

Lalit Narayan Mithila University
Kameshwaranagar, Darbhanga



INSTITUTIONAL DEVELOPMENT PLAN (IDP)

2026

INSTITUTIONAL DEVELOPMENT PLAN

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Preface

Lalit Narayan Mithila University (LNMU), Darbhanga is fostering academic excellence and holistic development of students by providing higher education. It caters the demand for higher education in Mithila region. As an institution committed to advancing knowledge, promoting research, and ensuring equitable access to education, LNMU envisions a strategic roadmap that aligns with the guidelines set forth by the University Grants Commission (UGC) and resonates with the university's core objectives.

The Institutional Development Plan (IDP) of LNMU is formulated as a comprehensive framework to strengthen academic, administrative, and infrastructural capabilities. This plan is meticulously designed to enhance the quality of education, integrate innovative pedagogies, facilitate research excellence, and promote inclusive growth in higher education. It serves as a guiding document that underlines the university's commitment to achieving national and global benchmarks of academic standards.

In accordance with UGC guidelines, the IDP underlines the implementation of the National Education Policy (NEP) 2020, emphasizing multidisciplinary education, skill-based learning, digital transformation, and the promotion of research, innovation and entrepreneurship. The plan integrates modern teaching methodologies, encourages interdisciplinary studies, and aims to create a conducive ecosystem for students and faculty members to excel in their respective domains. The university's mission and objectives strive for providing quality education, fostering intellectual growth, and contributing to societal development. Through this IDP, the university aspires to:

- Strengthen academic curricula in accordance with evolving educational paradigms.
- Augment research capabilities and collaborations with national and international institutions.
- Enhance faculty development programs to promote teaching and learning innovations.
- Upgrade infrastructure to support digital and blended learning modes.
- Facilitate student-centric initiatives ensuring skill development and employability.
- Expand outreach programs to contribute to the socio-economic development of the region.

This IDP is a roadmap toward achieving academic excellence, ensuring sustainable institutional growth, and fostering an environment that nurtures creativity and knowledge dissemination. It reflects the university's unwavering commitment to its students, faculty, and other stakeholders in building a robust education system that meets contemporary challenges and future aspirations.

We extend our gratitude to all academicians, researchers, and administrative personnel who contributed to shaping this vision. Their dedication and collaborative efforts have been instrumental in developing this comprehensive plan that will steer LNMU toward a future of excellence and innovation.

Genesis of the University

The establishment of Lalit Narayan Mithila University (LNMU) in Darbhanga was the outcome of a long-standing aspiration of the people of Mithila for a modern university in their region. In 1968 a University Grants Commission (UGC) team visited Darbhanga to assess the feasibility of establishing a multi-faculty university. Acting on their recommendations, the Bihar Government formed a committee to explore the administrative and academic structure necessary for such an institution. Following these developments, the Mithila University was formally established by ordinance in 1972. Later, the university was named after Pt. Lalit Narayan Mishra in 1975.

Headquartered in Darbhanga, it is the only university in Bihar to span two administrative divisions—Darbhanga and Munger—encompassing the districts of Madhubani, Darbhanga, Samastipur, and Begusarai. It serves a population of approximately 15.7 million across an area of 10,602 square kilometers. As a teaching-cum-affiliating university, it offers programs in both traditional and modern disciplines, including professional studies and technology, while also promoting research.

In 2022, the university celebrated its Golden Jubilee, commemorating five decades of academic excellence, research, and community service. The celebration served as a moment of reflection on past achievements and a recommitment to its mission. The university achieved NAAC accreditation with B++ status in 2023 and subsequently in 2024, Department of Higher Education, Ministry of Education, Government of India accepted its proposal to promote the university as Multidisciplinary Education and Research University (MERU) under the PM-USHA scheme. The university would be receiving a grant of Rs. 100 crore for this transformation.

The university reaffirming its dedication to maintaining leadership in higher education in Bihar drafted a structured action plan focused on high-quality, equitable academic opportunities, faculty development, modernized infrastructure, and a flexible 21st-century curriculum. These goals are encapsulated in its Vision and Mission Statements, which continue to guide its present activities and future aspirations.

Message from the Vice-Chancellor



Prof. Sanjay Kumar Choudhary

Hon'ble Vice-Chancellor, LNMU

L. N. Mithila University continues to uphold its legacy as a hub of academic excellence and inclusive growth in the Mithila region. In alignment with the University Grants Commission (UGC) and the National Education Policy (NEP) 2020, we have developed a forward-looking Institutional Development Plan (IDP) to enhance our academic, administrative, and infrastructural strengths.

This IDP outlines our commitment to modernizing curricula, advancing research, integrating digital tools, fostering faculty development, and launching student-centric initiatives that promote skill-building and employability. It also emphasizes interdisciplinary learning and strategic collaborations to meet national and global academic standards.

This plan reflects our vision to build a dynamic, future-ready educational ecosystem. I extend my sincere thanks to all faculty, researchers, and staff whose dedication has shaped this roadmap. Together, we will lead the university into a new era of research, innovation, and academic excellence.

Vision

To provide for equitable and transformative education, research, and training in such branches of knowledge that adequately meet the aspirations of the people of this region and bring holistic development and professional preparedness among them to contribute significantly towards sustainable livelihoods, community engagements, and socio-economic development of the region as well as the nation.

Mission

- Providing a flexible, multidisciplinary, modern education in liberal, professional, and technical areas of study that must enable an individual to study one or more specialized areas of interest at a deep level, and also develop creativity, ethical and Constitutional values, intellectual curiosity, scientific temper, and 21st-century capabilities across a range of disciplines.
- Focusing on performing cutting-edge research, alongside providing teaching for our students, in order to transform the University into a fountainhead for knowledge creation and innovation.

