UNIVERSITY OF ENGINEERING & MANAGEMENT JAIPUR

INSTITUTIONAL DEVELOPMENT PLAN

Strategic Roadmap 2026–2041

Prepared with reference to the UGC Guidelines for Institutional Development Plans for Higher Education Institutions (HEIs)

WORKING DRAFT FOR CONSULTATION, VALIDATION AND APPROVAL

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Document Control

Item	Details
Institution	University of Engineering & Management (UEM), Jaipur
Document	Institutional Development Plan (IDP)
Planning horizon	15-year strategic horizon: 2026–2041
Operational cycle	Annual activity and capacity-building plans, with quarterly monitoring
Guideline basis	UGC Guidelines for Institutional Development Plans for Higher Education Institutions (HEIs), supplied as IDP-Guidelines.pdf
Status	Institution-specific working draft; requires consultation, baseline validation, budget approval and adoption by competent authorities
Plan owner	University leadership / IDP Steering Committee
Review cycle	Quarterly implementation review; annual plan refresh; comprehensive review every three years

Important note on evidence and targets

This plan is structured around the UGC guideline's institutional mission, strategic formulation, operationalisation, and nine interdependent enabler parameters. Institution-specific context has been drawn from information available for UEM Jaipur in the current working context. Where audited baselines, sanctioned budgets, current enrolment figures, staffing ratios, infrastructure inventories or approved institutional targets were not available, the plan uses proposed targets or marks the baseline for validation. Proposed targets are planning recommendations—not claims of existing performance or commitments already approved by the University.

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1. Executive Summary

The Institutional Development Plan (IDP) of the University of Engineering & Management (UEM), Jaipur sets out a coordinated, measurable and reviewable pathway for institutional development over 2026–2041. It translates the UGC's IDP framework into a context-sensitive plan for a multidisciplinary private university with activity across engineering, management, computer applications, physiotherapy and associated research, innovation and professional-development areas.

The plan aims to strengthen educational quality, student success, employability, research translation, responsible innovation, institutional governance, financial resilience, inclusion, sustainability, digital capability and national/international engagement. It treats academic, research, people, physical and digital development as connected priorities rather than isolated projects.

UEM Jaipur's known institutional assets include research and innovation activity; patent and intellectual-property outputs; specialist laboratories and facilities in areas such as AI/ML, deep learning and computer vision, cybersecurity, cloud computing, data science, 6G and central R&D; engagement with technology and industry partners; sustainability-oriented work through the Sustainable Innovations for Clean Future (SICF) centre; and institutional participation in ranking, quality and internationalisation processes. These assets should be converted into measurable learning, research, societal and financial outcomes through a coherent portfolio and evidence system.

The UGC guidelines call for a long-term vision, stakeholder participation, SWOC analysis, time-bound indicators, assigned responsibilities, annual capacity-building plans, resource allocation, digital monitoring, periodic review and course correction. Accordingly, this plan proposes three phases: (i) foundation and systems consolidation, 2026–2028; (ii) scale and integration, 2029–2033; and (iii) leadership and global impact, 2034–2041.

Strategic commitments proposed for adoption

- Place student learning, wellbeing, inclusion, retention, graduation and employability at the centre of institutional decisions.
- Strengthen curriculum flexibility, multidisciplinary learning, skills integration, experiential learning and outcome-based education, consistent with applicable regulatory requirements and NEP 2020/NCrF/ABC/NHEQF frameworks where applicable.
- Build a focused, externally funded and ethically governed research portfolio that connects AI, IoT, data analytics, healthcare, sustainable technologies and other institutionally approved strengths to real problems.
- Move intellectual property from filing to protection, licensing, deployment, start-up formation and demonstrable public or industrial value.
- Professionalise governance, quality assurance, data management, risk control, financial planning and evidence-based decision-making.
- Develop faculty and staff through competency-based recruitment, induction, continuous professional development, research mentoring and transparent performance support.
- Expand strategic partnerships with industry, research institutions, alumni, communities and international partners, with clear outcomes and active management of MoUs.
- Improve accessible, safe, resilient, resource-efficient physical infrastructure and secure, integrated digital systems.
- Use a university-wide KPI dashboard and annual IDP scorecard to drive accountability and continuous improvement.

2. Institutional Context and Strategic Positioning

2.1 Institutional profile

UEM Jaipur is a state private university established in 2012 and part of the IEM-UEM Group. The University's academic portfolio includes engineering, management, computer applications and physiotherapy. Institutional information available for planning identifies NAAC accreditation, AICTE approval, ISO certification, and memberships/associations including the Association of Indian Universities, Association of Commonwealth Universities (UK) and International Association of

Universities (France). All status statements and their current validity should be checked against official records before the final IDP is approved or published.

2.2 Institutional assets to leverage

Asset / capability	Development opportunity under the IDP
Research and intellectual property activity	Create a full pipeline from problem identification and research funding to quality outputs, IP protection, licensing and societal/industrial use.
AI, ML, deep learning, computer vision, cybersecurity, cloud and data-science facilities	Integrate facilities into curriculum, interdisciplinary projects, certifications, sponsored research and industry problem-solving.
6G laboratory, Central R&D Facility and Innovation Lab	Develop shared-access protocols, utilisation dashboards, interdisciplinary project calls and external-user/industry engagement where feasible.
SICF and clean-technology activity, including algae-based air-quality work and biochar-related research	Build an applied sustainability portfolio linked to SDGs, community needs, measurement protocols and demonstrable impact.
Industry/technology ecosystem relationships	Convert partnerships into internships, apprenticeships, curriculum co-design, sponsored projects, guest teaching, placements and technology transfer.
Institutional ranking and quality-assurance participation	Maintain an evidence calendar, data owners, validation controls and an improvement loop that links rankings/accreditation evidence to actual institutional development.
International and research-institution engagement, including collaboration activity with CSIR-IHBT Palampur	Develop a managed collaboration portfolio with joint projects, mobility, co-publications, training and clearly recorded outcomes.

