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VELS

INSTITUTE OF SCIENCE, TECHNOLOGY & ADVANCED STUDIES (VISTAS)
(Deemed to be University Estd. u/s 3 of the UGC Act, 1956)
PALLAVARAM, THALAMBUR, PERIYAPALAYAM - CHENNAI

GRADED AS CATEGORY 1 INSTITUTION BY UGC

IQAC

INTERNAL QUALITY ASSURANCE CELL



INSTITUTIONAL DEVELOPMENT PLAN (2025-2035)

Table of Contents

Section I: Preface & Institutional Profile 6
Vision 6
Mission 7
Core Values 7
SWOC Analysis 8
Strengths 8
Weaknesses 9
Opportunities 9
Challenges 9
2. Improving Research Quality and Impact 9
3. Digital Transformation and E-Governance 10
Section II: Main Objectives and Goals to be Achieved by VISTAS' IDP 11
Strategic Goals and Development Objectives 12
Strategy Formulation 12
Strategic Goals 12
Development Objectives 13
Operationalisation 13
Section III: Institute Development Plan (IDP) Framework 14
Overview of Strategic Pillars 14
Alignment with National Priorities (NEP 2020) 15
Alignment with UN Sustainable Development Goals (SDGs) 16
Stakeholder Engagement in IDP Development 17
Strategic Monitoring Framework 17
1. Vertical-Level Monitoring Committees (VMCs): 17
2. IDP Central Committee (IDP-CC): 18
I. Academic Enablers 19
Strategic Focus Areas 19
1. Curriculum Expansion & Multidisciplinary Programs 19
2. Integration of MOOCs and Value-Added Courses 20
3. Blended Learning Pedagogy 20
4. Regional Language Integration 20
5. Dual Degree Programs & Global Mobility 20
6. Student Growth & Diversity 21
Key Performance Indicators 22

II. Research Enablers 23
Strategic Focus Areas 23
1. Research Funding Enhancement 23
2. Publications, Citations & H-index Improvement 24
3. Intellectual Property & Patents 24
4. Consultancy & Industry Engagement 24
5. Centers of Excellence (CoEs) 24
6. Research Fellowships & Talent Pipeline 25
7. Innovation, Startups & Incubation 25
8. International Research Collaborations 25
Key Performance Indicators 26
III. Holistic Student Development Enablers 28
Strategic Focus Areas 28
1. Placements & Career Advancement 28
2. Higher Education & Global Exposure 29
3. Student Innovation & Entrepreneurship 29
4. Social Emotional Development 29
5. Alumni Engagement 30
6. Scholarships 30
7. Student Projects for Sustainable Development 31
Key Performance Indicators 31
IV. Capacity Building Enablers 33
Strategic Focus Areas 33
1. Faculty Recruitment & Ratio Improvement 33
2. Enhancing Research Qualifications 33
3. Industry-Academia Integration 34
4. Professional Development & Lifelong Learning 34
5. MOOC Development & Digital Pedagogy 34
Key Performance Indicators 35
V. Campus Infrastructure Enablers 36
Strategic Focus Areas 36
1. Land & Infrastructure Expansion 36
2. Built-up Area & Smart Classrooms 37
3. Digital Infrastructure & Repository 37
4. Sustainability & Green Campus 37

5. Hostel & Student Housing....37
Key Performance Indicators....38
VI. External Relations and Outreach Enablers....40
Strategic Focus Areas....40
1. National MoUs & Partnerships....40
2. International Collaborations....40
3. Student Exchange & Mobility....41
4. Faculty Exchange & Internationalization of Teaching....41
5. Global Branding & Institutional Visibility....42
6. Alumni as Global Ambassadors....42
Key Performance Indicators....42
VII. Knowledge Management & Quality Assurance Enablers....44
Strategic Focus Areas....44
1. Accreditations & Quality Assurance....44
2. Ranking Enhancement (NIRF & Global)....45
3. Annual Quality Audits & AI-driven Systems....45
4. e-Governance & ERP Expansion....45
5. Learning Management System (LMS) Transformation....46
6. Knowledge Management Systems....46
Key Performance Indicators....47
Section IV: Three-Tier KPI Monitoring and Review Mechanism....49
Section V : Risk Management....49
Section VI: Summary....53
1. Academic Excellence & Diversification....53
2. Research Leadership & Innovation....53
3. Holistic Student Development & Global Readiness....54
4. World-Class Campus & Physical Infrastructure....54
5. Global Engagement & Partnerships....54
6. Quality Assurance & Governance Excellence....54
7. Faculty Development & Capacity Building....55
8. Risk Management....55

Members of the VISTAS IDP Central Committee

S.No.	Name of the Member	Position
1	Dr.M.Bhaskaran Vice-Chancellor(FAC), VISTAS	Chairperson
2	Dr. V. S. Kanchana Bhaaskaran, Vice-Chancellor, Vellore Institute of Technology, Vellore.	External Member
3	Dr. P. Duraisamy, Former Vice-Chancellor, University of Madras	External Member
4	Dr. Ramesh Laxminarayan Gardas, Professor, Department of Chemistry, Indian Institute of Technology (IIT) Madras, Chennai.	External Member
5	Dr. N. Rajendran Chairman, Faculty of Sciences & Humanities Former Director, Centre for International Affairs, Anna University, Chennai.	External Member
6	Dr. D. C. Mathangi, Professor and Head, Department of Mind Body Medicine and Lifestyle Sciences, Faculty of Behavioural and Social Sciences, and IQAC Co-ordinator, Sri Ramachandra Institute of Higher Education and Research, Chennai.	External Member
7	Dr. S. Arun Dean, Internal Quality Assurance Cell (IQAC), VISTAS	Member
8	Dr. S. Ambika Kumari Dean, School of Law, VISTAS	Member
9	Dr. P. Shanmugasundaram Dean, School of Pharmaceutical Sciences, VISTAS	Member

10	Dr. C. Dhanasekaran Dean, Campus Planning & Development, VISTAS	Member
11	Capt. N. Kumar Director, School of Maritime Studies, Thalambur.	Member
12	Dr. G. Rajini Professor, Department of MBA & Director, MoUs & Industry Collaborations, VISTAS	Member
13	Dr. K. Kalaivani Director, CSE, School of Engineering, VISTAS.	Member
14	Dr. Maignanakumar, Professor and Head, Department of Pharmacology, Vels Medical College & Hospital (under VISTAS) Periyapalayam, Thiruvallur.	Member
15	Ms. Sheetal Soni, Country Channel Manager, IBM India, Bengaluru.	Industrialist
16	Mr. Shammy Narayanan, Chief Solution Architect, WellDoc, Bengaluru & Founder of Celebrating Life, Chennai	Industrialist
17	Dr. N. K. Srinivasa Rajagopalachari, Senior Manager, Analytical Research and development - Compliance, Solara Active Pharma Sciences, Chennai	Alumni (M.Pharmacy 2018-2010 Batch)
18	Ms. Harini Prabakaran CRM Developer, KAVA CRM, Australia	Alumni (MCA 2021-2023 Batch)
19	Mr. Suhaash R (Reg. No: 23119127) III B.A., LLB (Hons.), School of Law, VISTAS	Student
20	Mr. Roshan J (Reg. No.: 24626131) II B.Tech. ECE , School of Engineering, VISTAS	Student

Section I: Preface & Institutional Profile

Vels Institute of Science, Technology & Advanced Studies (VISTAS) has consistently strived to create a transformative ecosystem for higher education that blends academic excellence, cutting-edge research, holistic student development, and global engagement. As India advances towards becoming a knowledge superpower, institutions of higher learning must play a pivotal role in preparing future-ready graduates, producing impactful research, and contributing to sustainable development.