LIST OF ABBREVIATIONS

BCCI:	Bihar Chamber of Commerce and Industries
CSR:	Corporate Social Responsibility
IDP:	Institutional Development Plan
IQAC:	Internal Quality Assurance Cell
IKS:	Indian Knowledge System
KSDSU:	Kameshwar Singh Darbhanga Sanskrit University
LMS:	Learning Management System
LNMU:	Lalit Narayan Mithila University
MICCI:	Mithila Chamber of Commerce and Industries
MIS:	Management Information System
MLA:	Member of Legislative Assembly
MOOC:	Massive Open Online Course
MoU:	Memorandum of Understanding
MP:	Member of Parliament
NCrF:	National Credit Framework
NEP:	National Education Policy
NHEQF:	National Higher Education Qualification Framework
PG:	Postgraduate
RFID:	Radio Frequency Identification
SWAYAM:	Study Webs of Active-learning for Young Aspiring Minds
UG:	Undergraduate
UGC:	University Grants Commission

Objectives and Goals of IDP

The Institutional Development Plan (IDP) of L. N. Mithila University is rooted in the strategic vision of enhancing academic excellence, equity, and institutional governance in alignment with the guidelines circulated by UGC. The plan, in accordance with the UGC guidelines, aims to implement the core principles of the National Education Policy (NEP) 2020 by promoting multidisciplinary education and research, academic flexibility, and a learner-centric approach. The university seeks to strengthen its curricular frameworks, introduce innovative pedagogy, and ensure outcome-based education that is inclusive and relevant to regional and national needs.

A key objective of the IDP is to expand the university's research ecosystem by encouraging faculty and students to engage in high-quality, socially relevant, and interdisciplinary research. The plan supports collaboration with national and international institutions, promotes innovation and entrepreneurship, and aims to build robust digital infrastructure to facilitate blended and online learning. Faculty development is prioritized through structured training programs that foster excellence in teaching, assessment, and academic leadership.

Furthermore, the IDP focuses on enhancing institutional capacity through transparent and efficient administrative practices, improved resource mobilization, and the creation of a resilient academic environment. Student welfare, skill development, and career readiness are central to the university's vision, along with community engagement and extension services that contribute to the socio-economic development of the region. Through this comprehensive plan, the university is committed to achieving sustainable growth, academic autonomy, and global relevance.

Strategy Formulation

Introduction

The university envisions to become a dynamic centre of excellence that fosters academic innovation, inclusive development, and global engagement. In alignment with the UGC guidelines and NEP-2020, the university has developed a comprehensive IDP that charts a clear, actionable path toward sustainable and inclusive growth.

This Strategic Framework outlines the core components of the IDP under three major heads: Strategic Goals, Development Objectives, and Operationalisation. Each section has been designed to reflect LNMU's contextual priorities and aspirations, while remaining adaptable to the evolving landscape of higher education in India and beyond.

1. Strategic Goals

The strategic goals provide a broad direction for institutional growth, serving as the foundation for all planning and resource allocation. These goals align with the transformative vision of NEP 2020 and address the institutional priorities of the university. The key goals are designed to cover the following broad areas which will be further elaborated under various enablers:

- **Equitable Access and Inclusivity:** Ensure transparent, affordable, and accessible admission and academic processes for all, including underrepresented groups.
- **Academic Excellence and Innovation:** Modernize curricula through multidisciplinary, skill-integrated, and flexible academic offerings that meet national and global standards.
- **Faculty Empowerment:** Attract, retain, and continuously develop faculty to foster a high-quality teaching and research culture.
- **Research and Entrepreneurship:** Promote a culture of inquiry, innovation, and entrepreneurship by supporting interdisciplinary and applied research.
- **Digital Transformation:** Strengthen digital infrastructure and integrate ICT to enable blended learning, digital content creation, and online delivery.
- **Global Competence and Collaboration:** Prepare students to be global citizens through international collaborations, mobility programs, and curriculum internationalization.

- **Financial Sustainability:** Develop innovative funding strategies including alumni engagement, CSR partnerships, research grants, and other alternative revenue models.
- **Enhanced Visibility and Impact:** Improve national and international rankings by showcasing institutional achievements and societal contributions.

2. Development Objectives

The development objectives translate strategic intent into focused, measurable goals across academic, administrative, and research dimensions. These objectives include:

- **Curriculum Reform and Pedagogical Excellence:** Design NEP-compliant, learner-centric curricula with integrated vocational education, emerging technologies, and regional relevance.
- **Faculty and Human Resource Development:** Institutionalize transparent recruitment, training, performance appraisal, and incentives for innovation and research.
- **Research Ecosystem Development:** Establish research centres, IPR cells, and industry-linked labs to promote innovation, start-ups, and technology transfer.
- **Inclusive and Student-Centric Support Systems:** Enhance student services, scholarships, mentorship, and career support to improve retention, progression, and employability.
- **Infrastructure and Campus Modernization:** Upgrade physical infrastructure, build green and safe campuses, and ensure digital accessibility across academic departments.
- **Governance and Administrative Efficiency:** Improve institutional governance structures with autonomy, accountability, and performance-based systems of evaluation.
- **Stakeholder Engagement:** Build strong relationships with alumni, community, government, and industry to support institutional goals through resource sharing and co-development.

3. Operationalisation

Operationalising the IDP involves translating strategy into implementable action plans through an integrated, participatory, and performance-driven approach. The operational plan includes:

- Strategic Planning and Task Mapping: Break down each strategic goal into actionable initiatives with defined deliverables, timelines, and budget allocations.
- Governance Structure and Accountability: Establish an IDP Steering Committee and departmental task forces to ensure coordinated implementation and monitoring.
- Technology-Driven Implementation: Deploy Learning Management Systems (LMS), ERP solutions, and digital dashboards for real-time monitoring, data analysis, and communication.
- Capacity Building and Change Management: Conduct regular orientation, workshops, and training programs for faculty, staff, and students to build institutional capacity.
- Resource Allocation and Mobilization: Align financial and human resources with strategic priorities, and actively seek grants, donations, and industry partnerships.
- Monitoring and Evaluation Mechanism: Establish key performance indicators (KPIs) and feedback loops to assess progress, identify gaps, and adapt the plan as needed.
- Stakeholder Participation and Transparency: Engage internal and external stakeholders through consultations, review meetings, and open communication platforms.

Conclusion

This Strategic Framework provides a focused, adaptable, and forward-looking foundation for IDP of the university. By aligning strategic priorities with national reforms and local needs, the university aspires to become a model of academic excellence and societal contribution. The implementation of this plan will reinforce the role of the university as a transformative force in the higher education in Bihar and beyond.