2.3 Planning assumptions and baseline validation

The first 100 days should establish a verified baseline covering student enrolment by programme and cohort; retention, progression and graduation; placement and higher-study outcomes; faculty qualifications, vacancies and workload; student–teacher ratios; research funding and outputs; patents and IP status; lab utilisation; partnerships and their outcomes; student support; accessibility; energy, water and waste; digital systems; finances; and regulatory/quality-assurance obligations. Baselines should be disaggregated, where lawful and appropriate, by programme, gender, socioeconomic or other relevant inclusion categories, and student support needs.

3. Vision, Mission and Guiding Values

3.1 Proposed vision

To emerge as a trusted, inclusive and globally connected university recognised for transformative learning, responsible technology, interdisciplinary research, entrepreneurship and measurable contributions to society and sustainable development.

3.2 Proposed mission

- Deliver high-quality, learner-centred and professionally relevant education that combines disciplinary depth with multidisciplinary understanding, practical skills, ethics and lifelong learning.
- Develop graduates who are employable, entrepreneurial, adaptable, digitally capable and socially responsible.
- Create and apply knowledge through ethical research, innovation, intellectual property, start-ups and collaborations with industry, government, academia and communities.
- Promote equitable access, inclusion, wellbeing, gender equity, accessibility and a respectful campus culture.
- Build transparent, accountable and financially sustainable governance supported by capable people, effective infrastructure and secure digital systems.
- Contribute to national priorities and the Sustainable Development Goals through education, research, outreach and responsible institutional operations.

3.3 Guiding values

Academic integrity; student-first service; inclusion and fairness; transparency and accountability; evidence-led decisions; research ethics; innovation with responsibility; environmental stewardship; collaboration; respect for diversity; continuous improvement.

4. UGC Alignment and IDP Design Principles

The supplied UGC guidelines emphasise a clear institutional vision, social and academic mission, stakeholder consultation, capacity and gap assessment, annual activity/capacity-building plans, time-bound indicators, implementation responsibilities and periodic review. They recommend strategic formulation through SWOC and stakeholder analysis, alignment across academic programmes, pedagogy, research, community/industry engagement and student/faculty support, and continuous evaluation.

UGC guideline element	UEM Jaipur application in this plan
Long-term vision (15-year span)	2026–2041 strategic horizon with phased milestones.
Social and academic mission	Equity, accessible quality education, societal research, skills, employability, wellbeing and sustainability.
Strategic goals and development objectives	Nine strategic goals supported by initiative portfolios, accountable owners and KPIs.
Nine enabler parameters	Governance; financial; academic; research/IP; networking/collaboration; HR; supportive/facilitative; physical; digital.
Operationalisation	IDP Steering Committee, named institutional owners, annual plans, dashboard, budget linkage and quarterly reviews.
Stakeholder participation	Consultation with students, faculty, staff, alumni, employers, research partners, community representatives and governing bodies.
Continuous review	Quarterly monitoring, annual refresh and three-year strategic review.

5. Strategic Diagnosis: SWOC and Stakeholder Needs

The following is a preliminary planning diagnosis based on known institutional context. It is not a substitute for a formally facilitated SWOC exercise. The IDP Steering Committee should validate it with evidence and stakeholder consultation during the first 100 days.

Strengths (internal)	Weaknesses / gaps to test (internal)
Multidisciplinary programme base and established university identity.	Need for a single, validated institutional KPI baseline and consistent definitions across departments.
Research facilities and recognised activity in patents/IP and innovation.	Potential gap between IP volume and licensing, adoption, revenue or societal impact; assess conversion rates.
AI, data, cybersecurity, cloud, 6G and sustainability-related capabilities.	Need to assess lab utilisation, maintenance, technical staffing, shared access and outcome measurement.
Existing industry, technology, research and international engagement.	Need to measure MoU activity by outcomes rather than count alone.
Quality, ranking and institutional data-submission experience.	Need to ensure rankings/data activity is integrated with quality improvement, not treated as a standalone exercise.

Opportunities (external)	Challenges / threats (external)
Demand for AI-enabled skills, interdisciplinary and experiential learning.	Rapid technology change and competition for skilled faculty and students.
Sponsored research, CSR, government schemes, consultancy and industry problem statements.	Competitive grant cycles, funding uncertainty and long lead times for research translation.
International partnerships, joint programmes, mobility and collaborative research.	Regulatory changes, international mobility constraints and partnership execution risk.
Sustainability, climate resilience, circular economy and regional development needs.	Rising energy, infrastructure, cybersecurity and compliance costs.
Alumni mentorship, fundraising, start-ups and lifelong learning.	Placement-market volatility, student affordability concerns and changing employer expectations.

5.1 Stakeholder needs to assess

- Students: accessible teaching, timely academic support, wellbeing services, transparent assessment, safe campus, internships, placements, skills and grievance resolution.
- Faculty and researchers: fair workload, research time, funding support, laboratories, mentoring, career development and transparent recognition.
- Professional and administrative staff: role clarity, digital tools, training, service standards and career pathways.
- Employers and industry: graduates with current technical and professional skills, project-ready talent, applied research and responsive collaboration.
- Alumni: meaningful engagement, mentoring opportunities, networking, recognition and clear routes to contribute.
- Community and public stakeholders: locally relevant research, outreach, inclusion, environmental responsibility and transparent impact reporting.
- Regulators, accreditors and ranking bodies: accurate, auditable, timely and consistently defined data and compliance evidence.

