

St. Peter's Institute of Higher Education and Research
(Deemed to be University)
Established Under Section 3 of UGC Act, 1956
Accredited with A+ Grade by NAAC in the Second Cycle
AVADI, Chennai – 600054
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St. Peter's Institute of Higher Education and Research

Vision and Mission

Vision

To be a globally renowned institution in academic excellence, research and innovation by providing inspirational learning to produce socially conscious leaders capable of addressing future challenges with ethical values

Mission

To provide a vibrant learning environment, fostering innovation and creativity inspired by cutting edge research

To instill ethical values, imbibe a sense of social responsibility and strive for societal wellbeing

To promote National and International alliances and collaborative initiatives to achieve global excellence

Core Values

The core values adopted by SPIHER as continuing principles are Integrity, Excellence, Inclusiveness, Collaboration, Research Innovation and Sustainability.

Integrity

Ensuring honesty, fairness, transparency and ethical manners in all academic and allied activities of our operations

Excellence

Institution's commitment to excellence impels the stakeholder to consistently strive for exemplary outcomes from all the ventures of the Institution such as teaching, research, campus facilities, outreach activities and social responsibilities in all our endeavours

Inclusiveness

Nurturing an inclusive and learning environment and promote an inclusive culture that respects and values the contribution of all individuals to meet the future challenges

Collaboration

Collaborating and partnering with other national and international Universities, Industries, professional bodies and Society to enhance our impact and achieve our goal

Research Innovation

Encouraging and supporting development of fundamental research discoveries and their practical application in real-world settings, with the process of transferring scientific findings, technological innovations from research departments to commercial or industrial entities for further growth opportunities

Sustainability

Creating systems and procedures to upkeep environmental, economic and social sustainability and decision making

Quality Policy

To provide quality and excellence in all its spheres and services that exceeds the expectations of the stakeholders

Motto

Ignite | Inspire | Innovate

Objectives

The objectives of the IDP are

- To educate students to be excellent leaders in their field, respecting the general public and have a profound moral and ethical values to all without any social, cultural, economic and gender discrimination
- To give high priority to resource allocation for the future development of those areas that represent the traditional strengths, quality reputation and uniqueness for long-term sustainability of the institution
- To provide equal opportunities to all who have the potential to succeed in an Institution of international level and to seek new and innovative ways to reach out the people it serves
- To provide hands-on-training programs, workshops, Internships, start-up opportunities to equip every individuals with skills and qualifications to meet the demands of the current job market
- To promote vibrant research culture and support translational research that is directly aligned with addressing specific societal, environmental, real-world problems or technical challenges
- To develop strong partnership with key organizations and society, national and internationally to achieve global excellence
- To engage with the government and society throughout the country to realize the sustainable development goals

Institutional Profile and Strategic Direction (2025–2040)

SPIHER is a Deemed to be University, Established under section 3 of UGC Act, 1956 by the Ministry of Human Resource Development, Government of India in the academic year 2008. The Deemed to be university has achieved this status within a short span of fifteen years. The National Assessment and Accreditation Council have accredited the Institution with an 'A+' Grade in the second cycle assessment and ISO 9001:2015 certified. Institution has recognised as Category II Deemed to be University by UGC. The institution was previously known as St. Peter's Engineering College which was established in the year 1993. It is one of the India's leading Institutes, with students from all over the country. The institution continuously strives to focus on imparting quality technical education and introducing innovative programmes leading to Research and Development for sustainable growth.

At present, the University has six faculties of Studies such as Faculty of Engineering and Technology, Faculty of Architecture, Faculty of Arts, Science, Commerce, Management and Humanities and Faculty of Allied Health Science, Faculty of Occupational Therapy and Faculty of Physiotherapy and twenty-eight departments of teaching and research both in Main and Off-campus. Teaching, research and knowledge extension are the mandates of the departments. The institute offering 62 Under-graduate, 26 Post-graduate programs besides PhD programs in Engineering, Technology, Arts, Science, Commerce, Management and Humanities approved by UGC, AICTE and CoA. The contemporary infrastructure, modern teaching methodologies, job-oriented training, excellent placement and qualified faculty members have always become the SPIHER's hallmark. With a dedicated team of faculty with

vast experience in teaching and research and dedicated and experienced administrative staff members, the Institute has emerged as one of the strong pillars of higher education in Chennai. Today, with strength of 4200 students and over 450 teaching and non-teaching staff SPIHER is setting new benchmarks in the educational sphere. The institute established its off-campus centres at Bangalore in 2024 and at Hosur in January 2026. The Bangalore centre commenced student admissions from the Academic Year 2025–2026, while the Hosur centre began admissions from the Calendar Year 2026 onwards.

The Institute has tie-ups with a number of academic, research institutes, and universities across the world to stay up to date on quality benchmarks. Important days at the International and National levels are observed by the Institute to promote awareness on key issues that impact human life and mother earth.

Introduction

The Institutional Development Plan (IDP) of St. Peter's Institute of Higher Education and Research (SPIHER), a Deemed to be University is committed to transformation of the Institute from good to excellent.

This report outlines a comprehensive strategy aimed at advancing the institution's mission, vision, and values over a set period of 15 years (2025-2040). This plan is a roadmap for fostering academic excellence, research innovation, community engagement, infrastructure development, and financial sustainability. It is built upon a thorough assessment of the university's current strengths, challenges, opportunities, and long-term goals, and is designed to position the university as a leader in higher education.

Vision and Mission Alignment

The university's **vision** is to become a global leader in education, research, and innovation, producing graduates who excel in their fields and contribute meaningfully to society. The **mission** emphasizes a commitment to academic excellence, the development of socially responsible leaders, the promotion of interdisciplinary research, and community service.

The IDP ensures that all initiatives align with the university's core mission and vision, and NEP 2020 with a focus on preparing students for success in an increasingly globalized, technology-driven world.

This IDP provides a strategic framework to elevate the university's standing in both national and international contexts. Through its focus on academic quality, research, infrastructure, community engagement, and financial sustainability, the university aims to provide a world-class educational experience and meaningful contributions to society.

SWOC Analysis

Strengths

- NAAC A+ accreditation
- Established multi-campus infrastructure
- Diverse program portfolio
- Emerging research culture

Weaknesses

- Limited high-impact research output
- Fragmented digital governance
- Modest international footprint
- Weak Governance

Opportunities

- NEP-driven multidisciplinary expansion
- Industry collaboration potential in Chennai region
- Research funding expansion under national schemes

Challenges

- Competitive private universities
- Faculty attrition risk
- Regulatory volatility

Strategic Plan 2025 -2026 (Key Focus Areas of the IDP)

➤ Academic Excellence

- **Curriculum Enhancement:** To continuously update and revise academic programs to ensure they are aligned with industry trends, emerging technologies, and global standards. This will include the integration of digital literacy, critical thinking, and global perspectives into curricula.
- **Faculty Development:** To invest in faculty development programs to enhance teaching methodologies, research capabilities, and professional skills. Encourage a culture of mentorship, collaboration, and innovation among faculty members.
- **Accreditation and Quality Assurance:** To strive for accreditation in international frameworks and adhere to the highest standards of academic quality. Establish robust mechanisms for internal assessment and program evaluation.

➤ Research Innovation and Incubation

- **Research Excellence:** To foster an environment conducive to cutting-edge research. Prioritize research funding, infrastructure, and collaboration with industry partners, government agencies, and international organizations.
- **Interdisciplinary Collaboration:** To encourage interdisciplinary research initiatives that address pressing global challenges such as climate change, healthcare, and technology.
- **Innovation, Incubation and Entrepreneurship:** To establish innovation hubs, incubators, and entrepreneurship programs that support students, faculty, and alumni in transforming their ideas into impactful solutions.

➤ Infrastructure Development

- **Campus Modernization:** To upgrade the university's physical infrastructure to meet the demands of modern education, including the development of smart classrooms, state-of-the-art laboratories, and digital learning environments.
- **Sustainability Initiatives:** To implement sustainability programs such as energy-efficient buildings, waste reduction practices, and water conservation to support the university's commitment to environmental responsibility in line with SDG.
- **Technological Advancement:** To enhance digital infrastructure to support e-learning platforms, research databases, and virtual collaboration tools. Ensure that the campus is equipped with high-speed internet and secure online learning platforms.