List of Enablers

1. Governance
2. Resource Generation
3. Academic
4. Research, Intellectual Property, and Supportive
5. Human Resource Management
6. Networking and Collaborations
7. Physical Infrastructure
8. Digital Infrastructure

1. Governance Enablers

Governance plays a crucial role in ensuring institutional effectiveness, accountability, and quality education in a university. It also ensures transparency in an institution. The governance enablers therefore, needs to be aligned with modern principles to achieve a balance between autonomy and accountability while fostering a culture of excellence. The university is continuously improving its governance policies by integrating institutional values with structured oversight, ensuring a balance between belief and control systems. Strengthening decision-making bodies, adhering to regulatory frameworks, and maintaining financial accountability will reinforce institutional integrity. By fostering autonomy while upholding accountability, the university aims at aligning with modern public management practices, ensuring transparency, efficiency, and responsible governance. These enablers will promote academic excellence, institutional credibility, and sustainable development.

1.1. Short-Term Goals

The University functions as per the provision of Bihar University Act, 1976 and the relevant statutes and rules as and when notified by the government and applicable to the universities of Bihar. Honourable Governor of Bihar being the Chancellor of universities in the state, oversees such functions. As mandated by the governor secretariat and the department of education, government of Bihar, the university is committed to adopt transparent and accountable governance system. The following goals are envisioned to be adopted by the university:-

1.1.1: The University Management: Senate, Syndicate, Academic Council, Finance Committee and Other Statutory Bodies

- As mandated by the department of education, government of Bihar and directed by the governor's secretariat of the state of Bihar, the university shall adopt 'Samarth' for all administrative, academic and financial purposes.
- The university shall also ensure to extend the adoption of 'Samarth' in all constituent colleges of the university.
- Decentralisation of administrative powers.

1.1.2: Quality Assurance

- The university shall encourage teaching and non-teaching staffs for engaging in skill development and enhancement programmes.
- The university will facilitate training to non-teaching staffs

- The university will establish collaborations with institutions of immense in facilitating to organise faculty development programmes.
- IQAC of the university will devise an effective mechanism to operationalise self-evaluation exercises as a regular institutional practice.

1.1.3: Financial Resource and Management

- Adoption of ‘Samarth’
- Transparency in financial management by public display of annual financial report on the website.

1.1.4: Leadership

- The university shall encourage to undertake leadership development programmes to its senior faculty members.
- Collaborate with government, non-government and private sector to engage in developing leadership skills among the faculty members of the university.
- The university shall also extend leadership development skills in its constituent colleges.

1.1.5: Student’s Feedback

- The university shall sensitise the students to provide their feedback for overall enhancement of administrative and managing efficiency of the university.

1.1.6: Management Information System (MIS)

- The university shall be aiming at improving the MIS and ERP systems integrated with ‘Samarth’ for better governance system.
- Development of an online centralised mechanism to collect feedbacks, grievances and complaints from all the stakeholders of the university.

1.2. Medium-Term goals

1.2.1: The University Management: Senate, Syndicate, Academic Council, Finance Committee and Other Statutory Bodies

- The university shall enhance coordination and communication among statutory bodies for more efficient policy implementation

- The university shall promote diversity and inclusion within the governance structures to improve representation and engagement.
- The university management will foster a collaborative leadership culture that encourages innovation, inclusivity, and shared decision-making.

1.2.2: Quality Assurance

- The university shall aim to strengthen internal and external audit mechanisms to ensure continuous academic and administrative improvements.
- Conduct regular risk audits and establish proactive measures to minimize potential governance failures.

1.2.3: Financial Resource and Management

- The university shall diversify funding sources through partnerships, research grants, alumni engagement and public-private collaborations to enhance financial sustainability.

1.2.4: Leadership

- Encourage ethical leadership practices to promote integrity, accountability, and good governance.
- Encourage student representation in key university decision-making bodies to enhance participatory governance.

1.2.5: Student's Feedback

- Develop a transparent mechanism for addressing student grievances and integrating their suggestions into policy improvements.

1.2.6: Management Information System (MIS)

- Strengthen data security measures within the MIS framework to safeguard university and student information.

1.3. Long-Term Goals

1.3.1: The University Management: Senate, Syndicate, Academic Council, Finance Committee and Other Statutory Bodies

- Strengthen institutional autonomy while ensuring accountability and alignment with national and international educational policies.

1.3.2: Quality Assurance

- Department level coordination with IQAC of the university.
- Improving the data management and its access.
- Increased involvement of both teaching and administrative staff in strengthening the quality of the institution through regular training and faculty development programmes.

1.3.3: Financial Resource and Management

- Develop a university-wide risk assessment framework to identify and mitigate potential operational, financial, and academic risks.
- Implement digital financial management systems for transparency, accountability, and efficiency in resource allocation.
- Foster a global alumni network to ensure lifelong engagement and leverage alumni contributions for institutional growth.

1.3.4: Leadership

- Establish leadership training programs for university administrators to enhance strategic planning and governance skills.
- Attain national and international accreditation and certification for academic programs to enhance global recognition and competitiveness.
- Establish a centre for faculty development and skill enhancement programmes.
- Implement a long-term financial planning framework that ensures sustainability while fostering academic and research excellence.

2. Resource Generation Enablers

Recognizing the continuous financial support from the Government of Bihar, L. N. Mithila University, Darbhanga, is committed to its overall development through the optimum utilization of resources. To ensure long-term financial sustainability, the university proposes a comprehensive framework focused on efficient financial management, strategic resource allocation, and enhanced transparency. By integrating digital financial systems, strengthening compliance, and adopting data-driven decision-making, the university aims to maximize efficiency and accountability. Additionally, expanding research funding through partnerships, endowments, and industry collaborations, along with diversifying revenue sources such as public-private partnerships and alumni contributions, will further support institutional growth while aligning with statutory regulations and governance standards.

2.1: Short-Term Goals

2.1.1: Resource Generation

- Develop an annual budget plan with clear priorities for faculty, student services, and research initiatives.
- Organize small-scale fundraising events such as academic conferences and donation drives.
- Alumni Engagement at local level and generation of corpus of fund through membership drive.
- industries oriented research to be sponsored by industries at local level involving research for upgradation and marketing.

2.1.2: Efficient Budget Allocation

- Implement department-wise budget tracking to monitor expenditure and resource utilization.
- Conduct a financial needs assessment to align budget allocation with institutional priorities
- Automation and digitalization of Departmental works thereby reducing the an expenditure on stationery.

2.1.3: Transparency

- Establish a real-time financial reporting system for internal monitoring and external audits.
- Implement monthly and quarterly financial reviews to ensure accountability.
- Publish an annual financial report for transparency and stakeholder trust.

2.1.4: Financial Sustainability

- Initiate efforts to diversify income sources through research grants and industry collaborations.
- Identify and apply for national and international research grants.

