul style="list-style-type: none"> Incorporate innovative ways of assessment.
15.	Value added skills enhancement papers	<ul style="list-style-type: none"> Value added skills enhancement papers are included in the curricula 	Extant	<ul style="list-style-type: none"> Number to be increased.
16.	Pedagogy	<ul style="list-style-type: none"> Appropriate mix of traditional and modern methods. Usage of technology is 	Extant	<ul style="list-style-type: none"> More blended teaching learning practices to be

		<p>encouraged</p> <ul style="list-style-type: none"> • Enhancing supports for teaching development and learning innovation 		<p>encouraged</p> <ul style="list-style-type: none"> • Experience based learning to be introduced.
17.	Other activities as part of learning	<ul style="list-style-type: none"> • Activities to support the overall development of students like sports, music etc. are integrated in the core curriculum. • Proper assessment and weightage of marks are assigned 	Extant	<ul style="list-style-type: none"> • Extend the number sports and music/ dance course. • Provide courses of NCC & NSS • Need to organize programs/ workshops along with NGO's to develop courses on community service to understand societal needs.
18.	Earn while learn facility & flexibility	<ul style="list-style-type: none"> • Earn while learn model to be introduced for SEDGs 	New Initiative	<ul style="list-style-type: none"> • Earn while learn model to be introduced
19.	Flexibility and multidisciplinary	<ul style="list-style-type: none"> • The courses are designed for multidisciplinary and flexibility. 	Extant	<ul style="list-style-type: none"> • Introduce more certificate courses
20.	Opportunities to develop & utilize Research & innovative thinking skills	<ul style="list-style-type: none"> • The UG and PG curriculum allows students to explore and work independently on projects/ research under the guidance of their research guide. • Students are encouraged to work either individually or in a team. • Dissertations at PG level 	Extant	<ul style="list-style-type: none"> • Encourage students to pursue more research projects
21.	International Exposure	<ul style="list-style-type: none"> • Overseas Exchange programs • International Collaboration • Foreign Faculty (visiting) • International Scholarships • International Conference • Student exchanges • Developing Transnational Course in collaboration 	Extant	<ul style="list-style-type: none"> • More International Collaborations and exchange program • Twinning program

3.4 Research and Intellectual Property Infrastructure

S. No	Types of intellectual property infrastructure	Details of intellectual property infrastructure & its generation	Baseline	Target
1.	Quality Research	<ul style="list-style-type: none"> • Undertaking quality research projects • Quality research facilities and research labs • Enable development of disruptive and affordable technologies • Research culture with global outlook • To address the most pressing social issues, promote both interdisciplinary and research in specialized areas of strength. 	Extant	<ul style="list-style-type: none"> • Increase intake of students in research based curriculum • Increase research output • Self-sustaining model
2.	Research oriented experienced faculty members	<ul style="list-style-type: none"> • Research oriented faculty members • Encourage participation in research and innovation 	Extant	<ul style="list-style-type: none"> • Incentivize faculty members for quality research and innovation
3.	Academic Performance Indicator (API) based faculty compensation	<ul style="list-style-type: none"> • Faculty participation in research and publication activities are encouraged 	Extant	<ul style="list-style-type: none"> • Faculty recouping scheme based on API scores
4.	Targeted research and collaborative research	<ul style="list-style-type: none"> • Support and bolster the faculty members to work in thrust areas of research • Filing patents in targeted areas 	Extant	<ul style="list-style-type: none"> • Furtherance of thrust and targeted areas
5.	More Ph.D. & post doctoral research scholars	<ul style="list-style-type: none"> • The university is on the expansion of human resources in research within its capacity of support • Post-doctoral research programs 		<ul style="list-style-type: none"> • Appoint research professors for the purpose of supervising research scholars • Funding more post-doctoral research program
6.	More faculty members with Ph.D.	<ul style="list-style-type: none"> • Adoption of a strategy to boost the proportion of Ph.D. holders among its faculty. 	Extant	<ul style="list-style-type: none"> • Increase the number of PhD holder faculty members at the entry