➤ **Student Support and Development**

- **Holistic Student Development:** To expand student services such as academic advising, counselling, career services, and extracurricular activities. Foster a supportive environment that promotes mental health, leadership, and personal growth.
- **Global Exposure:** To increase opportunities for international exchange programs, internships, and collaborations with global institutions to provide students with diverse learning experiences.
- **Alumni Relations:** To strengthen alumni engagement by creating mentorship programs, networking events, and initiatives that encourage alumni to contribute to the university's growth.

➤ **Community Engagement and Social Responsibility**

- **Public Service and Outreach:** To develop partnerships with local communities to address social issues through community-driven initiatives and service-learning opportunities.
- **Social Responsibility:** To promote sustainability, diversity, and inclusivity within the university and the broader community by embedding social responsibility into academic programs, research, and campus life.
- **Collaborations with Industry and Government:** To strengthen ties with local, national, and international stakeholders to drive societal development and foster innovation.

➤ **Financial Sustainability**

- **Diversified Revenue Streams:** To build a diversified funding model that includes government funding, private partnerships, research grants, tuition fee, and alumni donations. Focus on generating new revenue opportunities through commercial ventures, online programs, and international partnerships.
- **Cost Efficiency:** To improve financial management by optimizing operational costs and streamlining administrative processes. Ensure transparent and accountable budgeting procedures.
- **Endowment Fund:** To establish a robust endowment fund to support scholarships, research projects, faculty development, and capital improvements.

➤ **Governance and Leadership**

- **Leadership Development:** To foster strong, transparent, and inclusive governance by investing in leadership training programs for faculty, staff, and administrators. Promote a collaborative and participatory approach to decision-making.
- **Strategic Partnerships:** To form partnerships with government bodies, private organizations, and international educational institutions to strengthen the university's role in global education.
- **Institutional Effectiveness:** To regularly review and assess the progress of the IDP to ensure alignment with long-term goals and adapt to changing educational landscapes.

OUR STRATEGIC PRIORITIES

Our strategy will be achieved through the execution of a number of cross-cutting objectives, which are aligned to our four overarching strategic priorities.

Priority I: Education

To provide a high-quality education offering that is focused on interdisciplinary, delivered in both traditional and flexible ways to cater to a diverse cohort of students across multiple campus locations.

Priority II: Research

To deliver impactful, applied research that addresses real-world challenges across regional, national, and global contexts. By fostering a dynamic research community, we are committed to advancing innovative, next-generation thinking. We aim to not only push the boundaries of knowledge but also collaborate across disciplines and borders to drive positive change and solve pressing global issues.

Priority III: People and Organisation

To integrate organization, where every individual's potential is recognized and nurtured, is essential for fostering an environment where employees feel valued and can thrive

Priority IV: Connecting communities

To build and enhance the relationships and partnerships for sustainable development is a vital strategy to create positive and lasting change, both regionally and globally

OUR STRATEGIC ENABLERS

1. Academic Excellence
2. Research Networking, Innovations and Incubation
3. Finance, Infrastructure and Sustainable Development
4. Governance and Human Resource Management

Strategic Enabler –1: Academic Excellence

Our proposed education offering is designed to integrate multiple disciplines, equipping students with a broad knowledge base and critical thinking skills that transcend traditional academic boundaries. The program will be available in various formats to cater to the needs of diverse learners, including full-time, part-time, online, and hybrid models.

Objective: To provide a relevant high-quality education offering, focused on Interdisciplinary / Multidisciplinary, delivered in both traditional and flexible ways to cater to a diverse cohort of students, across multi-campus locations.

1.1 Interdisciplinary curriculum

- Courses combining elements from science, technology, humanities, business, medical and the arts
- Collaborative projects addressing real-world challenges from multiple perspectives
- Faculty from diverse academic backgrounds working together to deliver cohesive learning experiences

1.2 Flexible delivery modes

- **Traditional in-person:** Lectures, seminars, and hands-on workshops at multiple campus locations
- **Online learning:** Asynchronous and synchronous modules, interactive discussion forums, and virtual labs
- **Hybrid model:** A combination of face-to-face and online sessions for maximum flexibility

1.3 Multi-campus accessibility

- Course availability across multiple geographic locations with seamless credit transfers
- Collaboration between campuses through shared resources and cross-campus faculty mentorship

1.4 Diverse student support services

- Academic advising tailored to interdisciplinary pathways
- Career counselling with a focus on interdisciplinary job markets
- Peer mentoring and networking opportunities

1.5 Experiential learning opportunities

- Internships and co-op programs with interdisciplinary organizations
- Community-based projects tackling societal issues
- Study-abroad options emphasizing global perspectives

1.6 Technology-enhanced learning

- Learning management systems with adaptive learning capabilities
- Virtual reality (VR) and augmented reality (AR) tools for immersive education
- AI-powered personalized learning experiences

Strategic Enabler – 2: Research networking Innovations and Incubations

Advancing research and innovation initiatives are crucial for driving progress, solving societal challenges, and fostering economic growth. When planning for a "Research Surge," the goal is to create a dynamic, collaborative, and well-funded environment where ground-breaking ideas can be developed and tested

Objective: To deliver impactful applied research, growing the research community, engaging in next generation thinking and tackling issues at a regional, national and global level.

2.1 Research Excellence: To foster an environment conducive to cutting-edge research. Prioritize research funding, infrastructure, and collaboration with industry partners, government agencies, and international organizations.

2.2 Interdisciplinary Collaboration: To encourage interdisciplinary research initiatives that address pressing global challenges such as climate change, healthcare, and technology.

2.3 Innovation and Entrepreneurship: To establish innovation hubs, incubators, and entrepreneurship programs that support students, faculty, and alumni in transforming their ideas into impactful solutions.

2.4 Strategic Planning for Research and Innovation

2.4.1 Goals and Focus Areas

- **Identify Priority Sectors:** To choose sectors that align with current global challenges and opportunities, such as healthcare, renewable energy, AI and technology, or sustainability.
- **Set Clear Objectives:** To establish short-term and long-term research goals that align with national or global needs (e.g., climate change mitigation, public health improvements, and technological advancements).

2.4.2 Foster Multidisciplinary Collaboration

- **Encourage Cross-Sector Collaboration:** To bring together experts from various disciplines (e.g., engineers, scientists, social scientists, business leaders) to tackle complex problems.
- **Public-Private Partnerships:** To collaborate with industry leaders to translate academic research into practical applications and innovations.

2.4.3 Focus on Open Innovation

- **Crowdsourcing Ideas:** To engage with a wide range of stakeholders, including the public, to contribute ideas, share solutions, and co-create innovations.
- **Open Access Research:** To promote the sharing of research findings and data to facilitate broader collaboration.

2.5 Funding and Investment

2.5.1 Secure Adequate Funding

- **Government Grants and Research Funds:** To apply for national and international research grants and funding opportunities provided by governments, foundations, and private organizations.
- **Private Sector Investment:** To attract investment from venture capitalists and private companies by demonstrating the commercial potential of research findings.
- **Philanthropic Contributions:** To seek funding from philanthropic organizations that is invested in solving societal challenges.

2.5.2 Establish Innovation Hubs and Incubators

- **Research Parks and Innovation Centres:** To develop hubs that bring together researchers, entrepreneurs, and businesses to accelerate innovation through shared resources and collaboration.
- **Incubators and Accelerators:** To provide mentoring, funding, and resources for early-stage start-ups and researchers with promising ideas.

2.6 Encouraging Talent and Knowledge Development

2.6.1 Attract and Retain Top Talent

- **Research Fellowships and Scholarships:** To offer competitive fellowships, scholarships, and grants to attract talented researchers, especially in emerging fields.
- **Collaborative Networks:** To facilitate opportunities for researchers to collaborate globally, expanding their knowledge base and sharing expertise.

2.6.2 Invest in Education and Training

- **Advanced Research Training:** To provide advanced degrees, professional development programs, and specialized training to foster a skilled research workforce.
- **Research Skills Development:** To support researchers in developing critical skills like data analysis, project management, and collaboration techniques.

2.6.3 Research Data and Collaboration Platforms

- **Digital Research Platforms:** To implement systems that allow researchers to access vast datasets, collaborate remotely, and share results globally.
- **Cloud Computing and High-Performance Computing:** To facilitate access to powerful computing systems for large-scale simulations and data processing.

2.7 Fostering a Culture of Innovation

2.7.1 Incentivize Creativity and Risk-Taking

- **Provide Flexibility and Autonomy:** To allow researchers the freedom to explore unconventional ideas and take calculated risks.

- **Reward Innovation:** To develop incentive structures that reward creativity, breakthrough discoveries, and successful applications of research.