2.1.5: Investment Strategies

- The university has several immovable and movable assets which will be analysed and a systematic policy will be drafted to utilise them for fund raising.
- Developing Eco parks and open Gymnasium in the existing parks of the. University and resource generation by levying fee for their utilisation.

2.1.6: Stakeholder Engagement

- Conduct stakeholder meetings to understand funding priorities and expectations.
- Resource can also be generated through Consultancy services through different disciplines.

2.1.7: Collaborations

- Initiate discussions with other academic institutions for joint funding opportunities.
- Engage local bodies by obtaining funds to execute social responsibility programmes.
- Obtaining funds from local MPs and MLAs for enhancing people centric research for the benefit of local society.
- MOUs with local institutions to enhance the perception of Universities through workshops, Seminars and events

2.2: Medium-Term Goals

2.2.1: Resource Generation

- Develop entrepreneurship support programs to encourage student and faculty startups.
- Alumni engagement at national level by extending membership drive.
- Seeking sponsorship from the Alumni to organise workshops and campus placement activities.

2.2.2: Efficient Budget Allocation

- Implement a structured performance-based budgeting system to align funds with institutional priorities.

2.2.3: Transparency

- Establish an independent financial audit mechanism to ensure compliance with statutory regulations.

2.2.4: Financial Sustainability

- Improve cost-control strategies through efficient procurement and operational cost reductions.
- Develop the university areas of common usage as fund generating resources.

2.2.5: Investment Strategies

- Utilising the available and idle resources as fund generating resource.
- Monetise the idle land resources for institutional development and sustainable finance.

2.2.6: Stakeholder Engagement

- Collaborate with alumni and other stakeholders to generate funds.
- Celebrate establishment days with stakeholders.

2.2.7: Collaborations

- MOUs with funding agencies for research activities, seminar and workshops.
- Collaborations with local industry.

2.3: Long-Term Goals

2.3.1: Resource Generation

- Institutionalize a global alumni financial support network to secure consistent funding for university projects.
- Introduce new and market driven self -financing courses.
- Encourage the constituent colleges to run self-financing courses.

2.3.2: Efficient Budget Allocation

- Prepare guidelines for identification of obsolete sources where expenses are high and reduce the same in future.

2.3.3: Transparency

- A medium-term plan to be drafted for resource development and financial autonomy.
- Stakeholder consultation for resource mobilisation.

2.3.4: Financial Sustainability

- Advocate for policy reforms that grant universities greater financial autonomy in investment and revenue management.

2.3.5: Investment Strategies

- Monetisation of available resources.

2.3.6: Stakeholder Engagement

- Engagement of alumni living abroad by extending the membership drive
- Raising funds from Alumni living abroad for organising International workshops, Seminars, and Campus placements.

2.3.7: Collaborations

- Outsourcing of research facilities such as research labs for other government and non-government organisations/institutions.
- Develop a global funding network with international donors, philanthropic organizations, and funding agencies.
- Raising funds from multinational companies to groom our students as service provider to cater their demands and ensure their market penetration in the hinterlands of Mithila.

3. Academic Enablers

The university has established itself as a prominent institution with a significant regional and national impact in teaching-learning, research, and innovation. The university is committed to fostering an enabling academic environment that ensures holistic student development. To achieve this, it continuously enhances its academics by integrating structured processes such as planning, implementation, evaluation, feedback, and self-study reports. By focusing on teaching excellence, cooperative education, and research-driven learning, the university strives to strengthen its academic framework, encouraging innovation and critical thinking among students.

In response to evolving educational needs, the university is actively developing online study materials and expanding its digital resources to make learning more accessible and flexible. Through high-quality digital content, a robust Learning Management System (LMS), and blended learning approaches, the university ensures students receive a well-rounded education that prepares them for the dynamic global landscape. By reinforcing these Academic Enablers, the university continues to nurture creativity, research excellence, and student success, maintaining its position as a leader in higher education. The university strives to achieve academic excellence based on the following:-

- Introduce new courses that would cater to the future requirements of the students.
- Adopt curriculum based on NEP that also align with the requirement of industry and market.
- Introduce courses enhancing employability and strengthening skills.
- Adopt curriculum embedded with emerging technologies.
- Take up skill enhancement of teaching and non-teaching staff
- Adopt teaching plan for all courses and semesters.
- Making availability of learning resources for Students
- Carrying out assessments and facilitate assignments

Thus, the university sets the following goals to achieve a quality teaching learning environment:-

3.1: Short-Term Goals

3.1.1: Developing robust institutions strategy for future requirements

- To develop and promote consistent framework across all the programmes aligned with the NEP 2020 and the NHEQF.
- Develop a centralised online platform for e-content for all courses.
- Establishment of Institute of Professional Studies (IPS).

3.1.2: Capacity building of the faculty members

- Promote subject specific faculty development programmes among its faculty members.
- Promote training of faculty members as well as researchers for multidisciplinary aspects of research.
- Training in the area of Indian Knowledge System (IKS).

3.1.3: Curriculum design and its alignment with industry requirements

- To integrate traditional knowledge, cultural heritage, and indigenous practices into modern education. an interdisciplinary committee will be constituted with a task to suggest measures to integrate IKS with the UG and PG curriculum, with an orientation to embed particularly subjects like Vedanta, Yoga, Nyaya, and Buddhism; Ayurveda, astronomy, traditional mathematics and metallurgy; and Classical music, dance, poetry, and folk traditions.

3.1.4: Skill enhancement in the curriculum design

- Implement pedagogical reforms that can significantly enhance the quality of education university by focusing on student-centred learning.

3.1.5: Comprehensive learning resource for the students

- Promote certification courses embedded in teaching as an excellent way to enhance the value of academic programs, improve student employability, and align education with industry needs.

3.1.6: Collaborative education and research

- Develop university labs for industry related research
- Collaboration with industry in specific areas
- Collaboration with regional institutions to work on IKS.
- Collaboration with other MERU intuitions.

3.1.7: Development of inter-disciplinary approach to higher education

- Workshops on Communication Skills, Conflict Resolution, Networking Skills, and sessions to promote understanding and respect for diverse cultures, backgrounds, and perspectives will be organised.

3.1.8: 360° access to learning resources

- Develop library with the objective to provide 360° access to learning resources
- Promote both offline and online access to research students.