				point
7.	Faculty encouragement for Book Publications, Research Publications and Patents	<ul style="list-style-type: none"> Promotion of IPR contributors among the UG & PG Students, Research Scholars, and Faculty members. Supportive policies that stimulate research and publications. 	Extant	<ul style="list-style-type: none"> Faculties be encouraged for more book publications, research publications and patents
8.	Conferences, Workshops, Symposia, FDPs	<ul style="list-style-type: none"> Faculty members and students are engaged in the periodic organization of conferences, workshops, symposia, FDPs. 	Extant	<ul style="list-style-type: none"> More conferences, workshops, symposia, FDPs
9.	Student involvement in Research	<ul style="list-style-type: none"> Enhance the advanced research and intellectual abilities of postgraduate students and prepare them to make major contributions to society in a range of jobs and capacities. 	Extant	<ul style="list-style-type: none"> Involvement of UG students in research as per curriculum of FYIPGP/FYUGP
10.	Industry and institutional collaboration & consultation	<ul style="list-style-type: none"> Collaboration-based research to create IPR Consultancy services 	Extant	<ul style="list-style-type: none"> Increase industry-academia interface Herald the expertise of the faculty members for consultancy services.
11.	University Incubation centre	<ul style="list-style-type: none"> University has innovation and incubation centre 	Extant	<ul style="list-style-type: none"> Ideas generated while working on a project or an internship might be fostered and encouraged as a business plan to initiate self-employment.
12.	University publication through its own press	<ul style="list-style-type: none"> University Publication Division 	New initiative	<ul style="list-style-type: none"> Establish new publication press of the university
13.	University Publications & citation service	<ul style="list-style-type: none"> University Publication Division 		<ul style="list-style-type: none"> Create a citation service to academic members of the university as well as public
14.	Compulsory patent claim for UG & PG projects in Professional subject areas	<ul style="list-style-type: none"> Setting goals for undergraduate and graduate students in terms of internships and regular mentoring Encourage the researchers to 	Extant	<ul style="list-style-type: none"> IPR cell be made more productive

		prepare and submit patent applications through IPR cell		
15.	Faculty Ranking (Annual) system	<ul style="list-style-type: none"> Faculty performance feedback system Faculty appraisal system Best Teacher Award 	Extant	<ul style="list-style-type: none"> More parameters be included in order to make the system robust and anonymous
16.	Chief Technology Officer (CTO)	<ul style="list-style-type: none"> Project Monitoring Cell 	Extant	<ul style="list-style-type: none"> Augment human resources
17.	Research Monetization	<ul style="list-style-type: none"> Introduce Technology transfer office (TTO) with experienced professionals to manage IP protection, licensing, and technology transfer activities. 	New initiative	<ul style="list-style-type: none"> Introduce Technology transfer office (TTO) with experienced professionals to manage IP protection, licensing, and technology transfer activities.

3.5 Supportive and Facilitative Infrastructure

S. No	Types of emotional infrastructure	Details of emotional infrastructure & its generation	Baseline	Target
1.	Accessibility/ Proximity	<ul style="list-style-type: none"> Every leader makes themselves available more in a pull-based than in a push-based manner 	Extant	<ul style="list-style-type: none"> Enhance further accessibility
2.	Rich Communication	<ul style="list-style-type: none"> Substantive collaboration 	Extant	<ul style="list-style-type: none"> Promote multi and cross-disciplinary communications
3.	Role Model	<ul style="list-style-type: none"> Promoting leadership with a shared vision of developing the university in a planned manner. 	Extant	<ul style="list-style-type: none"> To create thought leaders and cheer leaders
4.	Institutional values (Core Values)	<ul style="list-style-type: none"> Strive to be a truly inclusive university Committed to human rights, human values, social justice and equality, tech-savviness & scientific thinking 	Extant	<ul style="list-style-type: none"> Instilling value education in students' curricular activities