6. Strategic Goals and 15-Year Outcomes

Goal	Strategic outcome by 2041	Initial focus (2026–2028)
G1. Governance, quality and accountability	A transparent, evidence-led and responsive institution with effective oversight and quality assurance.	Approve IDP governance, baseline, policy register, risk register and KPI dashboard.
G2. Academic excellence and student success	Flexible, learner-centred and multidisciplinary programmes with stronger progression, completion and learning outcomes.	Curriculum mapping, outcome assessment, student advising and programme review.
G3. Skills, employability and entrepreneurship	Graduates with demonstrable professional, digital, communication and entrepreneurial capabilities.	Employer feedback loop, skill pathways, internship quality and career services.
G4. Research, innovation and IP translation	A focused research portfolio with improved external funding, quality, translation and impact.	Research priority themes, grant support, IP pipeline and lab-utilisation baseline.
G5. People and organisational capability	Qualified, motivated and diverse faculty/staff with continuous development and clear performance support.	Workforce plan, induction, faculty development and succession/retention actions.
G6. Partnerships and internationalisation	Outcome-based partnerships with industry, academia, alumni, communities and international institutions.	Audit MoUs, appoint relationship owners and set measurable outputs per partnership.
G7. Inclusion, wellbeing and community impact	A safe, accessible and supportive environment with equitable participation and measurable outreach.	Accessibility audit, support-service review, inclusion data and community engagement plan.
G8. Sustainable physical campus	Safe, accessible, resilient and resource-efficient campus infrastructure.	Energy/water/waste baseline, maintenance plan, safety and accessibility audits.
G9. Digital transformation and data stewardship	Secure, integrated digital services and reliable data for learning, administration and decision-making.	Digital architecture and cybersecurity review; data dictionary and dashboard.

7. Development Plan across the Nine Enabler Parameters

Each enabler below includes a strategic objective, priority actions, indicative ownership, proposed indicators and a phased horizon. All activities remain subject to applicable law, regulatory requirements, institutional policies, feasibility assessment and approval by the competent authority.

7.1 Governance enablers

Strategic objective: Establish coherent, transparent and accountable decision-making while protecting academic integrity and institutional autonomy.

Priority actions

- **Governance architecture:** Map all statutory and institutional bodies, terms of reference, meeting calendars, decision rights, escalation routes and follow-up logs. Confirm alignment with applicable State Act, UGC, AICTE and other requirements.
- **IDP oversight:** Constitute an IDP Steering Committee with representation from leadership, academics, research, finance, HR, student support, IT, quality assurance and relevant stakeholder voices. Assign one accountable owner to every initiative.
- **Policy and compliance register:** Create a controlled register of policies, statutory returns, approvals, accreditation/ranking submissions, deadlines, evidence owners and review dates.
- **Quality assurance:** Link IQAC/quality processes, programme review, student feedback, academic audits, research integrity, grievance data and corrective actions to the IDP dashboard.
- **Decision transparency:** Publish approved policy summaries, service standards, annual IDP progress and key institutional outcomes, subject to confidentiality and privacy requirements.
- **Risk management:** Maintain a risk register covering academic, financial, regulatory, cyber, research ethics, infrastructure, reputation and business continuity risks.

Core indicators

- Percentage of IDP actions with named owners and approved milestones
- Quarterly review completion rate
- On-time statutory and institutional submissions
- Percentage of audit/quality actions closed by due date
- Stakeholder satisfaction with administrative services

Indicative accountable units: Vice-Chancellor/competent authority; Registrar; IQAC; Finance; heads of units

Phasing: 0–100 days: governance and policy mapping. 2026–28: dashboard and review routines. 2029–33: process integration. 2034–41: mature evidence-led governance.

7.2 Financial enablers and funding models

Strategic objective: Strengthen financial sustainability, prudent resource allocation, transparent accounting and diversified resource mobilisation.

Priority actions

- **Multi-year financial plan:** Prepare a rolling 5-year financial outlook aligned to strategic priorities, enrolment scenarios, staffing, maintenance, research and capital needs.
- **IDP-linked budgeting:** Require each initiative to include capital and recurring cost, funding source, procurement plan, responsible cost centre, expected outcome and post-project operating cost.
- **Diversified income:** Develop an opportunity pipeline for sponsored research, consultancy, continuing education, executive development, testing/services where appropriate, CSR, grants, alumni philanthropy, endowments and IP licensing.
- **Research finance:** Provide grant identification, proposal budgeting, costing, contracts, project accounting, overhead recovery, utilisation tracking and timely closure support.
- **Efficiency and controls:** Strengthen procurement planning, internal controls, financial delegation, budget variance reporting, audit follow-up and value-for-money reviews.
- **Scholarship and affordability:** Review financial-aid coverage, eligibility, timeliness and student support needs while ensuring transparent criteria.

Core indicators

- Annual IDP initiatives with approved budgets
- Share of research/consultancy proposals submitted and funded

- External research/consultancy income (baseline to be established)
- Budget variance and audit observation closure
- Financial-aid disbursement timeliness
- Revenue concentration by source

Indicative accountable units: Finance/Accounts; Registrar; Research Office; Deans; Corporate Relations; Alumni Office

Phasing: 2026–28: baseline, costing and pipeline. 2029–33: grow successful streams. 2034–41: diversified, resilient funding aligned with mission.

7.3 Academic enablers

Strategic objective: Deliver relevant, flexible, student-centred learning with strong outcomes, skills, interdisciplinary opportunities and continuous curriculum renewal.

Priority actions

- **Curriculum and outcomes:** Map programme outcomes, course outcomes, assessment methods and evidence of attainment; use findings to improve teaching and curriculum.
- **Curriculum renewal:** Establish annual programme review with employer, alumni, student and external academic input. Track emerging domains and remove outdated content where appropriate.
- **NEP/NCrF/ABC/NHEQF alignment:** Review applicable frameworks and implement credit flexibility, multiple entry/exit, multidisciplinary options, skill/vocational integration and ABC processes only in line with approved regulations and institutional readiness.
- **Experiential learning:** Expand projects, internships, apprenticeships, capstones, field-based learning, simulations, case studies, hackathons and community problem-solving.
- **Digital/blended learning:** Develop quality digital learning resources, accessible course materials, LMS-supported teaching, formative assessment and faculty capability in digital pedagogy.
- **Student success:** Establish early-alert mechanisms for attendance/assessment concerns, academic advising, tutoring, bridge courses, peer mentoring and structured remediation.
- **Employability and career readiness:** Integrate communication, teamwork, problem-solving, professional ethics, digital fluency and career preparation into programme-level learning.
- **Wellbeing and student voice:** Use structured student feedback and support-service data to improve the learning environment and student experience.