3.1.9: Entrepreneurship embedded programme

- Introduce bridge courses empowering students to achieve their potential and contribute meaningfully to society.

3.2: Medium- Term Goals

3.2.1: Developing robust institutions strategy for future requirements

- The curriculum is to be redesigned and workshops, seminars, and webinars are to be conducted to involve, educate, and encourage stakeholders about the benefits and requirements of the NHEQF.
- The university will strive to formulate Postgraduate curriculum as per NCrF and CBCS requirements to make a unified credit accumulation & transfer possible for both vocational and general education.
- Introduce Multiple-Entry and Multiple-Exit across all the programmes of study that allow students the flexibility to enter or exit academic programmes at various stages.

3.2.2: Capacity building of the faculty members

- Development of a centre to conduct faculty development programmes.

3.2.3: Curriculum design and its alignment with industry requirements

- To preserve its linguistic diversity, empower its people, and contribute to the broader goal of celebrating India's cultural heritage, courses in Indian regional languages will be promoted in the university.

3.2.4: Skill enhancement in the curriculum design

- Adopt apprenticeship-based courses.
- Strengthen the traditional courses for innovation and entrepreneurship development.
- Promote start-ups among its students.

3.2.5: Comprehensive learning resource for the students

- Upgrade central library for online access of resources.
- Integrate library system of the university through online platforms.

3.2.6: Collaborative education and research

- A Global Studies Division will be created in the university to actively encourage academic and research collaborations between LNMU and foreign HEIs.
- Foster strong industry university linkages, with an objective to drive innovation, create employment opportunities, and contribute to societal and economic development

3.2.7: Development of inter-disciplinary approach to higher education

- Promote multidisciplinary courses among its students.
- Develop industry cooperation in utilising the available infrastructure for research and innovation.

3.2.8: 360° access to learning resources

- Encourage faculty to prepare and develop online courses for SWAYAM and recommend students MOOCs as supplementary material for their courses.
- A structured approach will be evolved to digitize academic content and resources.
- Develop online study material for students and make them available for the students.

3.2.9: Apprenticeship Embedded Degree Programme (AEDP)

- Start Apprenticeship Embedded Degree Programmes with an aim to improve the employability of students of the Undergraduate level with the focus on outcome-based learning and strengthen academia-industry linkages, as per the provisions and guidelines of UGC and State Government.

3.3: Long-Term Goals

- SWAYAM/MOOCs will be integrated into the Academic Curriculum for all programmes of learning.
- Develop e-LMS portal with online teaching materials in both regional and other languages.

4. Research, Intellectual Property, and Supportive

The university, with its rich legacy of cutting-edge research and innovation, has played a pivotal role in addressing societal challenges through impactful academic contributions. The university, through its Research Council, actively encourages faculty and scholars to engage in collaborative, multi-disciplinary research initiatives that drive knowledge creation and innovation. By fostering an ecosystem that supports ground breaking ideas and high-impact research, the university ensures the generation of valuable intellectual property (IP) that benefits academia, industry, and society. The university emphasizes the protection and commercialization of research outcomes, enabling the translation of innovative discoveries into practical applications.

To strengthen its research ecosystem, the university is committed to developing robust governance structures, including research management offices, industry liaison units, and fundraising initiatives. The university strives to promote partnerships with government and non-government bodies, industries, and international organizations to enhance research funding and knowledge exchange. Additionally, the university prioritizes an inclusive and supportive academic environment by fostering transparency, mentorship, and diversity initiatives. Through its visionary leadership and commitment to socially responsible research, the university continues to drive academic excellence and innovation, ensuring a transformative impact on both the region and the global knowledge economy.

4.1: Short-Term Goals

- Organise events to sensitise faculty members in the area of research and innovation.
- Develop partnership with other national and international institutions to foster research and innovations.
- Review research and consultancy policies.
- Provide seed money to faculty members for the purpose of research.
- Promote inter-disciplinary research among its faculty members.

4.2: Medium-Term Goals

4.2.1: Develop Research, Intellectual Property & Supportive Enablers

- Encourage students and faculty members to take up projects on environment and sustainable development.
- The university will provide environment for producing quality research papers.

- Implement mentorship programs with the objective to guide students to explore innovative research ideas, and to provide early exposure to adopt unique research methodology.
- Take up a comprehensive audit of existing research facilities, equipment, and labs for better research environment and enabling research eco-system.
- Organize workshops seminars, and conferences on innovation, patenting, and intellectual property rights (IPR) with the objective to strengthen knowledge of students.
- Organise national and international conferences and workshops
- Carry out programmes related to intellectual property and patent.

4.2.2: Research related policies and initiatives

- Strengthening the R&D Cell of the university to foster a culture of innovation, collaboration, and excellence in research to enhance the university's reputation, contribute to societal development, and drive intellectual growth.
- Encourage for conducting seminars, workshops, and conferences on proposal writing, grant applications, and ethical compliance.
- Encourage to undertake research on Indian Knowledge System (IKS).
- Encourage partnership among the faculty members of the university and also with other universities that would promote joint research projects and resource sharing.

4.2.3: Development of facilities

- A university incubation centre is to be developed for industry collaborations and innovations.
- Upgrade laboratories of the university to promote quality education and foster innovation
- Upgrade and expand research infrastructure
- Upgrade laboratories
- Develop laboratories for social sciences
- Optimal utilisation of available infrastructure for digital platform and strengthening the same for universal accessibility.

4.2.4: Collaborations

- Encourage inter-departmental collaborative research works
- Conduct inter-departmental brain storming sessions on collaborative research
- Implement research progress tracking system ensuring efficient resource utilization and achievement of goals.
- Attempts will be made to sign Memoranda of Understanding (MoUs) with Indian universities and foreign universities to promote joint research and exchange programmes.
- Encourage interdisciplinary research that combines expertise from diverse fields.
- Carry out training programs for faculty members enhancing their research skills and carrying out projects funded by national and international agencies.
- Conduct joint research and exchange programmes with other national and international universities.
- Strengthen partnerships with industries to secure funding for joint research in different fields.
- Promote partnership with industries and research organizations.

4.2.4: Research and Consultancy

- Engage with industries for research and innovations.
- Encourage consultancy assignment among faculty members.
- Time to time update research and consultancy policies and guidelines for smooth implementation and adoption of the norms stipulated by UGC.
- Promote collaboration among faculty members to promote interdisciplinary research encompassing collaborations with faculty members of this university .and other universities.