2.7.2 Promote an Entrepreneurial Mind-set

- **Knowledge Transfer Programs:** To establish programs that help researchers bring their discoveries to market, whether through patents, licensing, or start-up creation.
- **Innovation Competitions:** To organize innovation challenges and prize competitions to spur creative solutions to pressing problems.

2.8 Global Collaboration and Impact

2.8.1 International Partnerships and Research Networks

- **Collaborative Research Networks:** To partner with universities, research institutes, and companies globally to leverage knowledge and resources.
- **Joint Research Projects:** To work with international organizations and governments to address global challenges, such as pandemics, climate change, and poverty.

2.8.2 Global Knowledge Exchange

- **Conferences and Symposia:** To host and participate in global conferences to exchange research findings, discuss breakthroughs, and establish connections for future collaboration.
- **Shared Databases and Repositories:** To create open access databases where research results, datasets, and publications are freely available to the global community.

2.9 Driving Innovation through Commercialization

2.9.1 Tech Transfer Offices and Commercialization Support

- **Support from Tech Transfer Offices:** To establish dedicated research office to assisting in the commercialization of research, helping to license technology or start spin-off companies helping to translate academic discoveries into practical applications that can benefit society
- **Business Incubators and Seed Funding:** To provide early-stage funding and business development services for commercializing successful research ideas.

2.10 Market-Driven Research Focus

- **Applied Research:** To encourage research that solves real-world problems and has clear pathways to commercial or societal impact.
- **Industry Engagement:** To collaborate closely with industries to identify market needs and align research efforts with commercial goals.

2.11 Measurement, Evaluation, and Scaling

2.11.1 Monitor Research Impact

- **Metrics and KPIs:** To develop metrics to measure the impact of research in areas like societal benefit, job creation, patent generation, and commercial viability.
- **Feedback Loops:** Use on-going evaluation to refine research processes, adjust funding priorities, and improve the effectiveness of initiatives.

2.11.2 Scaling Successful Innovations

- **Pilot Programs and Scale-up:** Once successful research results have been achieved; focus on scaling the solution to a wider population or larger markets.
- **Replicate Success:** Use models from successful projects to replicate innovation in different regions or sectors.

Strategic Enabler – 3: Finance and Infrastructure

The core focus is to invest in and enhance both financial and physical infrastructure, aiming for a balanced approach that addresses immediate needs while ensuring long-term sustainability. The focused area is to invest in and develop our infrastructure facilities. Support sustainable development and embed United National Sustainability Development Goals (SDGs) integration across all activities to generate positive impact. By following this approach, we aim to lead, adapt, and thrive in the face of evolving demands, while generating a positive and lasting impact on both the institution and the broader community.

Objective: To create an adequate corpus fund to meet the future challenges and modernisation of the Institution is our vision.

3.1 Enhancing Financial Fitness

- **Diversified Revenue Streams:** To build a diversified funding model that includes government funding, private partnerships, research grants, tuition fees, interest from endowment and alumni donations. Focus on generating new revenue opportunities through commercial ventures, online programs, and international partnerships.
- **Cost Efficiency:** To improve financial management by optimizing operational costs and streamlining administrative processes. Ensure transparent and accountable budgeting procedures.
- **Endowment Fund:** To establish a robust endowment fund to support scholarships, research projects, faculty development, and capital improvements.
- **Commercialization:** To commercialization of research can be a significant source of funding for universities and institutions. Licensing deals, royalties, and spin-offs can generate income that can be reinvested in further research or support the institution's mission

3.2 Financial planning and budgeting

- **Assess current financial status:** To understand current revenues, expenditures, assets, and liabilities. Use tools like financial statements and forecasts
- **Create a realistic budget:** To allocate resources efficiently to ensure that spending aligns with financial goals. Track expenses and adjust where needed
- **Set financial goals:** To establish clear, measurable short-term and long-term goals (e.g., reducing debt, saving for infrastructure projects)

3.3 Revenue growth and cost control

- **Diversify revenue streams:** To explore multiple sources of income (e.g., grants, loans, public-private partnerships, business ventures).
- **Cost reduction strategies:** To review operational processes and identify areas where costs can be reduced without compromising quality.

3.4 Financial Literacy and Education

- **Workshops and Training:** To offer financial literacy programs for key stakeholders (e.g., employees, community members) to help them make informed financial decisions.
- **Leverage Technology:** To implement financial management software to streamline budgeting, forecasting, and reporting.

3.5 Financial Sustainability

- **Sustainable financing models:** To explore financing models that promotes long-term financial sustainability, such as social impact bonds or sustainability-linked loans.
- **Long-term investment strategies:** To invest in projects that offer long-term value, whether it's in education, health, or physical infrastructure.

3.6 Strengthening Infrastructure

3.6.1 Assessing Existing Infrastructure

- **Conduct audits and assessments:** To assess the condition of infrastructure assets and identify areas that needs upgrades or repairs on regular basis.
- **Develop a master plan:** To create a long-term infrastructure development plan that prioritizes urgent needs, and supports future growth.
- **Assert Management:** To implement a robust asset management system to monitor, maintain, and optimize the performance and lifecycle of infrastructure assets, ensuring cost-effective operations and informed decision making.

3.7 Infrastructure Investment

- **Public-private partnerships:** To collaborate with private entities to fund large infrastructure projects.
- **Focus on sustainability:** To design infrastructure projects with environmental sustainability in mind, using green building practices, renewable energy, and resource-efficient technologies.
- **Secure financing:** To opt for grants, loans, and bonds to fund large-scale infrastructure projects.

3.8 Modernization of campus

3.8.1 **Campus Modernization:** To upgrade the university's physical infrastructure to meet the demands of modern education, including the development of smart classrooms, state-of-the-art laboratories, and digital learning environments.

3.8.2 **Sustainability Initiatives:** To implement sustainability programs such as energy-efficient buildings, waste reduction practices, and water conservation to support the university's commitment to environmental responsibility. We are committed to embedding the United Nations Sustainable Development Goals (SDGs) across all operational activities, ensuring that growth and development not only meet the needs of today but also consider future generations.

3.9 Technological Advancement

- To enhance digital infrastructure to support e-learning platforms, research databases, and virtual collaboration tools.
- To ensure that the campus is equipped with high-speed internet and secure online learning platforms.
- To implement smart classroom facilities and creation of central documentation system to support the ranking and accreditation process.

3.9.1 State-of-the-Art Laboratories and Equipment

- **Invest in Cutting-Edge Facilities:** To create Centre of Excellence and maintain high-tech laboratories and testing facilities that allow researchers to conduct high-impact experiments and simulations.
- **Access to Research Tools:** To provide researchers with access to the latest technology, such as AI, machine learning platforms, and advanced data analytics tools.

Strategic Enabler – 4: Governance and Human Resource Management

Create and execute a good governance system and Human Resource Management in a university requires a systematic approach that integrates strong leadership, clear policies, performance management, and continuous improvement. By aligning Human Resource Management (HRM) with the university's mission, ensuring transparency and accountability, and fostering an inclusive environment, to build a strong foundation for both academic and administrative excellence. By fostering a highly effective organizational structure, we can maximize the use of available resources, allowing us to respond flexibly to opportunities and challenges while ensuring the optimal allocation of assets

Objective: To create and execute a good governance system and human resource management

4 Strategic Vision

- To develop a long-term strategic plan with clear priorities for teaching, research, and community engagement.
- To encourage leadership development programs for administrators and faculty.

4.1.1 Autonomy and Accountability

- To establish autonomous governing bodies, including representatives from academia, industry, and alumni.
- To ensure transparency and regular auditing of institutional performance.
- To Implementing a strategy that integrates sustainability both in finance and infrastructure, ensuring that growth is resilient, adaptive, and responsible towards environmental and social impact.

4.1.2 Establish Clear Governance Structures

- **Create Governance Framework:** To define the roles, responsibilities, and relationships of different stakeholders in the university governance structure, such as the Executive Council, Academic Council, Finance Committee, Deans, Department Heads, and Faculty Members.
- **Set-up Decision-Making Bodies:** To ensure there are decision-making bodies for strategic decisions, operational matters, academic affairs, and financial governance.
- **Clarify Accountability Lines:** To set-up clear lines of accountability for every level within the university, from senior management down to staff and faculty, ensuring that each person understands their responsibilities.