The Institutional Development Plan (IDP) 2025–2035 charts the strategic roadmap for VISTAS to strengthen its position as a leader in education, research, and innovation. This plan builds upon the current baseline (2025) and establishes 2- year targets (2027), 5-year targets (2030) and 10-year aspirations (2035) across seven verticals:

1. **Academics**
2. **Research & Development**
3. **Holistic Student Development**
4. **Capacity Development for Faculty**
5. **Campus Infrastructure**
6. **External Relations & Outreach**
7. **Knowledge Management & Quality Assurance**

Through this IDP, VISTAS seeks to achieve national prominence and global recognition while remaining committed to equity, sustainability, and societal impact.

Vision

To make the Institute an epitome of excellence in higher education by effectively providing high quality education and rigorous training to students in multiple streams of choice, with ample scope for all round development to make them excel in their profession for the betterment of society.

Mission

- Effectively imparting knowledge and inculcating innovative thinking.
- Facilitating skill enhancement through add-on courses and hands-on training.
- Doing original, socially relevant, high-quality research.
- Instilling the spirit of integrity, equity, professional ethics, and social harmony.

Core Values

- **Excellence:** Continuous pursuit of the highest standards in teaching, research, and administration.
- **Integrity:** Commitment to ethical practices, transparency, and accountability.
- **Innovation:** Encouraging creativity, problem-solving, and entrepreneurial thinking.
- **Inclusivity:** Respecting diversity and ensuring equitable opportunities.
- **Sustainability:** Promoting environmentally responsible and socially conscious development.

SWOC Analysis

Strengths

1. Growth in Student Enrolment

The University has demonstrated a steady increase in student enrolment over the past five years, growing from 10,000+ to 20,000+ students. Undergraduate programmes consistently achieve an average fill rate of about 90%, indicating sustained demand and institutional credibility.

2. Commitment to Inclusive Education

The institution is recognized for its commitment to providing access to higher education for students from less privileged backgrounds. Proactive measures, including mentorship programmes and academic support systems, are implemented to ensure student retention, progression, and success.

3. Multidisciplinary Academic Ecosystem

With nearly 15 schools offering programmes across diverse disciplines, the University has established itself as a multidisciplinary institution. This enables the promotion of interdisciplinary learning, flexible academic pathways, and alignment with emerging educational frameworks.

4. Strategic Location Advantage

Located in Chennai, the University benefits from excellent accessibility, strong industry connectivity, and opportunities for guest lectures, internships, and collaborative engagements with leading organizations.

5. Financial Sustainability

The University operates on a financially self-sustaining model, ensuring stability in academic operations, infrastructure development, and long-term institutional growth.

6. Stable and Committed Faculty Base

The institution maintains a low faculty attrition rate (below 10%), contributing to academic continuity, institutional stability, and sustained quality in teaching, research, and student mentoring.

Weaknesses

1. Lower Enrolment in Select Postgraduate Programmes

Despite a wide programme portfolio, certain postgraduate programmes require repositioning to enhance attractiveness and industry alignment.

2. Limited External Research Funding

There is a need to strengthen grant acquisition from national and international funding agencies to scale research activities.

3. Variability in Research Output Across Departments

While some departments are research-active, others require enhanced focus on publications, patents, and funded projects.

Opportunities

1. Expansion of Global Academic Partnerships

Existing international collaborations provide a strong base to expand dual degrees, joint research, and global mobility programmes.

2. Leveraging Location Advantage – Chennai

Located in Chennai, a major industrial and healthcare hub, the University can further strengthen internships, placements, consultancy, and industry-linked research.

3. Growth in Online and Flexible Learning

The University's online education initiatives provide opportunities to expand reach nationally and globally through technology-enabled learning.

4. Strengthening Innovation and Startup Ecosystem

With a focus on incubation and entrepreneurship, the University can promote startups, innovation hubs, and industry-driven research initiatives.

Challenges

1. Enhancing Global Competitiveness

Programmes require continuous benchmarking with global standards to prepare graduates for international careers while adhering to national frameworks.

2. Improving Research Quality and Impact

Achieving higher rankings requires consistent improvement in high-impact publications, citations, patents, and funded projects.

3. Digital Transformation and E-Governance

Comprehensive implementation of e-governance systems is essential to enhance efficiency, transparency, and effectiveness in academic and administrative processes.

Section II: Main Objectives and Goals to be Achieved by VISTAS' IDP

The Institutional Development Plan (IDP) for VISTAS reflects an integrated, comprehensive, and holistic approach, aligned with the institution's unique vision, mission, and context. It considers VISTAS' life cycle stage, geographic location, character, resources, environment, student demographics, and other stakeholders, while aiming to achieve excellence in teaching, research, and societal impact. The IDP is designed to strengthen institutional capacity, foster innovation, and ensure sustainable, inclusive growth. The main objectives of VISTAS' IDP are:

- To articulate and align VISTAS' vision and mission with the National Education Policy 2020 (NEP 2020), National Curriculum Framework, Sustainable Development Goals (SDGs), and the institute's academic, research, and societal objectives.
- To assess institutional developmental needs through comprehensive and consultative processes involving faculty, students, industry, alumni, and other stakeholders.
- To identify gaps in human, material, and financial resources, and organizational capabilities, based on strategic goals and priorities.
- To develop Annual Activity and Capacity Building Plans aimed at strengthening capabilities and addressing identified gaps.
- To establish transparent mechanisms for holistic, inclusive, and balanced institutional growth through effective use of tools, technologies, and digital solutions.
- To cultivate a culture of holistic lifelong learning and implement frameworks that enhance employability, entrepreneurship, and skill integration within higher education programs.
- To promote internationalization of education through global academic collaborations, student and faculty mobility, and international equivalence of programs.
- To ensure meaningful engagement of all stakeholders—including students, faculty, alumni, industry, and community—in the development and implementation of the IDP.

- To quantify institutional goals using measurable indicators, time-bound targets, and structured implementation plans.
- To undertake periodic reviews, implement corrective measures, and continuously improve institutional performance and outcomes.

Strategic Goals and Development Objectives

Strategy Formulation

VISTAS formulates its strategies through strong leadership, clear direction, and sustained effort. Strategic goals provide the overall direction, while development objectives break these into actionable, measurable outcomes. Planning involves analyzing strengths, weaknesses, opportunities, and challenges, aligning academic programs, research, and student support, and setting priorities with timelines and responsible parties.

Strategic Goals

VISTAS aims to:

1. Ensure accessible, equitable, and transparent student admissions.
2. Recruit, train, and retain high-quality faculty.
3. Focus on student-centered learning and outcomes.
4. Promote entrepreneurship and experiential learning.
5. Foster holistic academic, research, and personal development.
6. Prepare students as global citizens through internationalization.
7. Support under-represented students and enhance inclusion.
8. Offer education in emerging and globally relevant fields.
9. Promote digital learning and professional development.
10. Strengthen research, innovation, and industry-community partnerships.
11. Implement flexible learning and accreditation mechanisms.
12. Improve institutional visibility, rankings, and sustainability.

Development Objectives

VISTAS focuses on:

- Academic & Governance Excellence: Strong management and compliance.
- Curriculum & Pedagogy: Modern, flexible, and outcome-oriented programs.
- Integration of Skills: Vocational, professional, and NEP-aligned learning.
- Faculty & Staff Development: Recruitment, capacity building, and retention.
- Research & Innovation: Funded research, patents, startups, and collaborations.
- Operational Excellence: Transparent administration, financial management, and quality assurance.

Operationalisation

VISTAS ensures effective implementation through:

- Clear objectives and task allocation.
- Collaborative culture and open communication.
- Performance monitoring via KPIs and measurable targets.
- Technology for management, reporting, and analytics.
- Continuous training and professional development.
- Adequate resource allocation.
- Stakeholder engagement including faculty, students, alumni, and industry.
- Regular reviews, feedback loops, and adaptive decision-making.

These enablers help VISTAS achieve its strategic goals, ensuring academic excellence, research innovation, and societal impact.