5.	Vision	<ul style="list-style-type: none"> • Bold and ambitious vision • Style of thinking that changes from present-forward to future-backward. 	Extant	<ul style="list-style-type: none"> • Collegial and Plenary approach in achieving vision
6.	Trust among stakeholders and outsiders	<ul style="list-style-type: none"> • Developing trust (self & mutual) among all stakeholders • Providing an environment where all stakeholders can flourish, develop, advance and further contribute to the university and the success of the students and scholarships 	Extant	<ul style="list-style-type: none"> • Create a trustworthy environment in the institution
7.	Institutional Tradition Rituals	<ul style="list-style-type: none"> • The objectives, values, rituals, and traditions cultivated by the university have been carried forward for holistic organizational development 	Extant	<ul style="list-style-type: none"> • University legacy to be further upheld.
8.	Alternative strategy & Support network	<ul style="list-style-type: none"> • Promoting a robust academic environment through alternative strategy and support network. 	New Initiative	<ul style="list-style-type: none"> • Promoting a robust academic environment through alternative strategy and support network
9.	Goal setting in every student	<ul style="list-style-type: none"> • Empowering the students with 21st century skills • Ensuring the students experience is the best in the region • Empowering diverse learners to achieve their academic and professional goals • Utilizing the Educational Multimedia Research Centre (EMRC) to enhance student experience 	Extant	<ul style="list-style-type: none"> • Goal setting to be nurtured at the individual level
10.	Safety & Security	<ul style="list-style-type: none"> • Providing hassle-free ambience to every student. • Ensuring safety and security within the university campus for every stakeholder. 	Extant	<ul style="list-style-type: none"> • Increment human resources
11.	Search for proximity	<ul style="list-style-type: none"> • Creating a healthy milieu for the exchange of culture, 	Extant	<ul style="list-style-type: none"> • Promote vocal for local initiative

	(Local friends. Local food, local culture)	<p>customs and cuisines to promote acculturation.</p> <ul style="list-style-type: none"> Utilizing university community radio "Gyanmalini" 		
12.	Comfortability but need not luxury	<ul style="list-style-type: none"> Ensuring the quality of student experience is enhanced Ensuring that student administrative and support services are sufficiently resourced and appropriately structured to meet the needs of the students 	Extant	<ul style="list-style-type: none"> Elevated to fully residential campus
13.	Legacy of the system	<ul style="list-style-type: none"> To further the traditions, cultures, and hence the legacy of the system. Respect organizational hierarchy 	Extant	<ul style="list-style-type: none"> Nurture official hierarchy for proper implementation of policies
14.	Respect & perception about the organization	<ul style="list-style-type: none"> Nurturing a positive perception of the university within and outside the campus 	Extant	Enhance positive public perception of the University
15.	Openness in terms of information	<ul style="list-style-type: none"> Maintaining openness and transparency in total academia 	Extant	<ul style="list-style-type: none"> An informed eco-system in the university
16.	The Ability of the institution to fulfill the promises	<ul style="list-style-type: none"> The university never reneges on her promises 	Extant	<ul style="list-style-type: none"> Maintain the status-quo.
17.	Accountability measures	<ul style="list-style-type: none"> Robust checks and balance mechanism is in force 	Extant	<ul style="list-style-type: none"> Up-keep the mechanism
18.	Mental Health	<ul style="list-style-type: none"> A counseling cell to look after the various issues related to physical and mental health of the students 	Extant	<ul style="list-style-type: none"> Increase human resource in the counseling cell.