4.2 Develop Policies and Procedures

- **Create Governance Policies:** To develop policies that ensure transparency, fairness, and integrity in all operations. This includes ethical guidelines, conflict resolution procedures, and decision-making processes.
- **Ensure Legal Compliance:** To ensure all governance practices comply with national and international laws, educational regulations, accreditation requirements, and other relevant regulations.
- **Policy for Stakeholder Engagement:** To establish guidelines on how to involve all stakeholders (faculty, students, staff, alumni, and the local community) in decision-making processes, ensuring their voices are heard and respected.

4.3 Strengthen Leadership and Capacity Building

- **Leadership Development:** To provide on-going professional development for university leaders, such as administrators, department heads, and faculty leaders, to enhance their skills in management, governance, and ethical decision-making.
- **Training Programs:** To offer training programs for faculty and staff to build their capacity in governance matters, including strategic planning, communication, and ethical leadership.

4.4 Human Resource Management Strategy

- **Align HRM with University Mission:** To ensure that the university's HRM practices align with its strategic goals and mission.
- **Recruitment and Selection:** To establish clear criteria and transparent processes for hiring faculty, staff, and administrative personnel. Include elements like academic credentials, experience, and alignment with the institution's values and goals.
- **Employee Engagement and Retention:** To develop strategies to keep employees motivated and engaged. This could include recognition programs, mentorship opportunities, career development support, and fostering a positive work culture.

4.5 Performance Management System

- **Set Clear Expectations and KPIs:** To develop Key Performance Indicators (KPIs) for faculty, staff, and administrators that is aligned with the university's strategic objectives.
- **Regular Performance Reviews:** To implement a performance appraisal system to assess individual contributions regularly and provide feedback. This ensures that staff is meeting expectations and allows for corrective actions when necessary.
- **Professional Development Plans:** To develop personalized development plans for staff based on performance appraisals and career aspirations.

4.6 Resource Planning and Allocation

- **Budgeting and Financial Management:** To ensure financial transparency and accountability in how resources (financial and human) are allocated within the university. A well-established budgeting process should be considered for long-term sustainability and efficiency.
- **Resource Allocation:** To develop a fair and transparent process for allocating resources, including funds for research, teaching materials, staff salaries, and infrastructure.

4.7 Communication and Transparency

- **Internal Communication Channels:** To foster open and consistent communication channels among faculty, staff, students, and administration. This can include regular meetings, newsletters, and internal surveys.
- **Transparency in Decision-Making:** To ensure that decisions made at every level of governance are transparent, documented, and communicated to all stakeholders to build trust and accountability.
- **Feedback Mechanisms:** To create opportunities for faculty, staff, and students to give feedback on governance practices and HRM issues, ensuring their concerns are heard and addressed.

4.8 Promote Ethical and Inclusive Governance

- **Ethical Leadership:** To ensure that all leaders model ethical behaviour and those policies are in place to encourage integrity and prevent corruption. This includes enforcing policies on academic honesty, research integrity, and conflicts of interest.
- **Diversity and Inclusion:** To promote diversity and inclusion in hiring, promotion, and leadership selection. Implement policies that support equal opportunities for all groups, including women, minorities, and other underrepresented groups in academia.

4.9 Monitoring, Evaluation, and Continuous Improvement

- **Evaluate Governance and HRM Effectiveness:** To assess the effectiveness of governance systems and HRM practices, identifying areas for improvement on regular intervals. Use of qualitative and quantitative methods such as surveys, interviews, and performance data analysis.
- **Benchmarking:** To compare the university's governance practices and HRM strategies with those of other institutions to identify best practices and areas for improvement.
- **Feedback Loops:** To implement mechanisms for continuous feedback, ensuring that governance processes evolve over time based on input from internal and external stakeholders.

4.10 Crisis Management and Risk Mitigation

- **Develop Crisis Management Plans:** To deal with unexpected challenges, such as financial crises, political instability, or public health emergencies etc. will be addressed appropriately with proper management plans
- **Risk Management in HRM:** To identify potential risks in HRM (e.g., high turnover, talent shortages, or poor workplace culture) and establish strategies to mitigate them.

Institutional Performance and Accountability Framework: Outcome-Based KPIs for Strategic Enablers

Strategic Enabler–1: Academic Excellence

Objective: To provide relevant, high-quality interdisciplinary / multidisciplinary education delivered through traditional and flexible modes across multi-campus locations.

1.1 Interdisciplinary Curriculum

KPI Code	Key Performance Indicator	Measurement / Metric	Target (3–5 Years)
AE-1.1.1	% of programs with interdisciplinary components	Programs with ≥ 2 disciplines integrated	$\geq 60\%$ of UG & PG programs
AE-1.1.2	Number of interdisciplinary courses offered	Approved interdisciplinary courses	≥ 50 courses
AE-1.1.3	Interdisciplinary project-based courses (%)	Courses with real-world, cross-disciplinary projects	$\geq 40\%$
AE-1.1.4	Faculty participation in interdisciplinary teaching	Faculty involved across departments	$\geq 30\%$ faculty
AE-1.1.5	Industry / societal problem-based curriculum inputs	Courses co-designed with industry/community	$\geq 25\%$

1.2 Flexible Delivery Modes

KPI Code	Key Performance Indicator	Measurement / Metric	Target
AE-1.2.1	Programs offered in flexible modes	Full-time / Part-time / Online / Hybrid	$\geq 50\%$ programs
AE-1.2.2	Online course penetration	% of courses with online components	$\geq 70\%$
AE-1.2.3	Hybrid course adoption	Hybrid courses as % of total	$\geq 40\%$
AE-1.2.4	Student satisfaction with delivery modes	Survey score (5-point scale)	≥ 4.2
AE-1.2.5	Faculty trained in online/hybrid pedagogy	Certified faculty members	$\geq 80\%$

1.3 Multi-Campus Accessibility

KPI Code	Key Performance Indicator	Measurement / Metric	Target
AE-1.3.1	Courses accessible across campuses	% of courses with cross-campus access	$\geq 60\%$
AE-1.3.2	Seamless credit transfer efficiency	Time taken for credit transfer	≤ 10 working days
AE-1.3.3	Cross-campus faculty collaboration	Jointly taught courses	≥ 30 courses
AE-1.3.4	Shared academic resources utilization	LMS / library / labs usage rate	$\geq 75\%$
AE-1.3.5	Student mobility across campuses	Students availing cross-campus options	$\geq 20\%$

1.4 Diverse Student Support Services

KPI Code	Key Performance Indicator	Measurement / Metric	Target
AE-1.4.1	Academic advising coverage	Students assigned advisors	100%
AE-1.4.2	Interdisciplinary career counselling sessions	Sessions per academic year	≥40
AE-1.4.3	Student-to-mentor ratio	Peer mentoring effectiveness	≤1:20
AE-1.4.4	Student retention rate	Year-on-year retention	≥90%
AE-1.4.5	Graduate employability in interdisciplinary roles	Placement / progression rate	≥85%

Experiential Learning Opportunities

KPI Code	Key Performance Indicator	Measurement / Metric	Target
AE-1.5.1	Students completing internships / co-ops	% of eligible students	≥80%
AE-1.5.2	Community-based interdisciplinary projects	Projects per year	≥30
AE-1.5.3	Industry / NGO partnerships	Active MoUs	≥100
AE-1.5.4	Study-abroad participation	% of students	≥10%
AE-1.5.5	Experiential learning credit weightage	Credits linked to experiential learning	≥20%

1.5 Technology-Enhanced Learning

KPI Code	Key Performance Indicator	Measurement / Metric	Target
AE-1.6.1	LMS adoption rate	Courses hosted on LMS	100%
AE-1.6.2	AI-enabled personalized learning	Courses using adaptive learning tools	≥30%
AE-1.6.3	VR / AR-enabled courses	Immersive learning modules	≥20 courses
AE-1.6.4	Student engagement analytics usage	Courses using learning analytics	≥60%
AE-1.6.5	Faculty competency in edu-tech tools	Faculty certified annually	≥70%

Strategic Enabler – 2: Research Networking, Innovations and Incubations

Objective: To deliver impactful applied research, expand the research community, promote next-generation thinking, and address regional, national, and global challenges.