4.2.5: Cultivating Innovation Process

- Strengthen the Career Counselling and Placement Cell of the university is to be further facilitate ongoing partnerships with industries.
- Carry out training programmes/workshops for all faculty members and students on the use of citation databases.
- Encourage all departments and faculty members share their academic achievements to the institutional repository like Samarth Portal.

- Encourage students to participate in national and international conferences by presenting their research work.
- Introduce both financial and non-financial incentives to promote high-quality research, motivating faculty members to increase their research involvement.
- An Annual Doctoral and Research Fair will be held to exhibit advancements and innovations across various disciplines.
- Launch an online platform to share research papers and summaries, making them accessible to both the academic community and the general public.

4.3: Long-Term Goals

4.3.1: Develop Research, Intellectual Property & Supportive Enablers

- Foster an environment of innovation and interdisciplinary research.
- Strengthen research labs.
- Usage of Advance Research Centre for both academic and consultancy purposes.

4.3.2: Research related policies and initiatives

- Organize university-wide awareness initiatives to educate students about available resources, incubation support, and the advantages of launching their own ventures after completion of courses.
- Incentivise faculty members for their pursuits of research.
- Establish centres of excellence in key research areas.

4.3.3: Development of facilities

- The university library will be fully digitalised using RFID (Radio Frequency Identification) tags and e-Granthalaya with a view to modernize its operations, enhance user experience, and streamline management.
- Initiate structured pre-incubation programs to support students interested in entrepreneurship.

4.3.4: Collaborations

- Forge strategic alliances with renowned international universities and global incubation hubs.

- Form collaborative consortia comprising industry leaders, government bodies, and academic institutions to drive research and innovation.
- Partner with industries to enhance entrepreneurship skills through joint research initiatives and innovative practices.

4.3.4: Research and Consultancy

- For facilitating research, the university will time to time update its research policy and guidelines as per the norms outlined by UGC.
- A long-term roadmap with measurable goals, timelines, and key performance indicators (KPIs) will be created by the Cell by identifying and prioritizing research areas based on institutional strengths, societal needs, and emerging trends

4.3.5: Cultivating Innovation Process

- Develop a robust research ecosystem that supports and nurtures faculty members with a strong research orientation.
- Align faculty research efforts with the university's long-term strategic vision to shape the direction of academic and applied research at both national and global levels.

5. Human Resource Management

The university understands that its most valuable asset is the stakeholders of the university particularly the students and teachers. It is dedicated to helping students, faculty, and staff grow by encouraging ongoing learning and skill development. Through this focus on professional growth, the university aims to strengthen its capabilities and promote the creation and sharing of knowledge. To achieve this, it will establish well-defined policies and flexible administrative practices that align with both institutional goals and regulatory standards. Faculty and stakeholder engagement will be prioritized in policy development to ensure inclusivity and a shared vision. Transparent decision-making, regular policy reviews, and structured faculty development programs will be implemented to create a thriving academic environment. Additionally, the university will emphasize performance evaluations, competitive compensation, and professional development initiatives to attract and retain top academic talent, ensuring sustained excellence in teaching and research.

To further empower faculty, staff, and students, the university will provide career development services, skill enhancement programs, and global learning opportunities through exchange initiatives. Research excellence will be supported through grants, sabbatical leave, and industry collaborations, fostering interdisciplinary innovation. Faculty recruitment strategies will be designed to ensure diversity and academic competence, strengthening institutional growth. Additionally, the university will invest in modern infrastructure, digital learning tools, and well-being programs to enhance productivity and job satisfaction. By implementing these measures, the university aims to cultivate a dynamic and inclusive environment that nurtures talent and sustains academic excellence. The following goals are envisioned to be taken up by the university to improve human capital:-

5.1: Short-Term Goals

5.1.1: Institutional Autonomy and Policy Development

- L.N. Mithila University, Darbhanga is actively participating in the adoption of SAMARTH. It will strive to include dashboard available on the Samarth e-Governance portal to monitor important indicators related to equality and representation.
- To make these efforts more impactful, the university is working on improving data tracking systems to better support its commitment to diversity and inclusion.

- The university is also moving towards automating the application screening process to ensure faster and fairer shortlisting, based solely on required qualifications and skills.

5.1.2: Engage Faculty and Stakeholders

- Time to time upgrade the research related policy and guidelines
- Update SoP to collect and analyse insights into the progress of research in the university.

5.1.3: Admissions and examinations

- Upgrade the current admission portal to offer transparent and timely information regarding each applicant's status throughout the admission process.
- Ensure the portal clearly displays selection criteria and real-time updates on seat availability to help applicants make informed decisions.

5.1.4: Flexibility in Implementation

- Framework to collaborate with Kameshwar Singh Darbhanga Sanskrit University (KSDSU), and Mithila Sanskrit Sodh Sansthan, Darbhanga to guide curriculum development and conduct teaching.
- IQAC of the university will devise an effective mechanism to operationalise self-evaluation exercises as a regular institutional practice.
- Identify the specific training needs of teachers, such as digital tools, online pedagogy, assessment methods, or content creation.

5.1.5: Regular Review and Feedback

- Enhance the existing structured rotation system to ensure faculty members regularly take on different roles within university committees.
- Promote fair participation and fresh perspectives by rotating committee responsibilities among faculty on a periodic basis.

5.1.6: Compliance Teams and Committees

- Promoting gender sensitisation and awareness through mandates bodies

5.1.7: Training and Awareness

- Conduct regular workshops focused on improving modern teaching techniques and classroom engagement.

- Organize training sessions aimed at strengthening research skills and academic writing.
- Offer programs to boost digital literacy and the effective use of educational technologies.
- Motivate faculty to participate in external professional development opportunities and extend necessary institutional support to facilitate their growth.

5.1.8: Continuous Improvement

- Launch a digital wellness platform for addressing issues related to work-life balance, mental health and stress management.

5.1.9: Transparency in Decision-Making

- All decisions undertaken by different committees will be displayed on the university website.
- Participation of all stakeholders in key decision making bodies.

5.2: Medium-Term Goals

5.2.1: Institutional Autonomy and Policy Development

- Periodically review policies drafted by the university.
- Adopt policies to improve the institutions teaching- learning environment.

5.2.2: Engage Faculty and Stakeholders

- Promote inter-departmental coordination among faculty members.
- Promote collaboration in inter-disciplinary research.