Section III: Institute Development Plan (IDP) Framework

VISTAS has a strong foundation of governance enablers that ensure effective, transparent, and accountable institutional management:

- **Institutional Structures:** Active leadership bodies including the Executive Council, Academic Council, Finance Committee, Board of Research Studies, and Research and Development Cell provide coherent decision-making.
- **Balanced Autonomy:** Transparent accountability mechanisms promote responsible self-management.
- **Quality Assurance:** Dedicated Quality Assurance Cell ensures academic integrity, enhances research output, and drives continuous institutional improvement.
- **Stakeholder Engagement:** Inclusive participation from alumni, industry experts, and other stakeholders enriches decision-making.
- **Financial Independence:** Strengthened autonomy supports self-sustainability.
- **Societal Engagement:** Academic values are aligned with societal expectations to maintain relevance and responsiveness.
- **Leadership and Strategy:** Vision and mission are formulated through stakeholder consultation, with short-, medium-, and long-term strategic plans guiding institutional management.

Overview of Strategic Pillars

VISTAS has identified seven verticals/enablers as the foundation for its Institutional Development Plan (2025–2035). These verticals are carefully designed to capture the breadth of higher education goals while maintaining clarity and accountability:

Vertical/Enabler	Key Focus Areas
Academics	Specialization and interdisciplinary programs, blended learning, regional language offerings, dual degree programs.

Research & Development	Research funding enhancement, high-impact publications, patents, consultancy, incubation, and global research visibility.
Holistic Student Development	Placements, entrepreneurship, scholarships, leadership training, alumni engagement, SDG-linked student projects.
Capacity Building for Faculty	Faculty–student ratio improvement, PhD-qualified/industry-experienced faculty, professional development, MOOC development.
Campus Infrastructure	Smart classrooms, digital repository, hostels and student housing, sustainability initiatives, green campus expansion.
External Relations & Outreach	National and international MoUs, student/faculty exchange, community engagement, alumni networking.
Knowledge Management & Quality Assurance	Accreditation (NAAC/NBA/ABET), ranking enhancement, ERP expansion, AI-driven audits, LMS adoption.

Each vertical is mapped against baseline (2025), short term (2027), mid-term (2030), and long-term (2035) milestones, ensuring that the plan remains measurable and adaptive.

Alignment with National Priorities (NEP 2020)

The National Education Policy (NEP 2020) emphasizes holistic, multidisciplinary, and flexible learning. The VISTAS IDP is closely aligned with the following NEP thrust areas in achieving the following:

Multidisciplinary Growth	Expansion to 200+ programs and 15 dual degree options.
Digital Learning	100 % Blended learning adoption with MOOCs and AI-driven LMS.

Research & Innovation	Increasing funding to ₹100 Cr+, promoting patents, and strengthening incubation centers.
Inclusivity & Equity	Regional language programs, at least 50% female enrollment, and scholarships for need-blind admissions.
Global Engagement	Faculty/student exchange, QS/THE rankings, and international alumni chapters.
Quality Assurance	Transition from accreditation-based evaluation to maturity-based continuous quality audits.

By embedding NEP 2020 principles, VISTAS ensures that institutional transformation is synchronized with India's national vision for higher education.

Alignment with UN Sustainable Development Goals (SDGs)

The IDP also aligns with global priorities, particularly the United Nations Sustainable Development Goals (SDGs):

SDG 3 – Good Health & Well-Being	Strengthening campus health services, promoting wellness initiatives, and integrating health awareness programs.
SDG 4 – Quality Education	Expansion of programs, scholarships, and global partnerships.
SDG 5 – Gender Equality	Increasing female student enrollment
SDG 8 – Decent Work & Economic Growth	Placement enhancement, alumni-driven recruitment, and startup incubation.
SDG 9 – Industry, Innovation & Infrastructure	Patents, centers of excellence, consultancy, and sustainable campus infrastructure.
SDG 11 – Sustainable Cities & Communities	Achieving a 100% Net Zero campus

SDG 17 – Partnerships for the Goals	Expanding national and international MoUs, faculty exchange, and alumni chapters.

By linking student projects and institutional practices to the SDGs, VISTAS positions itself as a responsible contributor to global development.

Stakeholder Engagement in IDP Development

The success of this plan depends on collective participation. The IDP would continually evolve through structured consultations with:

Faculty	Inputs on curriculum design, research priorities, and quality assurance.
Students	Feedback on placements, internships, global exposure, and holistic development.
Alumni	Contributions on industry trends, fundraising, mentoring, and global networking.
Industry Partners	Collaboration in consultancy, research, and placement pipelines.
Government & Regulatory Bodies	Alignment with accreditation, NEP reforms, and funding opportunities.
Community Stakeholders	Engagement through outreach programs, sustainability initiatives, and regional inclusivity.

This inclusive approach ensures that the IDP is not only aspirational but also practical and community-driven.

Strategic Monitoring Framework

The implementation of the Institutional Development Plan (IDP) will be guided by a two-tier monitoring mechanism designed to ensure effectiveness, transparency, and accountability.

1. **Vertical-Level Monitoring Committees (VMCs):**

- Each vertical (Academics, Research, Student Development, etc.) will have a dedicated monitoring committee comprising deans, senior faculty, and administrators.

- These committees will track annual progress against KPIs, address challenges, and recommend corrective measures.
- Reports will be submitted to the central IDP committee twice a year.

2. **IDP Central Committee (IDP-CC):**
    - This committee will be chaired by the Vice Chancellor and include senior internal leaders (Pro Vice Chancellors, Deans) along with external experts exclusively from academia, industry and research organizations.
    - The role of this committee will be to oversee overall IDP progress, validate internal reports, and ensure alignment with NEP 2020 and global higher education benchmarks.
    - It will also provide academic and research-driven policy guidance to strengthen institutional outcomes.

This model ensures that the IDP is outcome-focused and benchmarked.

The strategic focus areas of seven enablers and its key performance indicators are as follows:

I. Academic Enablers

VISTAS has strengthened its academic ecosystem by expanding multidisciplinary learning pathways, enriching curriculum design, and integrating outcome-based education. Key efforts include enhancing specialization options, promoting interdisciplinary programs, and widening access through regional-language offerings. Blended learning is supported through digital pedagogy, LMS-driven engagement, and the integration of global MOOCs to enable flexible, technology-enabled education. Credit mobility, dual degree pathways, and international academic partnerships enrich student exposure, while value-added courses, faculty development initiatives, and continuous curriculum refinement ensure innovation, inclusivity, and high-quality learning outcomes.

Strategic Focus Areas

To achieve these objectives, VISTAS focuses on the following strategic areas:

- Curriculum Expansion & Multidisciplinary programs
- Integration of MOOCs and Value-Added Courses
- Blended Learning Pedagogy
- Regional Language Integration
- Dual Degree Programs & Global Mobility
- Student Growth & Diversity

1. Curriculum Expansion & Multidisciplinary Programs

Curriculum Expansion & Multidisciplinary programs aims to broaden academic offerings by incorporating interdisciplinary learning and emerging domains, ensuring students gain holistic and future-ready competencies. The key initiatives include:

- Expanding specialization and interdisciplinary programs to enhance academic diversity.
- Introducing programs in Artificial Intelligence, Data Science, Quantum Computing, Sustainable energy, and other demand driven domains.
- Promoting credit transfer, and flexible multidisciplinary pathways in alignment with NEP 2020.

2. Integration of MOOCs and Value-Added Courses

Integration of MOOCs and Value-Added Courses emphasizes leveraging global online learning ecosystems and enriching student skills through value-added programs. The key initiatives include:

- Collaborating with SWAYAM, NPTEL, Coursera, and edX to integrate curated online courses.
- Developing institution-led MOOCs in niche domains such as Marine Sciences, IKS, Renewable Energy, and Healthcare.
- Offering value-added courses in coding, data analytics, entrepreneurship, communication, and emerging skill sets.