3.6 Infrastructure Required for Networking and Collaboration

S. No	Types of Networked infrastructure	Details of networked infrastructure & its creation	Baseline	Target
1.	Collaborations- Horizontal, Vertical & Diversified	<ul style="list-style-type: none"> ● MoUs with Industries/Institutes of National Importance (INIs)/ related institutions (Colleges and Universities)/ Think Tanks and research organizations – specialized insights both in relevant domains and the local units ● Partnership and community involvement for multiple ventures ● Collaborations with the Rural and Urban Local Bodies and communities ● Engage more deeply and productively with the surrounding community through Social Responsibility Cell, Community Radio etc. ● Engage with the issues affecting the local communities and the region. Try to achieve the Sustainable Development Goals of the United Nations as part of its commitment to social obligations, justice and equality. ● Through Community Radio, Community Responsibility Programs, etc., strengthen and cultivate positive relationships with our local and regional communities. 	Extant	<ul style="list-style-type: none"> ● Sign more MoUs with industries, INIs, other institutions and research bodies. ● Increase community engagement programs in collaboration with Rural and Urban Local Bodies
2.	Alumni	<ul style="list-style-type: none"> ● Alumni connect through 	Extant	<ul style="list-style-type: none"> ● Strengthen the

	Association & Networks	<p>Alumni conclaves and periodical meets</p> <ul style="list-style-type: none"> • Increase alumni involvement by keeping them in touch with one another and the university, and by encouraging generosity and alumni involvement in support of the university's objectives. • Inspire, motivate and mobilize alumni to advance their knowledge and involvement in community service. 		<p>alumni network by taking hybrid approaches in alumni engagement programs</p> <ul style="list-style-type: none"> • Introduce student-alumni mentorship program • Creation of Incubation centers to provide funding for start-ups from investor alums
3.	Industry Integrated Collaborations	<ul style="list-style-type: none"> • Industry-based internships and Apprenticeships • Industry partnership in the design of curriculum, and content across the various disciplines • Up gradation of curriculum basis the emerging and future skills of the industry 	Extant	<ul style="list-style-type: none"> • Increase industry-academia collaborations to have more numbers of part-time and fulltime internships, projects and trainings they offer • Conduct more numbers of placement drives • Open and Live projects which are a win-win situation both for the industry and the learners • Industry can partner with the institutes to create various forms of center of excellence (CoEs) for the dynamic industry

				needs
4.	Academic Integrated Collaborations	<ul style="list-style-type: none"> • Collaborating with other academic institutions which have developed their core competency in related academic areas for co-research, co-curriculum design, etc. • Inter mobility of learners/students between the collaborating institutions • Synergy for dual degree programs, research internships, etc. (dual major) • Subject MoUs with other domain institutions for training • International Collaborations • Usage of each other's workshops and Labs and common OJT arrangements. • Professor of practice 	Extant	<ul style="list-style-type: none"> • More collaborative education programs • Introduce dual degree programs • Introduce both students/ researchers and faculty exchange programs in both national and international level • Promote internationalization
5.	Research Collaborations	<ul style="list-style-type: none"> • Research databases may be shared so as to have access to better data sources and research methodologies and tools • Access to each other's libraries, journals – physical and cloud • Partnership amongst the research associates for better outcomes • International Research Projects, Government led research Projects 	Extant	<ul style="list-style-type: none"> • Provide more open access research services and software licenses • Make available 24*7 library services • Offer more research and teaching assistantships to support the scholars
6.	Consultancy Collaborations	<ul style="list-style-type: none"> • Faculty-based consultancy needs to be promoted as this 	Extant	<ul style="list-style-type: none"> • Increased the number of