5.2.3: Teaching and Learning

- Create multimedia resources, including video tutorials, presentations, and handouts. Provide access to tools and software that teachers will use in their online teaching.
- Conduct live, interactive sessions to demonstrate tools and techniques.

5.2.4: Flexibility in Implementation

- Adopt de-centralised mechanism of decision-making process.
- Promote participation of all stakeholders in key decision-making body relating to teaching-learning improvement.

5.2.5: Regular Review and Feedback

- Regularly assess and improve the grievance redressal mechanism based on faculty and non-teaching staff feedback.

5.3: Long-Term Goals

- Establish formal peer support networks within the institution to encourage collaboration and mutual assistance among staff.
- Appoint dedicated coordinators to oversee and strengthen these peer support systems.
- Create leadership development programs aimed at equipping non-teaching staff with skills for supervisory roles.
- Offer management training to empower non-teaching employees for administrative responsibilities.
- Promote faculty exchange initiatives in partnership with national universities to facilitate academic collaboration and learning.
- Encourage participation in international faculty exchange programs to provide global exposure and broaden research perspectives.

6. Networking and Collaborations

6.1: Short-Term Goals

6.1.1. Effective networking with industry

- Strengthen industry–university linkages to align academic outputs with real-world industry needs.
- Plan the establishment of an Incubation Centre that will serve as a bridge between academic research and industrial application.
- Form a High-Powered Committee in association with the Bihar Chamber of Commerce and Industries (BCCI) and Mithilanchal Chambers of Commerce & Industry Foundation (MICCI) to strategize the establishment of a Technology Development Centre within the university campus.

6.1.2: Teaching learning through networking

- Promote interdisciplinary research by integrating the expertise of diverse disciplines such as engineering, social sciences, humanities, and natural sciences.
- Collaborate with regional academic institutions such as Kameshwar Singh Darbhanga Sanskrit University (KSDSU) and Mithila Sanskrit Shodh Sansthan to promote heritage studies and cultural research.

6.1.3: Social networking

- A high-power committee to be constituted in collaboration with the local chapter of the Bihar Chamber of Commerce and Industries (BCCI), and the Mithilanchal Chambers of Commerce & Industry Foundation (MICCI) to prepare a strategy to set up a technology development centre in the university campus area.
- Collaborations on systematic approach to provide online training for university teachers to ensure effective skill development, engagement, and successful implementation of digital teaching methodologies.
- Launch online training collaborations to equip university faculty with modern digital teaching methodologies through a structured skill development program.

6.1.4: Alumni networking

- Establish a Student-Alumni Relationship Cell (SARC) at the university level to foster engagement and knowledge exchange.

- Draft and adopt a comprehensive guideline for establishing and operating the OIA.
- Set up a structured and well-resourced Office of International Affairs (OIA) to coordinate global collaborations and academic mobility.
- Initiate national and international academic collaborations to broaden exposure and enhance institutional reputation.

6.2: Medium-Term Goals

6.2.1. Effective networking with industry

- Mobilise industries to provide access to advanced tools, technologies, and data, in return to university's intellectual capital offering.
- MOUs will be signed with industries to collaborate on research projects that address real-world challenges
- Develop virtual exchange programs that would allow students and faculty to collaborate without physical mobility.
- MOUs will be accordingly signed to partner with industry leaders and certification bodies to promote certificate courses.
- Collaborations with industries on apprenticeship programmes among students.

6.2.2: Teaching learning through networking

- Encourage industries to share access to advanced tools, technology, and datasets in exchange for the university's research and intellectual capital.
- Launch virtual academic exchange programs to enable collaborative learning and research without physical mobility.
- Facilitate resource sharing among partner institutions, including access to academic journals, databases, and teaching materials.

6.2.3: Social networking

- Sign Memoranda of Understanding (MoUs) with industries for collaborative research focused on solving real-world problems.
- Signing MOUs for mentorship, funding, and curriculum design.

6.2.4: Alumni networking

- Strengthen alumni engagement through interactive events, digital outreach campaigns, and robust database management.

- Develop a dedicated alumni engagement software to streamline communication and feedback.
- Create structured mentorship platforms involving alumni, industry experts, and faculty to guide students and young entrepreneurs.
- Gather regular feedback from alumni to drive continuous institutional improvement

6.3: Long-Term Goals

6.3.1. Effective networking with industry

- University-based incubation centre will be set up to nurture startups and to provide mentorship, funding, and resources to student and alumni entrepreneurs.
- Joint research, faculty exchange, and dual degree programs.
- Engaging with other universities and institutions for online training for university teachers to ensure effective skill development, engagement, and successful implementation of digital teaching methodologies.

6.3.2: Teaching learning through networking

- Courses &/or workshops on entrepreneurship development with industry experts as guest lecturers will be made a part of our curriculum.
- Identify key areas of collaboration (e.g., sustainable development, nontechnology, space technology, Indian Knowledge System etc) and form research clusters involving multiple institutions.

6.3.3: Social networking

- Partnerships with international universities, research institutions, and organizations.
- Sign Memoranda of Understanding (MoUs) for student/faculty exchanges, joint research, and dual degree programs.
- Collaborate with industry to provide smooth implementations of apprenticeship.
- Collaborations with industry for research

7. Physical Infrastructure

7.1: Short-Term Goals

7.1.1: Development of Integrated Infrastructure

- Establishment of Incubation Centre
- Development of Directorate of Sports and Physical Education
- Augmentation of Laboratories in the Faculty of Sciences and Social Sciences
- Development of a Behavioural Lab in the faculty of Social Science
- Development of a Business Lab in the faculty of Commerce
- Construction of staff quarters
- Expansion of student hostels
- Renovation, maintenance, wi-fi accessibility, Smart Classrooms and Expanding IT Infrastructure.
- Bus facility for Students and Teachers Accommodation in campus.
- Construction of Cafeteria
- Girl's Common Room

7.1.2: Sustainable infrastructure

- Adoption of energy conservation technology such as solar and wind energy.
- Strengthen the green campus initiatives.
- Water conservation.
- Effective waste management.

7.1.3: Inclusivity in infrastructure development

- Hostel for Girl Students.
- University e-vehicle service for women faculty and girl students.
- Infrastructure for differentially abled.
- Baby day care centre for staff's babies.
- Washroom for LSGBT++ community.