3. Blended Learning Pedagogy

Blended learning strengthens digital learning by integrating technology-enabled teaching models for enhanced engagement and access. The key initiatives include:

- Adopting hybrid and flipped classroom models to promote blended learning.
- Training faculty in digital pedagogy, content creation, and utilization of AI-enabled LMS platforms.

4. Regional Language Integration

Regional language integration promotes inclusivity and accessibility by offering programs and learning resources in regional languages.

The key initiatives include:

- Introducing academic programs in regional languages, tailored to local demand and community needs.
- Providing AI-enabled translation support.

5. Dual Degree Programs & Global Mobility

This enhances global exposure through collaborative academic pathways and international mobility. The key initiatives include:

- Offering dual degree programs through partnerships with reputed foreign universities.

- Strengthening global mobility through international credit transfer and exchange programs.
- Extending global opportunities across engineering, management, health sciences, law, and other disciplines.

6. Student Growth & Diversity

This focus area aims to enhance student strength, geographical diversity, gender balance, and inclusive access to quality education. The key initiatives include:

- Expanding student enrollment while diversifying representation across states, regions, and countries.
- Increasing international student participation and fostering multicultural engagement.

  Improving female student representation through focused outreach and support initiatives.
- Providing scholarships for women, marginalized communities, and international students to promote equitable access.

Key Enablers

- Robust curriculum governance and integration of multidisciplinary domains.
- Academic partnerships enabling credit transfer, dual degrees, and global exposure.
- Faculty development in digital pedagogy and outcome-based education.
- Technology-enabled learning through LMS, virtual labs, and digital repositories.
- Collaboration with MOOC platforms for course integration and value-added learning.
- Inclusive academic support with bilingual resources and guidance.
- Data-driven academic analytics for monitoring outcomes and improvement.

Key Performance Indicators

The implementation of these strategies will be tracked through a structured monitoring mechanism supported by clearly defined Key Performance Indicators (KPIs) and measurable targets. A tentative framework for this evaluation process is presented below.

Key Performance Indicators (KPIs)	Baseline (2025)	2- Year Target (2027)	5-Year Target (2030)	10-Year Target (2035)
Specialization / Interdisciplinary Programs Offered	35%	37%	40%	50%
Value-Added / MOOC Courses	450	550	750	1000+
Blended learning in course curriculum	10%	15%	25%	40%
Programs in Regional Languages	-	2 Programs	5 programs	15 programs
Dual Degree Programs	1	2	5	10
Student Intake	7,000	9,000	12,000	15000
Total Student	18,000	24,000	40,000	60,000
International Student Enrollment	1%	2%	5%	10%
Female Students	35%	38%	45%	50%
Diversity (states/countries represented)	States - 20 Countries - 8	States - 24 Countries - 12	States & UT - 30 Countries - 20	States & UT - 36 Countries - 30

II. Research Enablers

VISTAS is committed to fostering a vibrant research ecosystem that drives innovation, knowledge creation, and societal impact. Key priorities include securing research funding, promoting high-quality publications, developing intellectual property, supporting startups, and facilitating commercialization of innovations. Interdisciplinary Centers of Excellence, international collaborations, and visiting scholar programs enhance research capacity and global engagement. By nurturing faculty and student talent, providing structured mentorship, and leveraging industry partnerships, the institution strengthens academic excellence, boosts global visibility, and ensures research outcomes are meaningful, sustainable, and socially relevant.

Strategic Focus Areas

To achieve these objectives, VISTAS focuses on the following strategic areas:

- Research Funding Enhancement
- Publications, Citations & H-index Improvement
- Intellectual Property & Patents
- Consultancy & Industry Engagement
- Centers of Excellence (CoEs)
- Research Fellowships & Talent Pipeline
- Innovation, Startups & Incubation
- International Research Collaborations

1. Research Funding Enhancement

To strengthen the institution's research capabilities, dedicated mechanisms are established to secure funding from national and international agencies. This ensures sustained support for innovative and high-impact projects across disciplines. The key focus areas include:

- Targeting research funding from state and central government bodies as well as international agencies.
- Creating industry-sponsored research chairs to bridge academic–industry collaboration.

2. Publications, Citations & H-index Improvement

To increase research visibility and impact, faculty are supported and incentivized to publish in high-quality journals. Continuous training and data-driven monitoring enhance publication quality and citation metrics. The key focus areas include:

- Regularly reviewing and updating the incentive policies to encourage and strengthen faculty publications in high-quality journals.
- Conducting faculty workshops on writing for high-impact journals.
- Establishing a centralized data repository for citations and impact analysis.

3. Intellectual Property & Patents

VISTAS strengthens its IPR ecosystem to promote innovation, patenting, and commercialization of research outputs. Support mechanisms help translate research into products and societal impact. The key focus areas include:

- Strengthening the IPR Cell for filing, prosecution, and commercialization of patents.
- Providing seed funding and legal/technical support for innovators.
- Developing a Patent-to-Product (P2P) pipeline focusing on technology transfer.

4. Consultancy & Industry Engagement

Strategic industry collaborations are fostered to promote applied research, consultancy, and knowledge exchange. Faculty and departments benefit from shared expertise and revenue models. The key focus areas include:

- Partnering with industries for contract research and consultancy projects.
- Introducing a revenue-sharing model for faculty to encourage consultancy.
- Strengthening Institution's Innovation Council (IIC).

5. Centers of Excellence (CoEs)

The institution develops and upgrades CoEs to promote interdisciplinary research addressing national and global challenges. These centers act as hubs of expertise, innovation, and societal relevance. The key initiatives include:

- Enhancing existing Centers of Excellence and establishing new ones in Semiconductor Devices, AI, Data Science, Renewable Energy, Quantum Computing, and Sustainable Development.

- Building interdisciplinary CoEs aligned with national and global priorities.

6. Research Fellowships & Talent Pipeline

To nurture a robust research ecosystem, fellowships and visiting scholar programs to attract and retain high-quality researchers, thereby strengthening the institutional talent pipeline. The key initiatives include:

- Increasing JRF/VRF positions through UGC-CSIR funding and institutional fellowships.
- Attracting post-doctoral fellows with competitive stipends.
- Creating an International Visiting Scholar Program.

7. Innovation, Startups & Incubation

VISTAS fosters entrepreneurship and innovation by supporting incubation, mentoring, and industry linkages. This drives the translation of research ideas into viable startups. The key focus areas include:

- Expanding the Innovation & Incubation Center with support from MSME, Startup India, and ATAL Innovation Mission.
- Providing seed grants, mentoring, and industry linkages for student/faculty-led startups.
- Promoting successful spin-offs through structured incubation support.

8. International Research Collaborations

Global research partnerships enhance knowledge exchange, joint publications, and participation in international consortia. This strengthens the institution's global research presence. The key focus areas include:

- Building partnerships with global universities for joint research, co-authored publications, and researcher exchange.
- Increasing publications through national and international collaborations.
- Participating in global research consortia on relevant thrust areas.

Key Enablers

- NEP 2020 emphasis on research & innovation ecosystems.
- Government funding agencies (DST, DBT, ICMR, AICTE, ICSSR).
- Global collaborations for joint publications and projects.
- Dedicated Research & IPR Cell with legal, technical, and financial expertise.
- Strong industry partnerships for consultancy and contract research.

Key Performance Indicators

The implementation of these strategies will be tracked through a structured monitoring mechanism supported by clearly defined Key Performance Indicators (KPIs) and measurable targets. A tentative framework for this evaluation process is presented below.