Core indicators

- Programme-level outcome attainment (baseline and targets by programme)
- First-year retention and cohort progression
- Graduation/completion rate
- Internship/apprenticeship participation and quality
- Employer satisfaction and placement/higher-study outcomes
- Courses using active/blended learning with quality review
- Curriculum review completion rate

Indicative accountable units: Deans; Heads of Departments; Academic Council/competent academic bodies; IQAC; Training & Placement; Student Affairs; IT

Phasing: 2026–28: programme mapping and student support. 2029–33: flexible, skills-integrated curriculum. 2034–41: recognised learning innovation and strong graduate outcomes.

7.4 Research, intellectual property and supportive enablers

Strategic objective: Build a focused, ethical and collaborative research ecosystem that converts knowledge into high-quality outputs, protected IP and useful applications.

Priority actions

- **Research portfolio:** Approve a focused portfolio based on institutional strengths and feasibility, including potential themes in AI/ML, data analytics, IoT, healthcare technologies, cybersecurity, advanced communications, sustainable technologies and other validated areas.
- **Research management:** Establish a clear research governance pathway for proposal review, ethics, contracts, procurement, project monitoring, data management, publication quality and project closure.
- **External funding:** Maintain a grant calendar, proposal-development support, internal peer review, budget assistance and a database of funders, submissions, awards and outcomes.
- **IP lifecycle:** Use an IP disclosure and review process; assess novelty, ownership, protection route, market/social value and cost before filing; maintain a portfolio dashboard from disclosure through grant, licensing, deployment or closure.
- **Translation and entrepreneurship:** Create pathways for proof-of-concept, prototypes, pilot testing, industry validation, technology transfer, start-up mentoring and licensing. Establish conflict-of-interest and revenue-sharing rules as approved.
- **Research quality and integrity:** Train researchers on research ethics, plagiarism, authorship, reproducibility, data protection, responsible AI, laboratory safety and publication integrity.
- **Shared facilities:** Publish facility capabilities, access rules, booking processes, utilisation and maintenance schedules; encourage interdisciplinary use and external collaboration where feasible.
- **Impact reporting:** Record not only publication/patent counts but also grants, citations where appropriate, prototypes, technology adoption, start-ups, licensing, community benefit and policy/industry use.

Core indicators

- External research funding and consultancy value
- Quality-reviewed proposals and success rate
- Research outputs by quality and relevance
- IP disclosures, filings, grants and licensing/deployment conversion
- Number of prototypes/pilots adopted or tested by external partners
- Start-ups supported and survival/traction indicators
- Research ethics and project closure compliance
- Shared-lab utilisation and downtime

Indicative accountable units: Associate Dean/Dean Research; Research Office; IP/Innovation Cell; Department Heads; Finance; Industry Liaison

Phasing: 2026–28: portfolio, systems and IP audit. 2029–33: scale sponsored projects and translation. 2034–41: sustained interdisciplinary research and demonstrable impact.

7.5 Human resource management enablers

Strategic objective: Recruit, develop, support and retain capable, diverse faculty and staff aligned with institutional strategy and regulatory requirements.

Priority actions

- **Workforce planning:** Prepare annual department-wise staffing plans based on programme needs, approved intake, student–teacher requirements, research priorities, succession and budget.
- **Fair recruitment and onboarding:** Use transparent role profiles, competency-based selection, required qualifications and documented processes; provide structured induction for academic, research and administrative staff.
- **Faculty development:** Maintain annual development plans covering pedagogy, assessment, NEP/NCrF/ABC/NHEQF as applicable, research methods, grant writing, AI/digital tools, industry exposure and leadership.
- **Performance and recognition:** Use clear, role-appropriate performance conversations that recognise teaching quality, student mentoring, research, service, innovation, community engagement and professional development.
- **Retention and wellbeing:** Review workload, work environment, mentoring, grievance resolution, career pathways and retention trends; use exit feedback to inform improvement.

- **Diversity and inclusion:** Promote fair and inclusive recruitment, accessible workplaces, respectful conduct and equal opportunity in accordance with applicable law and policy.
- **Administrative capability:** Train staff in digital systems, records management, student service, data quality, procurement, compliance and project management.

Core indicators

- Faculty/staff vacancies and time-to-fill
- Annual professional development participation and effectiveness
- Faculty/staff retention and engagement
- New employee induction completion
- Workload and student–teacher indicators
- Performance review completion and development actions
- Training impact and service-quality measures

Indicative accountable units: HR; Vice-Chancellor/Registrar; Deans; Heads of Departments; IQAC

Phasing: 2026–28: workforce and capability baseline. 2029–33: career and mentoring systems. 2034–41: strong leadership pipeline and continuous learning culture.

7.6 Networking and collaboration enablers

Strategic objective: Build purposeful partnerships that deliver measurable educational, research, mobility, employability and societal outcomes.

Priority actions

- **Partnership portfolio:** Classify MoUs by strategic fit, active status, relationship owner, deliverables, duration, risks and outcomes; renew or close inactive arrangements.
- **Industry integration:** Create annual employer advisory meetings, live problem statements, internships, apprenticeships, guest teaching, joint curriculum review, sponsored labs and applied projects.
- **Research collaborations:** Develop joint proposals, shared facilities, co-supervision, co-publications, joint events and mobility with universities and research institutions.
- **Internationalisation:** Prioritise feasible student/faculty exchanges, visiting scholars, joint research, collaborative courses, international virtual learning and equivalence/credit arrangements consistent with regulation.
- **Alumni engagement:** Build verified alumni records, sector/domain networks, mentoring, career talks, fundraising, internships, guest lectures and annual engagement reporting.
- **Community partnerships:** Co-design research and outreach with schools, local communities, public bodies, NGOs and relevant civil-society partners; document participation and outcomes.
- **Partnership management:** Use standard MoU templates, due diligence, data-sharing/confidentiality clauses, IP provisions, annual review and a close-out process.