		<p>brings in additional revenues as well as makes the faculty up to date with contemporary industrial and client practices.</p> <ul style="list-style-type: none"> • This will improve industry-institute relationships and networking leading to enhanced synergy. 		<p>consultancy collaboration</p>
7.	Placement Collaborations	<ul style="list-style-type: none"> • The university should develop networking with local, national, and international companies of many industry sectors both for training the students during the internship and to provide campus job placement services. 	Extant	<ul style="list-style-type: none"> • Conducts more placement drives
8.	Collaborations for students - Earn While Learn model	<ul style="list-style-type: none"> • Live projects for learning and earning opportunities for the student • Allowing the student flexibility or a hybrid learning model to undertake such opportunities. • Partner with industries that provide such possibilities 	Extant	<ul style="list-style-type: none"> • Introduce online learning facilities in the university classes
9.	Collaborations with NGOs & Social service Organizations	<ul style="list-style-type: none"> • Rural outreach, Fieldwork, Participatory Rural Appraisal (PRA) for sensitizing and crediting the rural immersion for both faculty and student • Partnering with government programs such as Unnat Bharat Abhiyan (UBA), National Service Scheme (NSS), etc. for the same cause • Operating on technical and 	Extant	<ul style="list-style-type: none"> • Increase active student participation in rural development programs through their involvement in camps and workshops the university offer in rural areas

		<p>non-technical areas for areas such as capacity building, extension services, product development, and usage for the betterment of the catchment area.</p> <ul style="list-style-type: none"> • Creating possibilities for rural internships and development internships. • Partnering with local, global, and national NPOs, NGOs, development organizations, etc. among others for the identification of key areas of development in the vicinity. • To imbibe the spirit of engaging and committed citizenship 		<ul style="list-style-type: none"> • More numbers of collaborations with NGOs and other social service organizations
10.	Membership with National & International Accreditation bodies for Quality & Credibility	<ul style="list-style-type: none"> • The university should also improve its quality service by means of educational innovations and best practices. • The quality and credibility of the organization can be gauged by its recognition by national and international accreditation bodies. • Certifications, accreditations, and rankings will go a long way in upgrading the brand value of the institutions and making them aspirational. • Quality assurance frameworks must be adopted by such agencies for enhancing internal quality assurance and in turn the learning outcomes. • Alignment of courses for 	Extant	<ul style="list-style-type: none"> • Alignment of courses for international accreditation

		international accreditation.		
11.	Startup Network Infrastructure	<ul style="list-style-type: none"> • Incubation centers - generic and domain-specific • Funding tracks for the startups • Ideation and network boards for startups • Digital Infrastructure for supporting startups • To empower the students to pursue and promote entrepreneurship. 	Extant	<ul style="list-style-type: none"> • Create student entrepreneur hub • Organize startup hackathon in frequent manner • Generation of more funding sources

3.7 Infrastructure required for Effective Governance Structure

S. No	Types of Infrastructure	Details of its usage	Baseline	Target
1.	BoG/ Senate/ Syndicate	<ul style="list-style-type: none"> • Fully functional statutory bodies • Defined roles and responsibilities and accountability 	Extant	<ul style="list-style-type: none"> • Involvement of alumni as major stakeholder
2.	Quality Assurance	<ul style="list-style-type: none"> • Well defined Processes • Defined deliverables and outcomes • ISO 9001:2015 and ISO 50001: 2018 Certified 	Extant	<ul style="list-style-type: none"> • Regular check and balance
3.	Financial autonomy	<ul style="list-style-type: none"> • Striving for self-sustainability • Generating external revenue sources • 4 Nos. of research Chairs out of which one is sponsored by the Industry 	Extant	<ul style="list-style-type: none"> • Explore more avenues such as more consultancy services, internships, projects
4.	Leadership	<ul style="list-style-type: none"> • Effective leadership • Strategic management 	Extant	<ul style="list-style-type: none"> • Encourage leadership among the stakeholders
5.	Vision,	<ul style="list-style-type: none"> • Vision and mission defined. 	Extant	<ul style="list-style-type: none"> • Short, medium and