Key Performance Indicators (KPIs)	Baseline (2025)	2- Year Target (2027)	5-Year Target (2030)	10-Year Target (2035)
Annual Research Funding	₹15 Cr	₹20 Cr	₹40 Cr	₹75 Cr+
Publications per Faculty per Year (Q1,Q2,Q3)	1.3 (Scopus / WoS indexed)	2	2	3
Average citations per publication	6	7	9	12
H-index (Scopus)	70	80	100	140
Patents filed	400	600	1000	2500
Patents Granted	150	200	300	1000
Consultancy Revenue	₹2 Cr	₹4 Cr	₹10 Cr	₹25 Cr
Centers of Excellence	15	20	30	50

Key Performance Indicators (KPIs)	Baseline (2025)	2- Year Target (2027)	5-Year Target (2030)	10-Year Target (2035)
Transfer of Technology	15	20	30	45
JRF / VRF	179	300	750	1500
Startups Incubated	20	30	50	100
Internationally Co-authored Publications (Q1 & Q2 Journals)	10%	18%	30%	50%
Research Faculty	10	20	40	100
VISTAS Journals	2	2	4	10

III. Holistic Student Development Enablers

VISTAS focuses on a holistic student-development framework that strengthens academic excellence and institutional resilience. VISTAS focus includes improving placement performance, increasing dream offers, and enhancing higher-studies progression through structured mentoring. We actively promote student participation in hackathons, ideathons, project expos, and encourage SDG-aligned projects to build innovation and social responsibility. A strong alumni ecosystem supports placements through alumni, international chapters, recognition awards, and growing alumni contributions. Through need-blind scholarships, we ensure equitable access for all learners. These efforts collectively create a future-ready, inclusive environment that empowers students to excel and contribute meaningfully.

Strategic Focus Areas

The Strategic Focus Areas for Holistic Student Development include:

- Placements & Career Advancement
- Higher Education & Global Exposure
- Student Innovation & Entrepreneurship
- Alumni Engagement
- Scholarships
- Student Projects for Sustainable Development
- Social emotional development

1. Placements & Career Advancement

To enhance student employability and ensure strong career outcomes, the institution prioritizes structured training, strategic industry linkages, and technology-enabled placement support. These initiatives are designed to equip students with the competencies and confidence required to compete in top-tier national and global job markets. The Strategic Actions under Placements & Career Advancement include:

- Strengthen the Career Development Cell (CDC) with dedicated training modules on communication, aptitude, coding, and leadership.
- Forge stronger ties with Fortune 500 companies, startups, and government agencies.

- Implement AI-driven placement-matching systems for precise student–employer alignment.
- Focus on “Dream Offers” by preparing students for recruitment by top-tier global firms.

2. Higher Education & Global Exposure

To enhance students’ academic mobility and prepare them for globally competitive careers, the institution is committed to expanding structured support for higher education pathways. With a focus on international readiness, the following initiatives will strengthen opportunities for students seeking advanced study in India and abroad:

- Guide interested students on GRE/GMAT/GATE/IELTS/GPAT and admission abroad through Higher Education Cell.
- Expand partnerships with global universities for credit transfers and joint degrees.
- Provide scholarships and fellowships for meritorious students pursuing higher education.

3. Student Innovation & Entrepreneurship

To nurture a culture of creativity, problem-solving, and entrepreneurial thinking, the institution is committed to empowering students to transform ideas into impactful solutions. The following initiatives aim to strengthen innovation ecosystems and support students in building viable startups and technology-driven ventures:

- Institutionalizing Hackathons, Ideathons, and Project Expos as annual flagship events.
- Linking these events to incubation pipelines for commercialization of student ideas.
- Offering seed grants, mentoring, and industry mentorship for student-led startups.

4. Social Emotional Development

To foster holistic student development, the institution is committed to nurturing emotional intelligence, resilience, interpersonal skills, and overall well-being. The following initiatives aim to strengthen students’ social and emotional competencies, enabling them to thrive both academically and personally:

1. Institutionalizing structured programmes on life skills, emotional intelligence, and well-being as integral components of student development.

2. Organizing regular workshops, counselling sessions, and peer-support initiatives to promote mental health awareness and emotional resilience.
3. Integrating social-emotional learning elements into the curriculum and co-curricular activities to enhance self-awareness, empathy, and teamwork.
4. Strengthening mentoring systems to provide continuous academic, personal, and psychological support to students.
5. Promoting student engagement through clubs, community service, and outreach programmes to build leadership, collaboration, and social responsibility.

5. Alumni Engagement

A vibrant and connected alumni community is a powerful asset for institutional growth, providing guidance, opportunities, and global networks to current students. By strengthening alumni engagement, the institution is building long-term relationships, enhancing its reputation, and catalyzing both academic and infrastructural development.

- Strengthening the Alumni Relations Cell to support placements and internships.
- Expanding international alumni chapters for networking, collaboration, and fundraising.
- Instituting annual Alumni Recognition Awards for global achievers.
- Launching the Alumni Giving Back Program to raise funds for scholarships, labs, and infrastructure.

6. Scholarships

Ensuring access to quality education is central to building an inclusive and socially responsible institution. By expanding scholarships and financial support mechanisms, the university is enabling students from all backgrounds to pursue their academic aspirations without barriers.

- Scaling need-blind admissions to ensure financial limitations do not hinder education.
- Offering a wide range of scholarships, including merit-based, and other financial assistance schemes to support student success.
- Providing special support schemes for women, differently abled students, and first-generation learners.

7. Student Projects for Sustainable Development

Driving student engagement in sustainable development is a key priority to contribute to a better future. By promoting SDG-focused innovation, the university is enabling students to develop solutions that create measurable social and environmental impact.

- Encouraging alignment of student projects with UN SDGs (renewable energy, clean water, waste management, good health and well-being, quality education, infrastructure, etc.).
- Creating an SDG Innovation Fund to support impactful student projects.
- Collaborating with NGOs, government bodies, and UN agencies for real-world deployment.

Key Enablers

- Industry tie-ups for placements and internships.
- International collaborations for student mobility and higher education pathways.
- Alumni ecosystem as mentors, recruiters, and donors.
- Government & CSR funding for scholarships and SDG projects.
- Institutional incubation ecosystem to channel innovation into startups.

Key Performance Indicators

The implementation of the strategies will be tracked through a structured monitoring framework using clearly defined Key Performance Indicators (KPIs) and measurable targets. A tentative structure for this evaluation mechanism is outlined below.

Key Performance Indicators (KPIs)	Baseline (2025)	2- Year Target (2027)	5-Year Target (2030)	10-Year Target (2035)
Placement %	70%	72%	75%	80%
Placement % (Dream Offers)	1%	2%	5%	10%
Higher Studies Progression	10%	12%	15%	20%
Participation of students in Hackathons / Ideathons / Project Expo	10%	14%	20%	50%
Placement through Alumni Network	5%	7%	10%	15%
Alumni recognition Awards	7	15	35	70
International Alumni Chapters	1	3	5	10
Funds from Alumni (In Crores)	1 Cr	1.8 Cr	3 Cr	5 Cr
Scholarship (Need-blind admission)	5%	7%	10%	15%
Student projects with the outcomes related to SDG	25%	30%	40%	60%

IV. Capacity Building Enablers

VISTAS is committed to strengthening its faculty ecosystem to support high-quality teaching, research, and innovation. Focused on enhancing faculty recruitment, improving research qualifications, fostering industry-academia linkages, promoting continuous professional development, and advancing digital pedagogy through MOOC initiatives, these enablers aim to build a skilled, future-ready, and globally competent academic workforce.

Strategic Focus Areas

The Strategic Focus Areas for Capacity Development for faculty include:

- Faculty Recruitment & Ratio Improvement
- Enhancing Research Qualifications
- Industry-Academia Integration
- Professional Development & Lifelong Learning
- MOOC Development & Digital Pedagogy

1. Faculty Recruitment & Ratio Improvement

This initiative focuses on strengthening the institution's teaching capacity by recruiting additional qualified faculty to optimize the faculty–student ratio. It emphasizes structured workload management, faculty mentoring, and the development of academic leadership programs to enhance teaching effectiveness, ensure quality mentorship, and support overall academic excellence.