Core indicators

- Active partnerships with documented annual outcomes
- Internship/apprenticeship and live-project opportunities
- Joint research proposals/projects
- Faculty/student mobility and collaborative learning
- Alumni mentoring participation and contributions
- Community engagement beneficiaries and outcome evidence

Indicative accountable units: Corporate Relations; International Relations; Research Office; Alumni Office; Deans; Student Affairs

Phasing: 2026–28: audit and partnership standards. 2029–33: expand high-performing partnerships. 2034–41: sustained national and international collaboration.

7.7 Supportive and facilitative enablers

Strategic objective: Create a safe, respectful, inclusive and supportive environment that enables students and employees to thrive.

Priority actions

- **Student support framework:** Publish a student support directory covering academic advising, counselling/wellbeing, disability support, financial aid, career services, anti-ragging, grievance and safeguarding mechanisms.
- **Accessibility and inclusion:** Conduct accessibility audits of buildings, digital content, learning materials, transport/wayfinding and student services; create time-bound remediation plans.
- **Student voice and representation:** Use student councils, course feedback, town halls, surveys and focus groups, with a formal mechanism to respond and communicate actions taken.
- **Grievance redressal:** Track complaints confidentially by category, response time, resolution, recurrence and satisfaction; comply with applicable statutory mechanisms.
- **Holistic development:** Support sports, cultural activity, volunteering, leadership, community service, clubs and professional societies; recognise participation and learning outcomes.
- **Wellbeing and safeguarding:** Provide accessible referral pathways, awareness sessions, crisis escalation protocols and confidential support, respecting privacy and professional boundaries.
- **Community and social impact:** Coordinate outreach and service-learning around locally relevant priorities, inclusion and sustainability; measure outcomes rather than counting events alone.

Core indicators

- Student support access and response time
- Grievance resolution within approved service standards
- Accessibility audit actions completed
- Student engagement and wellbeing survey trends
- Participation in sports, culture, service and clubs
- Beneficiary outcomes from outreach programmes

Indicative accountable units: Student Affairs; Dean/Associate Deans; Counselling/Wellbeing; Equal Opportunity and statutory cells; Physical Education; IQAC

Phasing: 2026–28: audit services and accessibility. 2029–33: integrated support and early intervention. 2034–41: inclusive campus culture and documented social impact.

7.8 Physical enablers and green campus

Strategic objective: Provide safe, accessible, fit-for-purpose and resource-efficient facilities that support learning, research, wellbeing and resilience.

Priority actions

- **Infrastructure master plan:** Prepare a condition and capacity audit covering classrooms, laboratories, library, hostels, sports, health/safety, accessibility, utilities, transport, maintenance and future demand.
- **Laboratory quality and safety:** Maintain equipment registers, calibration/maintenance plans, standard operating procedures, chemical/e-waste handling, emergency arrangements and user training.
- **Library and learning spaces:** Review print/e-resource access, discovery tools, study spaces, extended access needs and support for research and digital scholarship.
- **Green campus baseline:** Measure electricity, renewable energy where installed, water, wastewater, waste segregation, recycling, green cover, biodiversity and commuting patterns.
- **Resource efficiency:** Set site-specific energy and water targets after establishing baselines; assess energy audits, efficient lighting/HVAC, rainwater harvesting, wastewater reuse and responsible procurement.

- **Climate and emergency resilience:** Maintain fire and life-safety compliance, emergency response plans, drills, business continuity and climate-related risk assessment.
- **Accessibility and universal design:** Prioritise barrier-free routes, signage, accessible sanitation, emergency egress and reasonable accommodation.

Core indicators

- Critical maintenance completion and asset uptime
- Lab safety and compliance audit closure
- Energy use and water use per relevant unit
- Waste segregation/diversion rate
- Renewable energy share where applicable
- Accessibility remediation completion
- Emergency drills and corrective actions

Indicative accountable units: Estate/Facilities; Lab In-charges; Library; Safety Officer; Sustainability/SICF team; Finance; Student Affairs

Phasing: 2026–28: audit and baselines. 2029–33: priority retrofits and monitoring. 2034–41: resilient, efficient and accessible campus.

7.9 Digital enablers

Strategic objective: Develop secure, reliable and integrated digital infrastructure and data systems for learning, research, administration and institutional intelligence.

Priority actions

- **Digital architecture:** Inventory applications, databases, licences, integrations, data owners, support arrangements, redundancies and end-of-life risks.
- **Integrated student lifecycle:** Where feasible, integrate admissions, enrolment, timetable, attendance, assessment, results, advising, placements, alumni and student support records with access controls.
- **Learning technology:** Strengthen LMS usage, digital content quality, accessibility, assessment integrity, analytics and faculty training.
- **Research and knowledge systems:** Support research information management, grant tracking, repository/ORCID-type researcher identifiers where appropriate, IP records, publications and facility booking.
- **Data governance:** Create a data dictionary, standard definitions, data owner matrix, validation rules, retention schedule and controlled reporting calendar for accreditation, ranking and management reporting.
- **Cybersecurity and privacy:** Adopt role-based access, multi-factor authentication where feasible, backups, endpoint protection, incident response, vendor review, awareness training and periodic security assessment.
- **Digital service delivery:** Map high-volume student/staff services and simplify workflows, approvals, helpdesk tickets, document tracking and service-level reporting.
- **Responsible AI:** Set principles for approved AI use in learning, assessment, research and administration, including privacy, disclosure, verification, bias awareness and human oversight.