	Mission and Roadmap for the HEIs	<ul style="list-style-type: none"> Shared Vision evolved through detailed discussions with stakeholders. Strategic & Perspective Plan 		<p>long-term (2, 5, and 10 years) Plan document</p> <ul style="list-style-type: none"> Compilation of Report to be done by the Chief Educationist
6.	Close monitoring by IT/Web-based Management Information System	<ul style="list-style-type: none"> Defined performance parameters 	Extant	<ul style="list-style-type: none"> Inclusive IT/Web-based management system
7.	Risk Management Analysis	<ul style="list-style-type: none"> Yearly meeting to discuss scenarios for mitigating risks (legal, safety, financial etc.) 	New Initiatives	<ul style="list-style-type: none"> Yearly meeting to discuss scenarios for mitigating risks
8.	External Advisory Boards	<ul style="list-style-type: none"> Fully functional advisory bodies with external members 	Extant/New Initiatives	<ul style="list-style-type: none"> More external advisory boards to be instituted
9.	Student Feedback	<ul style="list-style-type: none"> Online Feedback System 	Extant	<ul style="list-style-type: none"> Feedback to be taken on a monthly basis and faculty members to be motivated to improve their delivery

3 . 8 Financial Independence, stability Funding Models

S. no.	Types of Financial infrastructure	Details of financial infrastructure	Baseline	Target
1.	Financial Policies	<ul style="list-style-type: none"> University has its own financial rules namely Dibrugarh University Finance Rules Professionalism of our 	Extant	<ul style="list-style-type: none"> Enhance quality assurance and quality enhancement processes and strengthen the link between quality

		finance and governance functions to ensure excellence		enhancement and strategic planning
2.	Action Plan and Budgets	<ul style="list-style-type: none"> • Finalize budget as per Action Plan and based on existing IDP • Defined budget line items in the annual budget under the heads like capital expenditure, maintenance and repair, examination, academics, research and development, welfare etc. • Indicate clear responsibility, milestones, and timelines for each activity • Finalize 1-year budget forecast • Detail out one year Capital Budget, Recurring Budget • Utilize funds and track spending against milestones per budget. • Revisions to the budget are to be approved only after a meeting and discussion with the budget committee. • Planning of recurring and non-recurring expenditures for each department. Consumables, etc. • Separate budget for Non-Recurring and Recurring expenditures. • HODs to prepare details for departments. 	Extant	<ul style="list-style-type: none"> • Require 5 year budget estimate
3.	Main sources of revenue to be developed	<ul style="list-style-type: none"> • Tuition and other fees from the students • government grants and subsidies 	Extant	<ul style="list-style-type: none"> • Endowments, philanthropic contributions, and other income like

		<ul style="list-style-type: none"> consultancy fees and overheads earned on the sponsored research and development projects from the Government and private/corporate sector 		<p>CSR, royalties on intellectual property (IP)/ patents etc</p> <ul style="list-style-type: none"> Increase external research funding and extramural project funding
4.	Close liaison with GOI ministries/agencies and others for funding and Access to external grants and funding	<ul style="list-style-type: none"> Projects/research projects offering from the various agencies of the Government of India. Pro forma for financial assistance is to be procured from the concerned Ministries. Standardized pro forma/template for new R& D / Modernization proposals for funding by the Government of India/ other external agencies. 	Extant	<ul style="list-style-type: none"> Every HoD be given grants from any sources 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
5.	IRG scheme in each department	<ul style="list-style-type: none"> Commercial Utilization of existing facilities: Collection of information indicating the strength of each department & the lab equipment/instruments available for use by external agencies Funding from external funding agencies 	Extant	<ul style="list-style-type: none"> The strength of each department be circulated and advertised in Newspapers for consultancy service/internships Commercialization of patents
6.	Financial/ Investment Committee	<ul style="list-style-type: none"> University Finance Committee is responsible for making decisions regarding the investment and reinvestment of funds, other 	Extant	<ul style="list-style-type: none"> Resources to be enhanced