2. Enhancing Research Qualifications

The focus will be on strengthening the institution's research capacity by increasing the proportion of PhD-qualified faculty and encouraging advanced academic pursuits. Faculty will be supported to undertake postdoctoral research and obtain global certifications, with incentives such as fee reimbursement, sabbatical leave, and other professional development opportunities to foster expertise, innovation, and high-quality research outcomes.

3. Industry-Academia Integration

The focus is on bridging academia and industry by recruiting faculty with substantial industry experience and engaging industry experts as adjunct faculty and visiting professors.

Faculty will be provided opportunities for industry immersion programs, fostering practical insights, applied learning, and collaborations that enhance teaching, research, and innovation.

4. Professional Development & Lifelong Learning

The focus will be on enhancing faculty skills and continuous learning by mandating participation in professional certification courses in areas such as AI, Data Analytics, OBE, Pedagogy, and Leadership. Faculty participation in professional courses will be expanded, and the Human Resource Development Cell (HRDC) will continually provide regular training, workshops, and mentoring programs to support lifelong learning and teaching excellence.

5. MOOC Development & Digital Pedagogy

The focus will be on expanding faculty-led online learning initiatives and enhancing digital teaching capabilities. Faculty will be trained in instructional design and e-content creation, and encouraged to develop and publish MOOCs on platforms such as SWAYAM, Coursera, and NPTEL, thereby promoting innovative pedagogy and increasing the institution's digital learning footprint.

Key Enablers

- Strategic faculty recruitment and workload management.
- PhD and research development support.
- Industry-academia integration and visiting faculty programs.
- Professional development and lifelong learning initiatives.
- MOOC development and digital pedagogy training.
- Faculty mentorship and leadership programs.
- Institutional recognition and incentives for teaching, research, and innovation.

Key Performance Indicators

The progress of these strategies will be monitored through a structured framework, employing well-defined Key Performance Indicators (KPIs) and measurable targets. A preliminary outline of this evaluation mechanism is presented below.

Key Performance Indicators (KPIs)	Baseline (2025)	2- Year Target (2027)	5-Year Target (2030)	10-Year Target (2035)
Faculty Student Ratio	1:17	1:16	1:15	1:12
Faculty with PhD / equivalent	63%	68%	75%	90%
Faculty from industry	5%	6%	8%	12%
Professor of Practice	2%	4%	7%	10%
Professional Courses enrolled by faculty	40%	50%	60%	80%
Development of MOOC courses on Government digital platform	2	5	10	20

V. Campus Infrastructure Enablers

Strengthening campus infrastructure is essential for creating a dynamic, future-ready learning environment that supports academic excellence, research growth, and student well-being. By prioritizing planned expansion, modernization, and sustainability, the university is developing physical and digital spaces that are adaptable, technology-enabled, and conducive to holistic development. A comprehensive focus on land development, smart learning environments, digital ecosystems, green campus initiatives, and student housing ensures the creation of a resilient and globally competitive campus that meets evolving educational needs.

Strategic Focus Areas

To build a modern and student-centric campus ecosystem, VISTAS is advancing key infrastructure priorities that enhance efficiency, innovation, and long-term sustainability. The following focus areas guide the development and strengthening of the campus infrastructure:

- Land & Infrastructure Expansion
- Built-up Area & Smart Classrooms
- Digital Infrastructure & Repository
- Sustainability & Green Campus
- Hostel & Student Housing

1. Land & Infrastructure Expansion

A structured approach to land and infrastructure development enables the creation of integrated, future-ready spaces that strengthen learning, innovation, and student life. This includes systematically expanding land holdings, developing a comprehensive master plan with dedicated zones for academics, research, housing, sports, culture, and incubation, and establishing specialized research clusters and innovation hubs that support advanced scholarship and industry collaboration.

2. Built-up Area & Smart Classrooms

Expanding the built-up area and modernizing classrooms to create a technology-enabled and future-ready academic ecosystem. The plan includes doubling the built-up area with priority for STEM laboratories, healthcare facilities, and Centres of Excellence. Additionally, e-content creation facilities will be integrated into classrooms, while AI-enabled smart classrooms equipped with immersive AR/VR tools will further enhance teaching and learning experiences.

3. Digital Infrastructure & Repository

The University will significantly strengthen its Digital Infrastructure and Repository by expanding its digital collection resources. Advanced AI-based knowledge curation tools will be introduced to support students and researchers with intelligent search, personalized recommendations, and enhanced learning insights. In addition, the institution will implement digital twin technology across campus operations, enabling predictive maintenance, improved efficiency, and data-driven decision-making for sustainable campus management.

4. Sustainability & Green Campus

The University is committed to building a Sustainable and Green Campus, progressing from the current to achieving a 100% net-zero campus by 2035. Key initiatives will include the installation of solar power plants, waste-to-energy systems, comprehensive rainwater harvesting, and the adoption of green transportation solutions. All new infrastructure will prioritize green-certified buildings with advanced energy-efficient designs. In addition, the University will actively foster student-led sustainability projects, integrating their ideas and innovations directly into campus operations to cultivate a culture of environmental responsibility.

5. Hostel & Student Housing

The University will enhance its Hostel and Student Housing facilities by expanding accommodation capacity. Future housing will be designed with modern amenities, dedicated wellness centers, and vibrant recreational spaces to ensure a comfortable and holistic living experience. Special emphasis will be placed on developing international student hostels that

foster cross-cultural interaction, global engagement, and an inclusive residential environment.

Key Enablers
● Public–Private Partnerships (PPPs) for infrastructure expansion. ● Green campus funding via CSR and sustainability grants. ● International collaborations for digital library access. ● Alumni and donor contributions for hostel development. ● Technology adoption for smart infrastructure.

Key Performance Indicators

The progress in implementing the stated strategies will be systematically monitored using well-defined metrics aligned with the Key Performance Indicators (KPIs) and corresponding targets. A tentative framework for this monitoring mechanism is outlined below:

Key Performance Indicators (KPIs)	Baseline (2025)	2- Year Target (2027)	5-Year Target (2030)	10-Year Target (2035)
Land	400 acres	450 acres	600 acres	750 acres
Total Built-up Area	30 lakh sq.ft.	40 lakh sq. ft	60 lakh sq.ft.	1 crore sq.ft.
Modular/Smart Classrooms	100% Internet Enabled with Projector / TV	25 % Classrooms with e content creation facilities	75 % Classrooms with e content creation facilities	100 % Classrooms with e content creation facilities
Green Buildings & Sustainability	30% of campus	40% of campus	60% of campus	90% of campus

Key Performance Indicators (KPIs)	Baseline (2025)	2- Year Target (2027)	5-Year Target (2030)	10-Year Target (2035)
Discussion Rooms	3	1 per block	2 per School	1 per Department
Faculty Cubicles, Counselling Space	5%	30%	50%	100%
Hostels / Student Housing Capacity	4,000 students	3,000 students	7,500 students	15,000 students
Digital Repository (e-content, research)	10000	20000	50000	1,00,000+

VI. External Relations and Outreach Enablers

External Relations and Outreach at VISTAS is driven by the vision of creating a dynamic, globally connected academic environment. By building strong national and international partnerships, promoting student and faculty mobility, and engaging with industry and global networks, the division strives to elevate the university's academic excellence and global standing. Our efforts are centered on enabling impactful collaborations that enrich learning and research while strengthening VISTAS' presence on the world stage.

Strategic Focus Areas

The following strategic focus areas of External Relations and Outreach are designed to position VISTAS as a nationally respected and globally connected institution:

- National MoUs & Partnerships
- International Collaborations
- Student Exchange & Mobility
- Faculty Exchange & Internationalization of Teaching
- Global Branding & Institutional Visibility
- Alumni as Global Ambassadors

1. National MoUs & Partnerships

To strengthen institutional growth and academic excellence, strategic national collaborations are established with leading academic, industrial, and government organizations. The key focus areas includes:

- Strengthening collaborations with leading state/private universities.
- Strengthening partnerships with industry associations (CII, FICCI, NASSCOM) for research, internships, and placements.
- Establishing government collaborations with DRDO, ISRO, and CSIR for applied research projects.