Core indicators

- Availability of critical digital services
- Cybersecurity training and incident response readiness
- Data quality errors and reporting corrections
- Digital service turnaround time
- LMS/course engagement and accessibility measures
- Backup restoration tests and vulnerability remediation
- Percentage of key reports generated from validated systems

Indicative accountable units: IT/ICT; Registrar; IQAC; Examination; Admissions; Research Office; HR; Data owners

Phasing: 2026–28: architecture and controls. 2029–33: integration and analytics. 2034–41: mature, secure and user-centred digital ecosystem.

8. Implementation Roadmap and Priority Initiatives

Phase	Period	Priority workstreams	Expected outputs
Phase I: Foundation and system consolidation	2026–2028	Baseline and SWOC validation; governance; IDP dashboard; programme outcome mapping; research/IP audit; staffing and skill needs; partnership audit; campus energy/water/accessibility audits; digital and cyber review; financial model.	Approved baselines; annual plans; clear ownership; policy and evidence registers; first KPI scorecard; funded priority action list.
Phase II: Scale and integration	2029–2033	Scale effective curriculum and student-success practices; expand competitive research funding; operationalise IP translation; deepen industry/academic partnerships; integrate student/research/finance systems; implement campus efficiency projects; strengthen international engagement.	Improved student outcomes; larger and more diverse research pipeline; measurable partnership outputs; integrated data; visible campus efficiency and inclusion improvements.
Phase III: Leadership and global impact	2034–2041	Consolidate distinctive academic/research strengths; mature technology transfer and start-up ecosystem; international collaborative learning/research; advanced digital analytics; long-term financial and climate resilience; external benchmarking and continuous renewal.	Sustained academic and research performance; recognised areas of excellence; stronger societal/industrial impact; robust institutional resilience and global engagement.

8.1 First 100-day action plan

Action	Lead	Deliverable
Constitute IDP Steering Committee and approve terms of reference	University leadership / competent authority	Committee order, membership, meeting calendar and reporting protocol
Nominate KPI owners and create a data dictionary	Registrar / IQAC / institutional data owners	KPI register, definitions, evidence sources and reporting deadlines
Run institution-wide baseline and SWOC exercise	IDP Steering Committee / IQAC	Validated baseline report and prioritised gap analysis
Audit research, grants, labs and IP pipeline	Research Office / IP Cell / Finance	Research portfolio and IP lifecycle dashboard
Audit curriculum, outcomes, retention, placements and student support	Academic leadership / IQAC / Student Affairs / Placement	Programme-wise academic and student-success improvement plans
Review staffing, development needs and critical vacancies	HR / Deans / Heads of Departments	Three-year workforce and faculty-development plan
Audit partnerships and alumni engagement	Corporate Relations / International Relations / Alumni Office	Active partnership register with owners and deliverables
Complete infrastructure, accessibility, sustainability and ICT reviews	Facilities / IT / Safety / Sustainability team	Prioritised risk and investment plans
Prepare first annual IDP activity and capacity-building plan	All initiative owners / Finance	Costed annual plan approved through institutional process

9. Key Performance Indicators and Proposed Targets

Targets below are indicative planning targets for discussion. They should be finalised only after the baseline is established, regulatory thresholds are confirmed and resource implications are assessed. Where a target is percentage-based, the denominator and cohort definition must be recorded in the KPI dictionary.

Dimension	Indicator	2026–28 proposed milestone	2029–33 proposed milestone	2034–41 proposed outcome
Governance	IDP actions with named owner, baseline, target and evidence source	100% of approved actions registered	Maintain 100% and strengthen outcome evidence	Embedded in annual institutional planning
Quality	Quarterly IDP reviews completed	At least 4 review cycles per year	Consistent closure of corrective actions	Continuous improvement embedded
Academics	Programmes with documented outcome mapping and annual review	100% of active programmes mapped; annual review calendar in place	All programmes use attainment data to document improvements	Mature programme review and external benchmarking
Student success	Retention, progression and graduation	Baseline established; programme-wise improvement plans approved	Year-on-year improvement against validated baseline	Sustained performance at institutionally approved benchmarks
Employability	Students completing internships, projects or equivalent experiential learning	Baseline and quality rubric established; annual increase plan	Expanded participation and employer feedback loop	Experiential learning embedded across programmes where appropriate
Research	External funding and consultancy	Pipeline, baseline and proposal support established	Year-on-year growth target approved after baseline	Diversified, sustainable research portfolio
IP translation	Disclosures progressing to evaluation, protection, licensing or deployment	Portfolio audit and stage-gate process operational	Increase in validated translation outcomes from baseline	Documented technology adoption, licensing and societal/industry impact
People	Annual faculty/staff development plans	Plans for all relevant units and annual participation reporting	Development linked to role and performance needs	Continuous learning and leadership succession culture
Partnerships	Active MoUs with measurable outputs	All active MoUs assigned owners and deliverables	Increase share of partnerships producing annual outcomes	Long-term partnerships with documented impact
Inclusion	Accessibility and student-support action closure	Audit and time-bound action plan completed	Annual improvement in accessibility and service measures	Inclusive design and support integrated into institutional practice
Sustainability	Energy, water, waste and green-cover baseline	Baseline and site-specific targets approved	Annual resource-efficiency improvement tracked	Long-term resource and climate resilience targets achieved progressively
Digital	Critical systems, data quality and cybersecurity	System inventory, data dictionary, backup and incident plans	Integration of priority workflows and dashboard reporting	Secure, integrated and analytics-enabled operations

9.1 KPI design rules

- Each KPI must have a definition, formula, unit, baseline year, target year, data source, owner, reporting frequency and evidence link.
- Use both leading indicators (training, proposals, interventions, maintenance) and lagging indicators (learning outcomes, placements, research translation, energy savings).
- Disaggregate student and staff outcomes where lawful, ethical and useful to identify inequity and target support.
- Do not rely on counts alone: assess quality, utilisation, completion, conversion, satisfaction and impact.
- Avoid setting institution-wide numerical targets without checking programme mix, capacity, regulatory requirements, resource needs and baseline performance.
- Maintain a record of changes to definitions and targets so that year-to-year comparisons remain meaningful.