2.1 Research Excellence

KPI Code	Key Performance Indicator	Measurement Metric	Target (3–5 Years)
RE-2.1.1	Research funding mobilized	₹ value of grants secured per year	≥ ₹50 Crores
RE-2.1.2	Publications in indexed journals	Scopus / WoS publications	≥ 500
RE-2.1.3	Average citations per faculty	Scopus / Google Scholar	≥ 10
RE-2.1.4	Industry / Government funded projects	Active sponsored projects	≥ 100
RE-2.1.5	Research infrastructure augmentation	New labs / centers of excellence	≥ 10

2.2 Interdisciplinary Collaboration

KPI Code	Key Performance Indicator	Measurement Metric	Target
RE-2.2.1	Interdisciplinary research projects	Projects involving ≥ 2 disciplines	$\geq 60\%$
RE-2.2.2	Grand-challenge aligned projects	Climate, Health, AI, Sustainability	≥ 40
RE-2.2.3	Cross-department publications	Joint authored papers	≥ 200
RE-2.2.4	External interdisciplinary partners	Industry / NGOs / Govt.	≥ 75
RE-2.2.5	Faculty participation in collaborative research	% of faculty involved	$\geq 70\%$

2.3 Innovation and Entrepreneurship

KPI Code	Key Performance Indicator	Measurement Metric	Target
RE-2.3.1	Innovation hubs / incubators established	Functional centres	≥ 5
RE-2.3.2	Start-ups incubated	Student / Faculty / Alumni	≥ 100
RE-2.3.3	Start-ups successfully graduated	Revenue-generating ventures	≥ 40
RE-2.3.4	Innovation challenges conducted	Hackathons / Ideathons	≥ 20
RE-2.3.5	Employment generated through start-ups	Jobs created	≥ 500

2.4 Strategic Planning for Research and Innovation

2.4.1 Goals and Focus Areas

KPI Code	KPI	Metric	Target
RE-2.4.1	Priority research sectors identified	Approved focus domains	≥ 6
RE-2.4.2	Research roadmap implementation	% milestones achieved	$\geq 90\%$
RE-2.4.3	Alignment with national missions	Projects aligned with Govt missions	≥ 50

2.4.2 Multidisciplinary and Public-Private Collaboration

KPI Code	KPI	Metric	Target
RE-2.4.4	Public-Private Partnership projects	Active PPP projects	≥ 30
RE-2.4.5	Industry co-authored outputs	Patents / Papers	≥ 100
RE-2.4.6	Technology readiness level (TRL) advancement	Projects reaching TRL ≥ 6	≥ 25

2.4.3 Open Innovation

KPI Code	KPI	Metric	Target
RE-2.4.7	Open innovation initiatives	Crowdsourcing platforms / calls	≥ 10
RE-2.4.8	Open access publications	% OA publications	$\geq 60\%$
RE-2.4.9	Data sharing compliance	Research datasets published	≥ 50

2.5 Funding and Investment

2.5.1 Securing Funds

KPI Code	KPI	Metric	Target
RE-2.5.1	National / international grants secured	No. of funded proposals	≥ 150
RE-2.5.2	Private sector investment attracted	₹ value	$\geq ₹25$ Crores
RE-2.5.3	Philanthropic funding mobilized	₹ value	$\geq ₹10$ Crores

2.5.2 Innovation Hubs and Incubators

KPI Code	KPI	Metric	Target
RE-2.5.4	Research parks / innovation centres	Operational centres	≥ 3
RE-2.5.5	Accelerator programs conducted	Programs per year	≥ 6
RE-2.5.6	Start-ups receiving seed funding	Funded ventures	≥ 50

2.6 Talent and Knowledge Development

2.6.1 Attracting and Retaining Talent

KPI Code	KPI	Metric	Target
RE-2.6.1	Research fellowships awarded	Fellows per year	≥ 100
RE-2.6.2	International research collaborations	Active MoUs	≥ 50
RE-2.6.3	Faculty retention in research tracks	Retention rate	≥ 90%

2.6.2 Education and Training

KPI Code	KPI	Metric	Target
RE-2.6.4	Advanced research training programs	Programs per year	≥ 30
RE-2.6.5	Researchers trained in data / project mgmt	% trained	≥ 80%
RE-2.6.6	PhD and Post-doc strength	Enrolled researchers	≥ 500

2.6.3 Digital Research Infrastructure

KPI Code	KPI	Metric	Target
RE-2.6.7	Digital research platform usage	Active users	≥ 75% faculty
RE-2.6.8	HPC / cloud computing access	Projects utilizing HPC	≥ 100
RE-2.6.9	Research data management compliance	% compliant projects	100%

2.7 Culture of Innovation

2.7.1 Incentives and Risk-Taking

KPI Code	KPI	Metric	Target
RE-2.7.1	Innovation incentives awarded	Awards per year	≥ 50
RE-2.7.2	High-risk / high-reward projects	Funded projects	≥ 20
RE-2.7.3	Faculty autonomy satisfaction	Survey score	≥ 4.2 / 5

2.7.2 Entrepreneurial Mind-set

KPI Code	KPI	Metric	Target
RE-2.7.4	Patents filed	Patents per year	≥ 75
RE-2.7.5	Technologies licensed	Licenses executed	≥ 30
RE-2.7.6	Innovation competitions	Events conducted	≥ 15

2.8 Global Collaboration and Impact

2.8.1 International Partnerships

KPI Code	KPI	Metric	Target
RE-2.8.1	International research MoUs	Active collaborations	≥ 60
RE-2.8.2	Joint international projects	Funded projects	≥ 40
RE-2.8.3	Global problem-oriented projects	Projects with SDG mapping	≥ 50

2.8.2 Global Knowledge Exchange

KPI Code	KPI	Metric	Target
RE-2.8.4	International conferences hosted	Events per year	≥ 5
RE-2.8.5	Faculty participation in global forums	No. of participations	≥ 300
RE-2.8.6	Open repositories created	Databases / repositories	≥ 10

2.9 Commercialization and Tech Transfer

KPI Code	KPI	Metric	Target
RE-2.9.1	Functional Technology Transfer Office	Office established	Yes
RE-2.9.2	Commercialization success rate	Patents → Products (%)	≥ 25%
RE-2.9.3	Spin-off companies formed	Start-ups	≥ 30
RE-2.9.4	Revenue from IP	₹ value per year	≥ ₹10 Crores

2.10 Market-Driven Research

KPI Code	KPI	Metric	Target
RE-2.10.1	Applied research projects	% of total projects	≥ 70%
RE-2.10.2	Industry-identified problem statements	Projects initiated	≥ 100
RE-2.10.3	Industry satisfaction with research output	Survey score	≥ 4.3 / 5

2.11 Measurement, Evaluation and Scaling

2.11.1 Research Impact Monitoring

KPI Code	KPI	Metric	Target
RE-2.11.1	Societal impact projects	No. of projects	≥ 50
RE-2.11.2	Jobs created through innovation	No. of jobs	≥ 1,000
RE-2.11.3	Annual research performance review	Reports published	100%

2.11.2 Scaling Innovations

KPI Code	KPI	Metric	Target
RE-2.11.4	Pilots scaled to market	Scaled projects	≥ 25
RE-2.11.5	Replicated innovation models	Models adopted elsewhere	≥ 10
RE-2.11.6	Policy / societal adoption of research	Govt / NGO adoption	≥ 15

Strategic Enabler – 3: Finance and Infrastructure

Objective: To create an adequate and sustainable **corpus fund** and develop **modern, resilient, and SDG-aligned infrastructure** capable of meeting future institutional challenges.

3.1 Enhancing Financial Fitness

KPI Code	Key Performance Indicator	Measurement Metric	Target (3–5 Years)
FI-3.1.1	Growth in diversified revenue	% non-tuition revenue	≥ 45%
FI-3.1.2	Government and research funding mobilized	₹ value per year	≥ ₹75 Crores
FI-3.1.3	Industry and international partnerships	Active revenue-generating MoUs	≥ 60
FI-3.1.4	Alumni and donor contributions	₹ value per year	≥ ₹10 Crores

3.2 Financial Planning and Budgeting

KPI Code	KPI	Measurement Metric	Target
FI-3.2.1	Annual financial health assessment	Audited statements completed	100%
FI-3.2.2	Budget adherence ratio	Actual vs. planned expenditure	≥ 95%
FI-3.2.3	Long-term financial forecast coverage	Years forecasted	≥ 10 years
FI-3.2.4	Debt-to-revenue ratio	Financial leverage	≤ 20%
FI-3.2.5	Capital allocation efficiency	% budget to strategic priorities	≥ 70%

3.3 Revenue Growth and Cost Control

KPI Code	KPI	Measurement Metric	Target
FI-3.3.1	Annual revenue growth rate	YoY growth (%)	≥ 12%
FI-3.3.2	Operational cost optimization	Cost savings achieved (%)	≥ 10%
FI-3.3.3	Administrative process digitization	% processes automated	≥ 80%
FI-3.3.4	Energy and utility cost reduction	Annual reduction (%)	≥ 15%
FI-3.3.5	Unit cost per student	Cost per enrolled student	↓ year-on-year