2. International Collaborations

To enhance global engagement and academic excellence, the institution aims to expand international partnerships with reputed universities and research organizations. These

collaborations foster student and faculty mobility, joint research, and globally benchmarked academic programs. The key focus areas are as follows:

- Increasing the number of international MoUs.
- Prioritizing partnerships with globally ranked universities.
- Collaborating on dual degree programs, faculty exchange, and joint research.
- Establishing international liaison offices in key geographical locations.

3. Student Exchange & Mobility

To foster global exposure and cross-cultural learning, VISTAS aims to strengthen student mobility through a range of academic and experiential programs. These initiatives enhance global competencies, broaden academic perspectives, and enrich overall student development. The key focus areas includes:

- Expanding outbound student exchange.
- Offering short-term summer schools, cultural immersion programs, and semester-long credit transfers.
- Increasing inbound international student exchange through joint degree programs and scholarships.

4. Faculty Exchange & Internationalization of Teaching

To strengthen global academic engagement, VISTAS seeks to expand faculty mobility and deepen international teaching collaborations. The following initiatives aim to enhance pedagogical quality, promote global perspectives, and support advanced research opportunities.

- Scaling faculty exchange initiatives.
- Launching a Visiting Professorship Program to bring global experts to VISTAS.
- Encouraging faculty to engage in joint teaching assignments with international partners.
- Establishing sabbatical schemes for research abroad.

5. Global Branding & Institutional Visibility

To enhance the institution's global standing, efforts focus on strengthening participation in international rankings and expanding visibility across global platforms. A strong digital presence further supports wider recognition and outreach. The focus areas includes:

- Actively participating in QS, THE, ARWU rankings to enhance global reputation.
- Promoting VISTAS through international conferences, fairs, and global media.
- Developing a comprehensive digital presence.

6. Alumni as Global Ambassadors

Alumni as Global Ambassadors play a pivotal role in enhancing the institution's global presence by supporting partnerships, mentoring, placements, and international outreach. The focus areas include:

- Strengthening alumni engagement as partners in MoUs, student mentoring, placements, and international collaborations.
- Expanding international alumni chapters to complement global MoUs.
- Positioning alumni in leadership roles as brand ambassadors for VISTAS globally.

Key Enablers
● **National and international ranking participation** for credibility. ● **Digital platforms** for MoU tracking, faculty mobility, and global outreach. ● **Alumni network** as strategic partners in internationalization. ● **Dedicated global engagement budget** to support exchanges and partnerships.

Key Performance Indicators

The implementation of the external relations and outreach strategies will be closely monitored through clearly defined metrics aligned with the Key Performance Indicators (KPIs) and their corresponding targets. A proposed framework for this monitoring mechanism is presented below.

Key Performance Indicators (KPIs)	Baseline (2025)	2- Year Target (2027)	5-Year Target (2030)	10-Year Target (2035)
Student Exchange	100	200	500	1,500
National MoUs	350	450	700	1000
International MoUs	30	60	100	200
Faculty Exchange	10	100	200	1000
Community Engagement & Outreach	5 Villages	Maximum number of intervention in the 5 villages	360 degree intervention in 5 Villages	10

VII. Knowledge Management & Quality Assurance Enablers

Knowledge Management & Quality Assurance plays a central role in strengthening institutional excellence by ensuring systematic processes, data-driven decision-making, and continuous improvement across the university. This vertical oversees accreditation and ranking initiatives, facilitates robust ERP integration, and drives audits for enhanced transparency and efficiency. It also promotes the effective adoption of Learning Management Systems (LMS) to support academic delivery and digital learning. By building a culture of quality, documentation, and evidence-based evaluation, Knowledge Management & Quality Assurance ensures that VISTAS remains aligned with national and global standards while fostering sustained institutional growth and innovation.

Strategic Focus Areas

The following strategic focus areas ensure systematic processes, data-driven decision-making, and sustained growth aligned with national and global standards.

1. Accreditations & Quality Assurance
2. Ranking Enhancement (NIRF & Global)
3. Annual Quality Audits & AI-driven Systems
4. e-Governance & ERP Expansion
5. Learning Management System (LMS) Transformation
6. Knowledge Management Systems

1. Accreditations & Quality Assurance

To ensure sustained excellence and global competitiveness, the institution prioritizes strengthening its accreditation portfolio and advancing quality assurance mechanisms. These efforts aim to embed a culture of continuous improvement, accountability, and international benchmarking. The key initiatives includes:

- Maintaining NAAC A++ status, transitioning to continuous maturity-based assessment.
- Achieving NBA accreditation for the majority of programs, progressing toward full coverage.

- Pursuing ABET accreditation for global credibility, beginning with selected programs and expanding over time.

2. Ranking Enhancement (NIRF & Global)

To strengthen national and global positioning, the institution aims to systematically improve performance across key ranking parameters. Focused strategies will enhance visibility, research impact, and overall institutional competitiveness. The key initiatives include:

- Strengthening parameters influencing NIRF ranking, including research, graduation outcomes, outreach, and inclusivity.
- Targeting entry into QS Asia Top 300 and QS Global Top 1000.
- Launching a Global Benchmarking Cell to track and improve performance in international ranking metrics.

3. Annual Quality Audits & AI-driven Systems

To ensure rigorous evaluation and continuous improvement, the institution aims to strengthen its audit mechanisms and integrate advanced technological solutions. These measures support data-driven decision-making, greater transparency, and enhanced academic quality. The key initiatives include:

- Transitioning from manual audits to third-party external reviews.
- Adopting an AI-driven Quality Assurance System with predictive analytics and benchmarking.
- Integrating structured feedback loops for continuous curriculum improvement.

4. e-Governance & ERP Expansion

To enhance institutional efficiency and data-driven decision-making, the university aims to strengthen digital governance through comprehensive ERP integration. These initiatives promote transparency, automation, and seamless administrative workflows. The key initiatives include:

- Evolving into an AI-powered ERP with predictive analytics for decision-making.
- Introducing blockchain-enabled certificates and transcripts for enhanced transparency.

5. Learning Management System (LMS) Transformation

To strengthen digital learning and enhance teaching effectiveness, the institution aims to evolve its LMS into a comprehensive, technology-enabled learning ecosystem. These initiatives support personalized learning, digital pedagogy, and improved academic delivery. The key initiatives include:

- Enhancing LMS usage to achieve complete institutional adoption.
- Integrating AI-driven tutors, adaptive learning paths, and virtual labs.
- Establishing faculty training programs to maximize digital pedagogy adoption.

6. Knowledge Management Systems

To enhance institutional learning, innovation, and data utilization, the university aims to establish an integrated ecosystem for capturing, organizing, and leveraging knowledge assets. These initiatives support informed decision-making, improved academic practices, and stronger research visibility. The key initiatives include:

- Creating a central knowledge hub consolidating research publications, patents, projects, and teaching materials.
- Expanding digital repositories with open-access policies.
- Developing knowledge analytics dashboards for real-time insights into research, teaching, and student outcomes.

Key Enablers
● **Policy reforms** from NAAC, NBA, and global accreditation bodies. ● **Digital transformation funding** for ERP, AI, and blockchain systems. ● **Faculty development programs** for accreditation readiness. ● **Dedicated Global Benchmarking Cell** for rankings. ● **Student and alumni engagement** for continuous improvement feedback.

Key Performance Indicators

The implementation of the strategies will be closely monitored through clearly defined metrics aligned with the Key Performance Indicators (KPIs) and their corresponding targets. A proposed framework for this monitoring mechanism is presented below.