10. Governance, Accountability and Monitoring

10.1 Proposed governance model

Role / body	Responsibilities
Competent governing authority	Approve the IDP, strategic priorities, major resource commitments and periodic revisions.
Vice-Chancellor / University leadership	Provide strategic direction, remove implementation barriers and review institutional performance.
IDP Steering Committee	Coordinate the nine enablers, resolve cross-functional dependencies, review risks and recommend course corrections.
Registrar / IDP Secretariat	Maintain the master plan, action register, meeting records, compliance calendar, KPI dashboard and progress reports.
IQAC / Quality Assurance	Align IDP with quality assurance, programme review, feedback, audits and improvement evidence.
Finance / Accounts	Validate costs, budget availability, funding sources, financial controls and budget variance.
Deans / Heads / Unit owners	Prepare unit-level plans, execute initiatives, maintain evidence and report results.
Students, faculty, staff, alumni and external partners	Provide feedback, participate in consultation and contribute to agreed initiatives.
Internal audit / designated reviewers	Review evidence quality, risk controls, data integrity and completion claims.

10.2 Review cadence

- Monthly: initiative-owner updates for high-priority or time-sensitive projects.
- Quarterly: IDP Steering Committee review of milestones, KPIs, risks, spending, dependencies and corrective actions.
- Half-yearly: leadership review of strategic outcomes, student and stakeholder feedback, research pipeline and resource constraints.
- Annually: institutional IDP report, KPI scorecard, next-year activity/capacity-building plan and budget alignment.
- Every three years: strategic review, SWOC refresh, portfolio review and recalibration of medium-term targets.
- At the end of each phase: comprehensive evaluation of outcomes, unintended effects and priorities for the next phase.

10.3 RAG status and escalation

Status	Suggested rule	Required response
Green	Milestone on track and evidence current	Continue delivery; share good practice.
Amber	Delay or performance gap that remains recoverable	Owner submits a recovery plan, revised dates and support needs.
Red	Critical delay, compliance risk, material budget issue or repeated missed target	Escalate to leadership; decide corrective action, resource reallocation or scope change.
Closed	Deliverable verified and outcome evidence recorded	Capture lessons learned and confirm maintenance/ownership after project closure.

11. Resource Mobilisation and Financial Sustainability

The IDP should be costed through a rolling financial plan rather than treated as an unfunded list of aspirations. Each initiative should be classified as (a) essential compliance/safety, (b) student learning and quality, (c) research and innovation, (d) strategic growth, or (e) enhancement. This classification can support transparent prioritisation when resources are constrained.

11.1 Resource mobilisation routes

- Institutional operating and capital budgets, aligned with approved strategic priorities.
- Competitive government and research-funding schemes, subject to eligibility and proposal quality.
- Sponsored research, contract research and consultancy with clear costing, IP, confidentiality and publication terms.
- Industry partnerships, equipment support, joint labs and challenge-based projects where strategically appropriate.
- Continuing education, executive development, short courses and professional certifications aligned with institutional capability and quality standards.
- CSR, philanthropic contributions, alumni donations and endowments with transparent governance and reporting.
- IP licensing, technology transfer and start-up-related income where feasible and consistent with approved policy.
- Efficiency savings from energy, water, procurement, maintenance, workflow redesign and digitalisation.

11.2 Investment appraisal

Major initiatives should include a business case covering strategic alignment, student/research/social benefit, total cost of ownership, staffing, procurement and implementation risks, recurring maintenance, expected funding, measurable outputs, alternatives and post-implementation review. Investment decisions should not be based solely on ranking visibility or short-term revenue.

12. Risk Register and Mitigation

Risk	Potential impact	Mitigation / control	Owner
Targets set without reliable baseline	Unrealistic commitments and misleading reporting	Baseline validation, data dictionary, target approval and annual recalibration	IDP Secretariat / IQAC
Fragmented ownership across units	Delays and inconsistent execution	Named accountable owner, RACI matrix, milestone register and escalation	IDP Steering Committee
Funding shortfall or revenue concentration	Initiatives delayed; operating costs unsustainable	Phased investment, diversified funding pipeline, scenario planning and cost-benefit review	Finance / leadership
Faculty recruitment/retention challenges	Teaching, research and student-support capacity gaps	Workforce planning, development, mentoring, workload review and succession planning	HR / Deans
Weak conversion of IP to use	High activity counts but limited impact	Stage-gate evaluation, industry validation, proof-of-concept funding and licensing support	Research Office / IP Cell
Inactive partnerships	Reputational risk and low return on relationship effort	MoU audit, owner assignment, annual outcomes and renewal/closure criteria	Corporate Relations / International Relations
Cyber incident or data loss	Disruption, privacy harm and loss of trust	Access controls, backups, training, incident response, vendor review and testing	IT/ICT
Infrastructure safety or service interruption	Risk to people and learning continuity	Preventive maintenance, safety audits, drills, asset register and continuity plans	Facilities / Safety
Inclusion gaps remain unaddressed	Unequal access, student dissatisfaction and compliance exposure	Accessibility audit, confidential feedback, action plans and review	Student Affairs / designated cells
Green initiatives lack impact evidence	Overstated sustainability claims	Measured baselines, defined boundaries, meter/data validation and periodic audit	Facilities / Sustainability team
Regulatory changes	Non-compliance or rework	Compliance calendar, designated monitoring and timely policy updates	Registrar / compliance owners
Reputational risk from inaccurate submissions	Loss of credibility	Evidence repository, maker-checker validation, sign-off and audit trail	Registrar / IQAC / data owners

13. Annual Activity and Capacity-Building Plan

Every academic/financial year, each unit should submit an annual IDP implementation plan that converts the strategic roadmap into funded, measurable actions. The plan should be consolidated before the annual budget is finalised.