3.4 Financial Literacy and Capacity Building

KPI Code	KPI	Measurement Metric	Target
FI-3.4.1	Financial literacy programs conducted	Programs per year	≥ 12
FI-3.4.2	Staff trained in financial management	% trained staff	≥ 85%
FI-3.4.3	Adoption of financial management systems	ERP / finance software	100%
FI-3.4.4	Timeliness of financial reporting	Reports on schedule (%)	100%

3.5 Financial Sustainability

KPI Code	KPI	Measurement Metric	Target
FI-3.5.1	Corpus / endowment fund size	₹ value	≥ ₹100 Crores
FI-3.5.2	Endowment growth rate	CAGR (%)	≥ 15%
FI-3.5.3	Sustainable finance instruments	Bonds / green loans adopted	≥ 3
FI-3.5.4	Long-term ROI on investments	ROI (%)	≥ 8%
FI-3.5.5	Financial risk resilience score	Liquidity and reserves	≥ 6 months

3.6 Strengthening Infrastructure

3.6.1 Infrastructure Assessment and Planning

KPI Code	KPI	Measurement Metric	Target
FI-3.6.1	Infrastructure audit coverage	Annual audits completed	100%
FI-3.6.2	Master plan implementation	% milestones achieved	≥ 90%
FI-3.6.3	Asset management system coverage	Assets digitally tracked (%)	100%
FI-3.6.4	Preventive maintenance compliance	Scheduled maintenance (%)	≥ 95%
FI-3.6.5	Downtime of critical facilities	Hours per year	↓ 30%

3.7 Infrastructure Investment

KPI Code	KPI	Measurement Metric	Target
FI-3.7.1	Infrastructure investment value	₹ capital expenditure	≥ ₹200 Crores
FI-3.7.2	Public-private partnership projects	Active PPP projects	≥ 10
FI-3.7.3	Green building certified facilities	IGBC / GRIHA buildings	≥ 50%
FI-3.7.4	Infrastructure funded via grants/loans	% external funding	≥ 40%
FI-3.7.5	Project completion on time	Projects delivered as scheduled	≥ 90%

3.8 Campus Modernization and Sustainability

3.8.1 Campus Modernization

KPI Code	KPI	Measurement Metric	Target
FI-3.8.1	Smart classrooms established	% of classrooms	≥ 75%
FI-3.8.2	Modern laboratories upgraded	Labs meeting global standards	≥ 60
FI-3.8.3	Digital learning environment coverage	Programs supported (%)	100%

3.8.2 Sustainability and SDG Integration

KPI Code	KPI	Measurement Metric	Target
FI-3.8.4	Renewable energy usage	% of total energy	≥ 40%
FI-3.8.5	Water recycling and conservation	% recycled water	≥ 30%
FI-3.8.6	Solid waste reduction	Reduction (%)	≥ 50%
FI-3.8.7	SDG-mapped operational initiatives	Activities mapped to SDGs	100%
FI-3.8.8	Campus carbon footprint reduction	Reduction (%)	≥ 25%

3.9 Technological Advancement

KPI Code	KPI	Measurement Metric	Target
FI-3.9.1	Campus digital infrastructure uptime	Network uptime (%)	≥ 99.5%
FI-3.9.2	High-speed internet availability	Bandwidth per user	≥ 1 Gbps backbone
FI-3.9.3	Secure e-learning platform adoption	Courses hosted (%)	100%
FI-3.9.4	Central documentation system	Ranking and accreditation readiness	100%
FI-3.9.5	Cybersecurity compliance	Audits passed	100%

3.9.1 State-of-the-Art Laboratories and Equipment

KPI Code	KPI	Measurement Metric	Target
FI-3.9.6	Centres of Excellence established	Functional CoEs	≥ 10
FI-3.9.7	Investment in advanced equipment	₹ value	≥ ₹50 Crores
FI-3.9.8	Research tool accessibility	Researchers with access (%)	≥ 90%
FI-3.9.9	Utilization rate of labs	Usage (%)	≥ 80%
FI-3.9.10	Equipment modernization cycle	Replacement interval	≤ 5 years

Strategic Enabler – 4: Governance and Human Resource Management

Objective: To establish and execute an effective, transparent, ethical, and inclusive governance and HRM system that optimally deploys institutional resources and supports academic and administrative excellence.

4.0 Strategic Vision and Leadership

KPI Code	Key Performance Indicator	Measurement Metric	Target (3–5 Years)
GH-4.0.1	Long-term strategic plan implementation	% milestones achieved	≥ 90%
GH-4.0.2	Leadership development programs	Programs per year	≥ 10
GH-4.0.3	Administrators trained in governance	% trained leaders	≥ 100%
GH-4.0.4	Strategic alignment index	Unit plans aligned with IDP (%)	100%

4.1 Autonomy and Accountability

4.1.1 Governance Autonomy and Transparency

KPI Code	KPI	Measurement Metric	Target
GH-4.1.1	Functional autonomous bodies	EC / AC / FC meetings held	≥ 4 per year
GH-4.1.2	External stakeholder representation	Industry / alumni members (%)	≥ 25%
GH-4.1.3	Institutional audit compliance	Internal and external audits	100%
GH-4.1.4	Sustainability integration in governance	Policies with SDG linkage (%)	100%
GH-4.1.5	Action Taken Reports (ATR) closure rate	Issues resolved (%)	≥ 95%

4.1.2 Clear Governance Structures

KPI Code	KPI	Measurement Metric	Target
GH-4.1.6	Governance framework documented	Approved governance manual	Yes
GH-4.1.7	Decision-making bodies operational	Committees functional (%)	100%
GH-4.1.8	Accountability clarity	Roles with defined KRAs (%)	100%
GH-4.1.9	Turnaround time for decisions	Average days	≤ 15 days

4.2 Policies and Procedures

KPI Code	KPI	Measurement Metric	Target
GH-4.2.1	Governance policies approved	Policies in force	≥ 25
GH-4.2.2	Legal and regulatory compliance	Compliance score	100%
GH-4.2.3	Ethics and conflict resolution cases	Resolution time	≤ 30 days
GH-4.2.4	Stakeholder participation in policy-making	Consultations conducted	≥ 20 per year
GH-4.2.5	Policy review cycle adherence	Policies reviewed (%)	100%

4.3 Leadership and Capacity Building

KPI Code	KPI	Measurement Metric	Target
GH-4.3.1	Leadership training participation	% of leaders trained	≥ 90%
GH-4.3.2	Governance skill development programs	Programs per year	≥ 15
GH-4.3.3	Ethical leadership training	Coverage (%)	100%
GH-4.3.4	Leadership effectiveness score	Feedback survey score	≥ 4.2 / 5

4.4 Human Resource Management Strategy

KPI Code	KPI	Measurement Metric	Target
GH-4.4.1	HRM alignment with mission	HR policies mapped to IDP (%)	100%
GH-4.4.2	Recruitment cycle time	Average days to hire	≤ 60 days
GH-4.4.3	Transparent recruitment compliance	Positions with open advertisement (%)	100%
GH-4.4.4	Faculty qualification adequacy	Faculty meeting UGC norms (%)	100%
GH-4.4.5	Employee engagement index	Survey score	≥ 4.3 / 5

4.5 Performance Management System

KPI Code	KPI	Measurement Metric	Target
GH-4.5.1	KPI-based appraisal coverage	Staff covered (%)	100%
GH-4.5.2	Performance reviews completed	Reviews on schedule (%)	100%
GH-4.5.3	Improvement plans implemented	Staff with PDPs (%)	≥ 90%
GH-4.5.4	Performance-linked incentives	Beneficiaries (%)	≥ 40%
GH-4.5.5	Underperformance correction rate	Issues resolved (%)	≥ 85%

4.6 Resource Planning and Allocation

KPI Code	KPI	Measurement Metric	Target
GH-4.6.1	Budget transparency	Budget disclosures (%)	100%
GH-4.6.2	Strategic resource allocation	Funds aligned to IDP (%)	≥ 75%
GH-4.6.3	Research and teaching fund utilization	Utilization rate (%)	≥ 90%
GH-4.6.4	HR deployment efficiency	Student–faculty ratio	As per norms
GH-4.6.5	Long-term resource planning	Rolling plans in place	Yes