Key Performance Indicators (KPIs)	Baseline (2025)	2- Year Target (2027)	5-Year Target (2030)	10-Year Target (2035)
NAAC Accreditation	A++ (2024)	A++ (2024)	Highest Level Maturity Based Accreditation in National Level	Highest Level Maturity Based Accreditation in Global Level
NBA Accreditation	11 programs	13 programs	80% of all programs	100% of all programs
ABET Accreditation (Programs)	-	2 Programs	4 Programs	10 Programs
NIRF Ranking (Overall)	101–150 Band	Top 100	Top 75	Top 50
QS Ranking	Not listed	QS Stars	QS Asia Top 500	QS Global Top 1000

Key Performance Indicators (KPIs)	Baseline (2025)	2- Year Target (2027)	5-Year Target (2030)	10-Year Target (2035)
Annual Quality Audits	External	Internal + External	By external agencies	AI-driven QA system
e-governance	All major domains	80 % ERP in all areas	100% ERP in all areas	AI-driven ERP with predictive analytics
LMS Usage (faculty & students)	50%	70%	90%	100% with AI tutors

Section IV: Three-Tier KPI Monitoring and Review Mechanism

To ensure structured monitoring and continuous improvement, the governance enabler teams would propose KPI priorities that will shape the IDP annual calendar. The following monitoring framework outlines a three-tier mechanism—monthly, half-yearly, and annual—supported by systematic internal and external evaluations.

Level	Frequency	Activity/Focus	Timeline / Period
Level 1	Monthly Tracker	Progress review of KPIs at Department/School level	First week of every month
Level 2	Half-Yearly Tracker	Governance Enablers review; mid-year KPI achievement review; Internal Audit of processes and documentation	June & December
Level 3	Annual Review	External Audit; Annual IDP review; KPI target achievement mapping; recommendations for next year	December

Section V : Risk Management

VISTAS is committed to establishing a proactive and integrated Risk Management Framework that identifies, assesses, mitigates, monitors, and reviews risks that may affect the achievement of its strategic objectives. Risk management will be embedded into institutional governance, planning, budgeting, quality assurance, and decision-making processes to ensure sustainable growth and resilience. We have a well-established committee that includes members from the Leadership, Quality Assurance, Strategic Planning, Development and Expansion, Academics, Student Affairs Admissions, Finance, Monitoring to oversee the uncertainties and sudden deviations and take necessary measures to mitigate the same.

Risk Mitigation Committee

Chairman	Vice Chancellor
Member	Pro Chancellor – Strategic Operations and Expansion
Member	Registrar
Member	Chief Finance Officer
Member	Head - HR
Member	Dean IQAC
Member	All Directors
Member	All Deans of Academic Departments
Member	All faculty and Staff

Objectives of the Committee

- Protect the University's academic excellence and reputation.
- Ensure regulatory and statutory compliance.
- Safeguard financial sustainability.
- Strengthen research and innovation.
- Support internationalization initiatives.
- Enhance digital resilience and cyber security.
- Ensure the safety and well-being of students, faculty, staff, and visitors.
- Promote continuous improvement through periodic risk reviews.

Major Indicators

- Student enrolment
- Student retention
- Curriculum
- Placements
- Faculty retention

- Research and Development
- International collaborations
- Regulatory compliance
- IT and related Components
- Student satisfaction
- Faculty Satisfaction
- Accreditation and Rankings
- Continuous improvement against institutional targets

Monitor and Review

The respective Departments shall be responsible for reviewing deviations from planned objectives and performance indicators. Periodic reviews shall be conducted to monitor such deviations, identify the underlying causes, implement corrective and preventive actions, and ensure timely achievement of institutional goals.

Indicator	Department in Charge of Monitor and Review
Strategic Development	Pro Chancellor Strategy and Expansion/ Vice Chancellor / IQAC
Campus Planning and Development	Director – Campus Planning and Development
Quality Assurance	Dean IQAC
Financial Risks	Chief Finance Officer
Internationalization	Director – International Affairs
Human Resources	HR Manager
Research & Innovation	Director – research
Digital Concern	Director – IT
Natural Disasters	Director – Estate

Student Admissions	Admissions Office/Head Marketing and Admission
Curriculum	Academic Council
Student related Issues	Dean Student Affairs
Examinations	Controller of Examinations
Hostels	Director – Hostels
Students Safety and Discipline	Director – Student Safety and Discipline
Academic Research	Director – Academic Research
Faculty Compliance	Registrar
Department Concerns	Deans/Heads of the Respective Schools

Section V: Summary

The Institutional Development Plan (2025–2035) of VISTAS sets a bold and ambitious agenda for the next decade. It envisions transformation across seven strategic verticals — Academics, Research & Development, Holistic Student Development, Campus Infrastructure, External Relations & Outreach, Knowledge Management & Quality Assurance, and Student Admissions & Diversity.

By systematically aligning with NEP 2020, UN SDGs, and global benchmarks such as QS and THE Rankings, VISTAS positions itself as a globally recognized, inclusive, and research-driven university.

Key aspirations by 2035 include:

1. **Academic Excellence & Diversification**
   - Half of all programs to be specialized or interdisciplinary; strong focus on regional language programs (15 programs).
   - Over 1,000+ value-added/MOOC courses and 40% blended learning integration.
   - Significant growth in student strength to 60,000 students, including 10% international students and equal 50% female enrollment.
   - Expand dual degree programs to 10 and achieve broad national/international diversity (36 states/UTs & 30 countries).

2. **Research Leadership & Innovation**
   - Scale research funding to ₹75+ crore annually.
   - Increase research quality to 3 publications per faculty/year with higher citation impact.
   - Achieve institutional H-index of 140.
   - File 2,500 patents and secure 1,000 patent grants.
   - Build 50 Centres of Excellence and nurture 1,500 JRF/VRF scholars, 100 startups, and 100 research faculty.
   - Reach 50% internationally co-authored publications in Q1/Q2 journals.

3. Holistic Student Development & Global Readiness

- Achieve 80% student placement, with 10% dream offers and 20% progression to higher studies.
- Attain 50% student participation in hackathons/ideathons.
- Strengthen alumni engagement—10 global chapters, 70 recognition awards, and ₹5 crore alumni contributions.
- Provide 15% need-blind scholarships.
- Ensure 60% student projects address UN SDGs.

4. World-Class Campus & Physical Infrastructure

- Expand to a 750-acre campus with 1 crore sq. ft. built-up area.
- Upgrade all classrooms to smart, e-content-enabled spaces.
- Achieve 90% green & sustainable campus.
- Create discussion rooms at every department and complete faculty workspace infrastructure.
- Increase hostel capacity to 15,000 students.
- Grow the digital repository to 1,00,000+ resources.

5. Global Engagement & Partnerships

- Facilitate 1,500 student exchanges and 1000 national MoUs plus 200 international MoUs.
- Host 1,000 faculty exchanges.
- Implement deep, sustained engagement in 10 villages.

6. Quality Assurance & Governance Excellence

- Earn highest-level global accreditations (NAAC maturity-based, NBA 100%, ABET 10 programs).
- Achieve Top 50 in NIRF, QS Global Top 1000, and QS Asia Top 500.
- Implement AI-driven quality audits and AI-based ERP systems.
- Ensure 100% LMS usage with AI tutors.

7. Faculty Development & Capacity Building

- Improve faculty–student ratio to 1:12.
- Achieve 90% faculty with PhDs and 12% industry experts.
- Ensure 80% participation in professional development courses.
- Develop 20 MOOCs on national platforms.

8. Risk Management

Institutional governance

Strategic planning

Budgeting

Quality assurance

- Emerging regulatory requirements.
- Technological advancements.
- Changes in the higher education landscape.
- Feedback from internal and external stakeholders.
- Improvements from audits, incidents, and best practices.

Through effective implementation, resource mobilization, and strong governance, VISTAS will emerge as a leading Indian institution with global relevance, contributing significantly to nation-building, knowledge creation, and sustainable development.