7.2: Medium-Term Goals

7.2.1: Development of Integrated Infrastructure

- Development of a master plan for integrated infrastructure.
- Integrated digital infrastructure.
- A New Social Science Block with 60 Classrooms.
- Plan to Establish Central Instrumentation Centre (CIC)
- Establish Malvia Mission Teacher's Training Centre

7.2.2: Sustainable infrastructure

- Master Plan for Green Campus
- Develop recycle economy through effective waste management.
- Adopting paperless communication methods
- Rainwater harvesting and conservation.
- Children park

7.3: Long-Term Goals

7.3.1: Development of Integrated Infrastructure

- Renovation of Quarters
- Modular Office and Departments
- Renovation of Roads in Narguana Campus
- Swimming pool, Jogging track, Lawn tennis court.
- Open air theatre and New Jubilee Hall.

7.3.2: Sustainable infrastructure

- Anticipating the use of solar battery-operated vehicles on campus
- Green campus: Multi-level parking

7.3.4: Inclusivity in infrastructure development

- The University shall introduce the concept of shopping complex developed by student owned start-ups.

8. Digital Infrastructure

In alignment with the Digital India initiative, the University has introduced the following additional digital advancements:

- The University has adopted the SAMARTH portal efficiently.
- The University has upgraded bandwidth and internet connections where critically low and ensure stable campus-wide Wi-Fi in main academic and administrative buildings.
- Digital Library and E-Resources Access System: The University has developed a centralised digital system that provides students and faculty seamless remote access to academic journals, ebooks, research databases, and multimedia resources.
- Implemented the standardized official email systems for staff.
- The University has set up an ICT helpdesk for immediate tech support.
- The University has assigned ICT coordinators.
- The University has audio-visual labs for MOOC's lectures.
- The University has high computational lab facility.
- The University has integrated the isolated online services such as Central Placement Cell (CPC), Endowment Fund, Alumni Meet.
- Career Advancement Scheme (CAS)-based promotions with the core framework.
- Integrated with Digi-locker for seamless document verification and fraud detection.

8.1: Short-Term Goals

8.1.1: Development of ICT

- Improving Online Infrastructure and Increasing Internet Connectivity
- To set up technology development centres for skill-based courses with the help of industries and Micro, Small & Medium Enterprises (MSMEs) of Bihar to foster innovation
- A user-friendly interface with easy navigation and an integrated mobile app will be developed using Alumni Management Software.
- Enforce robust cybersecurity policies to safeguard all users and stakeholders.
- Implement a Cyber Crisis Management Plan (CCMP) to ensure preparedness and response to digital threats

- Identify existing gaps and consolidate public-facing information through a centralized website or portal.

8.1.2: Digital transformations

- Deploy an AI-powered chatbot to support users in accessing a variety of online services.
- Adopting SAMARTH at university level
- Adopt SAMARTH for course management, assignments, and assessments
- Adaptation of tools like SWAYAM, SWAYAM Plus, Google Classroom, Zoom, and Microsoft Teams for online and hybrid learning.
- Integrate the SAMARTH platform for managing courses, assignments, and assessments efficiently.
- Utilize digital tools such as SWAYAM, SWAYAM Plus, Google Classroom, Zoom, and Microsoft Teams to facilitate online and blended learning environments.
- Promote the creation of e-learning content using Learning Management Systems (LMS).
- A Student-Alumni Relationship Cell (SARC) will be constituted at the university level
- The University shall strengthen the existing recording and broadcast facilities (Audio-visual Lab) to record dialogues and lectures.

8.1.3: Increasing digital presence in teaching-learning

- E-Content development through Learning Management Systems (LMS)
- Development of Smart Classrooms and Computer Labs.
- Developing wide Wi-Fi facility to ensure that students, faculty, and offices have uninterrupted access to online resources, communication tools, and cloud-based platforms.
- Establish smart classrooms and modern computer laboratories to enhance digital learning infrastructure.
- A centralised notification system shall be used to ensure minimal use of papers for day-to-day and official communication and policy shall be design for using the core platform to bring the paperless office into practice.

8.2: Medium-Term Goals

8.2.1: Development of ICT

- Implement a unified, centrally managed digital identity system to regulate physical access to libraries, laboratories, and other restricted areas, ensuring efficient use of institutional resources.
- Regularly conduct cybersecurity awareness sessions, including workshops and meetings, to educate all stakeholders on best practices and risks.
- Continuously upgrade the cybersecurity framework in alignment with the latest recommendations and protocols from CERT-In.
- Provide access to tools and software that teachers will use in their online teaching.

8.2.2: Digital transformations

- Establish a centralized communication platform to streamline internal communications across the University.
- Extension of the adoption of Samarth at college level
- Launch an online internal assessment platform to digitize and automate various forms of academic evaluations.
- Integrate digital accessibility tools to enhance inclusive teaching and learning experiences for all users.

8.2.3: Increasing digital presence in teaching-learning

- Development of Learning Management Systems (LMS) at university level and college levels.
- Online assessment and evaluation techniques. Strategies for student engagement.
- Develop Training Materials: Create multimedia resources, including video tutorials, presentations, and handouts.
- Introduce an online Open Journal System (OJS) to support academic publishing for all departments and affiliated colleges.

8.3: Long-Term Goals

8.3.1: Development of ICT

- Development of Smart Class rooms in all the departments
- Develop an independent analytics platform powered by AI to track and forecast student enrollment and academic progress.

8.3.2: Digital transformations

- Using already developed Audio-Video lab for MOOCs courses
- Select a reliable technology partner capable of addressing the University's expanding and varied digital infrastructure needs.
- Transform the current learning platform into a dynamic, all-encompassing educational ecosystem, offering global learners access to diverse, high-quality content along with opportunities for certification.
- The computer centre should provide high-end supercomputing infrastructure and software support required for the research and development activities of the University.

8.3.3: Increasing digital presence in teaching-learning

- The Samarth Portal will be integrated in a phased manner with proper customizations with all the existing systems
- Integration of ERP with SAMARTH Portal
- Establish a centralized digital knowledge repository for the University and synchronize it with all official University social media channels to enhance visibility and outreach

Implementation Schedule

Activities/Enablers	Short Term		Medium Term			Long Term			
	2026-27	2027-28	2028-29	2029-30	2030-2031	2031-32	2032-33	2033-34	2034-35
Governance									
Academic									
Research, Intellectual Property, and Supportive									
Human Resource Management									
Networking and Collaborations									
Physical Infrastructure									
Digital Infrastructure									