4.7 Communication and Transparency

KPI Code	KPI	Measurement Metric	Target
GH-4.7.1	Internal communication effectiveness	Satisfaction score	≥ 4.2 / 5
GH-4.7.2	Governance decisions communicated	% decisions published	100%
GH-4.7.3	Feedback mechanisms operational	Surveys / portals	100%
GH-4.7.4	Grievance redressal efficiency	Resolution time	≤ 21 days
GH-4.7.5	Stakeholder trust index	Survey score	≥ 4.3 / 5

4.8 Ethical and Inclusive Governance

KPI Code	KPI	Measurement Metric	Target
GH-4.8.1	Ethics policy enforcement	Compliance (%)	100%
GH-4.8.2	Academic and research integrity cases	Resolution rate (%)	100%
GH-4.8.3	Gender and diversity representation	Women in leadership (%)	≥ 33%
GH-4.8.4	Inclusion policies implemented	Policies active	100%
GH-4.8.5	POSH and equal opportunity compliance	Training coverage (%)	100%

4.9 Monitoring, Evaluation and Continuous Improvement

KPI Code	KPI	Measurement Metric	Target
GH-4.9.1	Governance effectiveness reviews	Reviews per year	≥ 2
GH-4.9.2	Benchmarking exercises conducted	Institutions benchmarked	≥ 10
GH-4.9.3	Improvement actions implemented	Actions closed (%)	≥ 90%
GH-4.9.4	Stakeholder satisfaction trend	YoY improvement	Positive
GH-4.9.5	Digital governance maturity	Level achieved	Advanced

4.10 Crisis Management and Risk Mitigation

KPI Code	KPI	Measurement Metric	Target
GH-4.10.1	Crisis management plan	Approved and tested	Yes
GH-4.10.2	Mock drills / simulations	Drills per year	≥ 2
GH-4.10.3	HR risk register coverage	Risks identified (%)	100%
GH-4.10.4	Employee turnover rate	Annual turnover (%)	≤ 10%
GH-4.10.5	Business continuity readiness	Recovery time objective	≤ 48 hours

Implementation Framework

- **Timeline:** The plan will be implemented over the next 15 years, with clearly defined short-term, mid-term, and long-term objectives.
- **Monitoring and Evaluation:** An independent committee will be established to track progress, assess outcomes, and make adjustments as necessary. Annual reports will be published to maintain transparency
- **Stakeholder Engagement:** Regular consultations with students, faculty, staff, alumni, industry leaders, and policymakers will ensure that the plan remains relevant and responsive to the needs of the university community.

Particulars	25- 26	26- 27	27- 28	28- 29	29- 30	30- 31	31- 32	32- 33	33- 34	34- 35	35- 36	36- 37	37- 38	38- 39	39- 40
1. Academic Excellence															
Interdisciplinary curriculum	√														
Flexible delivery modes		√													
Multi-campus accessibility				√											
Diverse student support services			√												
Experiential learning opportunities	√														
Technology-enhanced learning	√														
2. Research networking and Innovations															
Research Excellence		√													
Interdisciplinary Collaboration			√												
Innovation and Entrepreneurship				√											
Identify Priority Sectors		√													
Set Clear Objectives	√														
Foster Multidisciplinary Collaboration			√												
Encourage Cross-Sector Collaboration				√											
Public-Private Partnerships			√												
Focus on Open Innovation			√												
Crowdsourcing Ideas		√													
Open Access Research					√										
Funding and Investment				√											
Government Grants and Research Funds		√													
Private Sector Investment			√												
Philanthropic Contributions		√													
Establish Innovation Hubs and Incubators					√										
Incubators and Accelerators					√										
Encouraging Talent and Knowledge Development			√												
Attract and Retain Top Talent															
Research Fellowships and Scholarships															
Collaborative Networks				√											
Invest in Education and Training			√												
Advanced Research Training				√											
Research Skills Development			√												
Research Data and Collaboration Platforms					√										
Digital Research Platforms					√										

Particulars	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36	36-37	37-38	38-39	39-40
Cloud Computing and High-Performance Computing		√													
Fostering a Culture of Innovation						√									
Incentivize Creativity and Risk-Taking				√											
Provide Flexibility and Autonomy				√											
Reward Innovation		√													
Promote an Entrepreneurial Mind-set			√												
Knowledge Transfer Programs						√									
Innovation Competitions						√									
Global Collaboration and Impact															
International Partnerships and Research Networks						√									
Collaborative Research Networks							√								
Joint Research Projects						√									
Global Knowledge Exchange										√					
Conferences and Symposia			√												
Shared Databases and Repositories				√											
Driving Innovation through Commercialization								√							
Tech Transfer Offices and Commercialization Support								√							
Support from Tech Transfer Offices			√												
Business Incubators and Seed Funding			√												
Market-Driven Research Focus				√											
Applied Research															
Industry Engagement		√													
3. Finance and Infrastructure															
Enhancing Financial Fitness				√											
Diversified Revenue Streams					√										
Cost Efficiency			√												
Endowment Fund			√												
Financial planning and budgeting		√													
Assess current financial status	√														
Create a realistic budget		√													
Set financial goals		√													
Revenue growth and cost control				√											
Diversify revenue streams				√											
Cost reduction strategies					√										
Financial Literacy and Education		√													
Workshops and Training		√													
Leverage Technology		√													
Financial Sustainability				√											
Sustainable financing models						√									
Long-term investment strategies			√												
Strengthening Infrastructure			√												
Assessing Existing Infrastructure	√														
Conduct audits and assessments	√														
Develop a master plan			√												
Infrastructure Investment			√												
Public-private partnerships				√											
Focus on sustainability			√												
Secure financing					√										
Modernization of campus				√											
Campus Modernization:															
Sustainability Initiatives		√													
Technological Advancement					√										

Particulars	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36	36-37	37-38	38-39	39-40
State-of-the-Art Laboratories and Equipment					√										
Invest in Cutting-Edge Facilities						√									
Access to Research Tools			√												
4. Governance and Human Resource Management															
Strategic Vision	√														
Autonomy and Accountability		√													
Establish Clear Governance Structures	√														
Create Governance Framework	√														
Set-up Decision-Making Bodies:	√														
Clarify Accountability Lines		√													
Develop Policies and Procedures	√														
Create Governance Policies	√														
Ensure Legal Compliance		√													
Policy for Stakeholder Engagement:		√													
Strengthen Leadership and Capacity Building			√												
Leadership Development		√													
Training Programs	√														
Human Resource Management Strategy		√													
Align HRM with University Mission			√												
Recruitment and Selection			√												
Employee Engagement and Retention		√													
Performance Management System			√												
Set Clear Expectations and KPIs			√												
Regular Performance Reviews		√													
Professional Development Plans		√													
Resource Planning and Allocation		√													
Budgeting and Financial Management			√												
Resource Allocation			√												
Communication and Transparency	√														
Internal Communication Channels	√														
Transparency in Decision-Making	√														
Feedback Mechanisms	√														
Promote Ethical and Inclusive Governance		√													
Ethical Leadership		√													
Diversity and Inclusion															
Monitoring, Evaluation, and Continuous Improvement		√													
Evaluate Governance and HRM Effectiveness		√													
Benchmarking		√													
Feedback Loops		√													
Crisis Management and Risk Mitigation		√													
Develop Crisis Management Plans		√													
Risk Management in HRM		√													

Integrated Institutional Performance Framework (IIPF) 2025-2040

a) Short-Term Action Plan (By 2027)

Systems strengthening and compliance readiness

IDP Goal	Action Plan	Responsible Unit(s)	Monitoring Mechanism	Measurable Outcomes
Infrastructure and technology modernization	Prepare phased campus modernization plan and smart classroom implementation	Engineering Dept., IT Cell	Quarterly IQAC review meetings	• 100% smart classrooms • Upgraded laboratories
Academic integration of Chennai, Bengaluru and Hosur campuses	Standardize academic processes, curriculum delivery, and assessment	Deans, CoE	Semester-wise academic audits	• Uniform syllabus delivery • Common academic calendar
ERP and digital governance	Implement and monitor ERP modules for academics, finance, HR, and research	IT Cell, Registrar	ERP usage reports and dashboards	• Fully functional ERP • Real-time data availability
NAAC/NIRF/AAA data readiness	Create centralized institutional data repository	IQAC, Data Management Cell	Monthly data validation	• Error-free datasets • Timely statutory submissions
Green and inclusive campus	Integrate green audits and accessibility audits	Estate Office, Registrar	Annual green and accessibility audit	• Reduced energy consumption • Barrier-free campus

b) Medium-Term Action Plan (By 2035)