		long-term university assets, as well as prescribing and approving financial policies for university		
7.	Staff providing financial services	<ul style="list-style-type: none"> Finance team includes Registrar, Deputy Registrar (F&A), Assistant Registrar (F&A), accountants, assistants, Data Entry Operator, etc. 	Extant	<ul style="list-style-type: none"> Resources to be enhanced
8.	Software/ Technical support	<ul style="list-style-type: none"> Software/ Technical support for providing efficient payments, settlement, and clearing system 	Extant	<ul style="list-style-type: none"> Require up-gradation
9.	Internal Audit department	<ul style="list-style-type: none"> Internal Audit assists university/ institution officials in fulfilling their responsibilities effectively. As part of its oversight, Internal Audit examines and evaluates systems of internal control and their related accounting, financial and operational policies, and procedures for monitoring and reporting financial and compliance data. 	Extant	<ul style="list-style-type: none"> Resources to be enhanced

3.9 Ideal Research Ecosystem

Academic Research Ecosystem		
Function	Descriptions	Responsible Office
Administrative/Central Function	Administrative and legal assistance Finance Alumni Connect Quality assurance Staff hiring/training	Dibrugarh University Research Board headed by the Dean, R&D

Research Management Function	Management support for pre-post-grant fellowships Personal and professional research training Data management Academia engagements Handling ethical issues	
Research Outcomes Function	Industry connect to research Startup incubation IP/Licensing/Technology transfer Research Publication support Scientific communication	
Collaborative Function	Industry, Government and International collaborations	
Fundraising Function	Identify and mobilize fundraising avenues such as Funding Agencies (viz., NRF), Consultancy Services, CSR, Alumni, Industry and philanthropy.	

1. Dibrugarh University Research Board will take up different research activities on these fronts.
2. The existence of support for researchers in the form of research management is a long way off for the great majority of institutes. To develop a comprehensive and robust research ecosystem, structures that can house these functionalities are suggested.
3. The Dibrugarh University Research Board will create structures which will house the personnel that cater to these functionalities. These structures play crucial roles in research universities, supporting research initiatives, fostering partnerships between academia and industry, and securing the necessary financial resources to support the university's mission and goals. These offices work together to create a supportive environment for researchers, promoting cutting-edge research, innovation, and academic excellence.

4. Summarize the strategy of the University in coming years

- The existing faculty system shall be used as the congenial platform for inter-disciplinary approach and research can be encouraged in an organized manner.
- The Academic Audit System adopted by the University shall be consolidated in a more extensive way so that a self-regulated checks and balance mechanism can be developed.

- The University shall take necessary measures to develop an appropriate mechanism for Intellectual Property Rights through IPR Cell and the proposed Industry Liaison Office
- Consolidating and strengthening the academic programmes including the development of infrastructure.
- Encouraging and supporting inter-disciplinary, outcome-based and integrated research and extending consultancy services.
- Establishing a Fund raising office as an instrument to support research and academic governance.
- The Centre for Innovation and Incubation, Dibrugarh University shall be engaged in encouraging and supporting the students, faculty members and, particularly the young researchers to work for innovative research projects and commercialization of patents.
- Endeavoring for inter-institutional collaboration and credit transfer.
- Accelerating the moves for industry-academia interface, particularly in the field of research and consultancy sectors.

Committee Member

Prof. Sarat Chandra Kakaty Dean, Faculty of Science and Engineering	Chairperson
Prof. Deb Kumar Chakraborty Dean, Faculty of Social Sciences	Member
Prof. Surajit Borkotokey Dean, Student Affairs	Member
Prof. Kalyan Bhuyan Director, IQAC	Member
Prof. Ankur Bharali Department of Mathematics	Member
Dr. Chandan Kumar Sarma Head, Department of History	Member

Dr. Obja Borah Hazarika
Department of Political Science

Member-Secretary

Secretarial Assistants

Ms. Akankhya Bordoloi
Ph.D. Research Scholar, Department of Economics

Ms. Ritishna Dutta
Ph.D. Research Scholar, Department of Political Science