Academic expansion, research consolidation and national recognition

IDP Goal	Action Plan	Responsible Unit(s)	Monitoring Mechanism	Measurable Outcomes
Achieve NAAC A++	Conduct internal quality audits aligned to NAAC criteria	IQAC, Criterion Heads	Annual mock NAAC review	• CGPA ≥ 3.75
Improve NIRF ranking	Monitor NIRF parameters and data accuracy	IQAC, NIRF Committee	Annual NIRF analysis report	• Top 50 NIRF
Academic expansion (multidisciplinary faculties)	Vet new programs for NEP 2020 compliance	Deans, BoS, Academic Council	Program approval tracking	• Fully functional faculties
Research centre establishment	Frame research policy and interdisciplinary roadmap	Deans, R&D Cell	Biannual research review	• National-level research centre
Research output enhancement	Incentivize publications, patents, and funded projects	R&D Cell, Finance	Research performance dashboard	• ≥ 300 publications/year • ≥ 25 patents/year
PG and PhD enrolment expansion	Monitor admission ratios and supervisor-scholar mapping	Admission Cell, Research Board	Annual enrolment audit	• 40,000 students • 1,000 PhD scholars
Internationalization	Facilitate MoUs and credit mobility frameworks	IQAC, International Relations Cell	MoU outcome review	• 10–15% international students

c) Long-Term Action Plan (By 2040)

Global impact, innovation leadership and sustainability

IDP Goal	Action Plan	Responsible Unit(s)	Monitoring Mechanism	Measurable Outcomes
Financial sustainability and corpus fund	Monitor revenue diversification and corpus growth	Finance Committee, Trust Office	Annual financial sustainability review	• ₹1,000 crore corpus
Health and medical research leadership	Oversee translational research and clinical collaborations	Medical Research Board, R&D cell	Annual impact assessment	• Discovery of at least one Curative molecules and Clinical trials
Engineering and technology innovation	Strengthen incubation, prototyping, and commercialization	IIC, Incubation Centre, Dean Industry Relations	Start-up and IP tracking	• Technology Readiness Level (TLR) 6–8 prototypes (Beta, Pilot, Production)
Digital transformation (ERP, LMS, App)	Review digital system performance and user adoption	IQAC, IT Cell	Usage analytics and feedback	• AI-enabled decision-making
Global standing and societal impact	Align institutional activities with SDGs and Viksit Bharat @2047	IQAC, Extension Cell	Annual social impact report	• Global collaborations • SDG-aligned outcomes

Strategic Performance and Outcome-Based KPI Framework Aligned to the Institute Development Plan (2025–2040)

Measurable: 1. Academic Excellence – KPIs

KPI	Baseline (2025)	Target	Target Year
Graduation rate (%)	80%	95%	2030
Average graduating GPA	7.0	≥ 9.0	2030
Faculty with PhD or equivalent (%)	30%	100%	2032
Research publications per faculty per year (Scopus/WoS)	0.5	3	2032
Student satisfaction score (%)	70%	≥ 90%	2029
Curriculum programs aligned with industry input (%)	80%	100%	2028
International ranking/accreditation achieved	Nil	QS Top 500	2040

Modification note: Replace 100% satisfaction with ≥90% to remain realistic and defensible.

Measurable: 2. Finance and Infrastructure – KPIs

KPI	Baseline	Target	Target Year
Annual institutional revenue growth (%)	10%	80% cumulative	2035
Endowment fund corpus (₹ crore)	25	1000	2040
Centres of Excellence established (number)	01	≥10	2030
Digital infrastructure coverage (%)	25%	95%	2030
Operational cost efficiency (%)	15%	95%	2032
External funding mobilized (₹ crore/year)	0.50	≥15	From 2029

Measurable: 3. Research Networking and Innovations – KPIs

KPI	Baseline	Target	Target Year
Collaborative research projects per department/year	0.1	≥2	From 2029
Patents filed per department/year	01	06	From 2027
Research funding secured per department/year (₹ lakh)	05	50	From 2030
Community engagement projects (institutional)	01	≥12	From 2030
Industry/community MoUs per department/year	0.2	≥2	From 2028

Measurable: 4. Governance and Human Resource Management – KPIs

KPI	Baseline	Target	Target Year
Employee retention rate (%)	60%	≥90%	2030
Statutory bodies meeting as per norms (%)	100%	100%	2026
Compliance with SPIHER governance policies (%)	60%	100%	2027
Diversity representation as per policy (%)	10%	100% compliance	From 2030
Staff covered under annual professional development (%)	50%	95%	2028
Leadership succession plans implemented (%)	25%	100%	From 2027

Indicators of Success**Indicators of Success**

The Institutional Development Plan (IDP) 2025–2040 is anchored in measurable, time-bound, and outcome-based Key Performance Indicators (KPIs) structured across four strategic priorities:

1. Academic Excellence
2. Finance and Infrastructure
3. Research Networking and Innovations
4. Governance and Human Resource Management

The success of the IDP will be evaluated through a defined performance measurement framework that:

- Tracks baseline–target progression (2025–2040)
- Aligns institutional outcomes with national higher education priorities
- Integrates internal quality assurance mechanisms
- Enables evidence-based decision-making

At the strategic level, high-impact institutional indicators will be monitored, including:

- Graduation rate and student academic performance
- Faculty qualification profile and research productivity
- Research funding mobilization and patent generation
- Industry and international collaborations
- Financial sustainability and endowment growth
- Infrastructure modernization and digital integration
- Governance compliance and leadership succession planning

Performance against these indicators will be reviewed periodically through structured internal audits, IQAC dashboards, and statutory reporting mechanisms to ensure transparency, accountability, and continuous institutional improvement.

Strategic Implementation Overview

The IDP provides a comprehensive roadmap for institutional transformation through phased implementation:

Short-Term (2025–2028)

- Curriculum revision aligned with industry and interdisciplinary standards
- Strengthening governance systems and compliance frameworks
- Initiation of targeted research collaborations
- Digital infrastructure enhancement

Medium-Term (2028–2033)

- Expansion of research centres and Centres of Excellence
- Scaling funded research and innovation outputs
- Faculty development and leadership capacity building
- Enhanced student support and experiential learning ecosystems

Long-Term (2033–2040)

- Global benchmarking and international ranking positioning
- Financial corpus strengthening and diversified revenue streams
- Institutionalization of governance excellence and succession planning
- Consolidation of research impact and societal engagement

Resource Mobilization Framework

Implementation will be supported through:

- Internal revenue optimization
- Government and competitive research grants
- Industry partnerships and CSR collaborations
- Alumni engagement and endowment development

A structured financial planning mechanism will ensure sustainability, cost efficiency, and strategic capital deployment.

Monitoring, Evaluation and Continuous Improvement

The IDP will operate under a continuous monitoring architecture that includes:

- Annual KPI performance reviews
- Mid-cycle strategic recalibration (every five years)
- Data-driven reporting through institutional dashboards
- Stakeholder feedback integration
- External benchmarking and accreditation alignment

his dynamic review mechanism ensures that the plan remains adaptive to regulatory shifts, technological advancements, and evolving stakeholder expectations.

Vision 2040 – Institutional Aspiration

By 2040, St. Peter's Institute of Higher Education and Research aspires to:

- Deliver transformative, multidisciplinary education
- Achieve measurable global research visibility
- Establish financial resilience and infrastructural excellence
- Institutionalize transparent, accountable governance
- Contribute meaningfully to national development and societal progress

The IDP 2025–2040 is therefore not merely a planning document, but a strategic commitment to institutional excellence, innovation, and sustained impact.

Conclusion

The Institutional Development Plan (2025–2040) represents a strategic commitment to measurable excellence, institutional transformation, and sustainable growth. Through disciplined execution, structured monitoring, and stakeholder engagement, SPIHER will strengthen its academic standing, research ecosystem, governance systems, and societal contribution over the next fifteen years.

IDP Key Committee Members

- **Dr. M. Palaniswamy**, Dean, PDA - Chair
- **Dr. S. Gunasekaran**, Dean, R&D - Member
- **Dr. M. Venkatramanan**, Dean, FASCMH and Student Affairs - Member
- **Dr. R. Rani Hemamalini**, Director, IQAC - Member
- **Dr. N. Rajeswari**, Professor and Head, Department of Mechanical Engineering and Deputy Dean, Industry Relations - Member
- **Dr. R. Latha**, Professor and Head, Department of Computer Applications - Member
- **Dr. R. Subhashni**, Professor, Department of Computer Applications - Member