Required field	What to record
Strategic goal and enabler	Link to the approved IDP goal and one or more of the nine enablers.
Initiative and rationale	Specific action, identified gap, stakeholder need and expected benefit.
Baseline and target	Current verified position, target, target date and measurement method.
Milestones and timeline	Quarter-wise milestones, dependencies and completion evidence.
Accountable owner and contributors	One accountable owner plus responsible/supporting units.
Resource requirement	Capital, recurring, human, digital and training needs; proposed funding source.
Risk and mitigation	Key delivery risks, controls and escalation threshold.
KPI and evidence	Data source, reporting frequency, evidence location and verification method.
Capacity-building	Training, mentoring, recruitment or system capability needed to deliver the action.
Review and closure	Quarterly status, corrective action, final verification, lessons learned and continuing owner.

13.1 Capacity-building priorities for the first two years

- Outcome-based education, assessment design, curriculum mapping and learning analytics.
- NEP 2020, NCrF, NHEQF, ABC, skill integration and relevant regulatory implementation, as applicable.
- AI-enabled pedagogy, digital course design, accessibility and responsible use of AI.
- Research proposal development, grant budgeting, project management and sponsor reporting.
- Research integrity, publication quality, ethics, data management and reproducibility.
- IP disclosure, patent strategy, licensing, technology transfer, entrepreneurship and start-up mentoring.
- Industry collaboration, internships, experiential learning and employer feedback.
- Data governance, institutional reporting, cybersecurity, privacy and digital service delivery.
- Leadership, people management, inclusive practice, student wellbeing and grievance handling.
- Energy, water, waste, lab safety, emergency preparedness and sustainability measurement.

14. Stakeholder Consultation and Approval Process

1. Share the draft with leadership, Deans, Heads of Departments, IQAC, research, finance, HR, student affairs, IT, facilities and other key units.
2. Conduct structured consultations with students, faculty, non-teaching staff, alumni, employers, research partners and community representatives.
3. Validate institutional facts, programme portfolio, existing initiatives, baseline values, legal/regulatory requirements and current policies.
4. Complete the SWOC exercise and prioritise initiatives using strategic fit, urgency, impact, feasibility, cost and risk.
5. Agree KPI definitions, targets, owners, timelines, evidence sources and review cadence.
6. Cost the plan and reconcile proposed actions with annual and multi-year budgets.
7. Submit the revised IDP to the competent institutional authorities for review and approval.
8. Publish an appropriate approved summary and communicate responsibilities to all units.
9. Review quarterly and update the annual activity plan; conduct a comprehensive strategic review every three years.

15. Annexures and Implementation Templates

Annexure A. Initiative charter template

Field	Entry
Initiative ID / title	
Strategic goal / enabler	
Problem or opportunity addressed	
Baseline / evidence	
SMART objective and target date	
Milestones and deliverables	
Accountable owner / supporting units	
Budget / funding source / recurring cost	
KPI / formula / data source	
Risks / dependencies / mitigations	
Quarterly status / corrective actions	
Closure evidence / lessons learned	

Annexure B. KPI register template

KPI name	Definition / formula	Baseline year/value	Target/value/date	Owner	Frequency	Evidence source	Validation

Annexure C. Quarterly review template

Initiative	Planned milestone	Actual progress	RAG status	Variance / reason	Corrective action	Owner / due date

Annexure D. Suggested evidence repository structure

- 01_Governance_and_Approvals
- 02_Baselines_SWOC_and_Stakeholder_Consultation
- 03_Academic_Quality_and_Student_Outcomes
- 04_Research_Grants_IP_and_Innovation
- 05_HR_and_Capacity_Building
- 06_Partnerships_Alumni_and_Internationalisation
- 07_Inclusion_Wellbeing_and_Community
- 08_Physical_Infrastructure_Safety_and_Sustainability
- 09_Digital_Systems_Data_Governance_and_Cybersecurity
- 10_Budgets_Procurement_and_Financial_Reviews
- 11_KPI_Dashboard_Quarterly_Reviews_and_Annual_Reports

Annexure E. Source and drafting note

Primary framework source: the user-supplied document, “UGC Guidelines for Institutional Development Plans for Higher Education Institutions (HEIs)” (IDP-Guidelines.pdf, 64-page PDF including cover; the guideline’s printed pagination runs to 63 pages). The plan follows its sections on preamble, social and academic mission, basic principles, objectives, strategic goals, operationalisation and the nine enabler parameters, including the annexures. UEM Jaipur-specific facts and examples reflect information available in the working context and should be verified against official institutional records before approval. The vision, targets, initiatives, governance arrangements and KPI milestones in this document are proposed planning content and are not represented as already approved University policy.

Proposed Approval and Review Record

Stage	Name / designation	Date	Remarks / decision
Prepared by	Prof. Dr. Pradeep Kumar Sharma, Registrar & Provost, UEM Jaipur	20th October, 2026	
Reviewed by IDP Steering Committee	Associate Dean – Engineering Associate Dean – Management Associate Dean – Academics Associate Dean – Research And all HoDs		
Reviewed by Finance / relevant units	Mr. Kartik Ghosh, CFO, UEM Jaipur		
Recommended by competent academic / quality bodies	1. Prof. Dr. Biswajoy Chatterjee, Vice Chancellor, UEM Jaipur 2. Prof. Dr. Saytajit Chakrabarti, Director IEM UEM Group And other members of Board of Management, UEM Jaipur		
Approved by competent authority	Prof. Banani Chakrabarti, Chancellor, UEM Jaipur		
Next scheduled review	Every 2 years	20th October, 2028	

This Institutional Development Plan becomes operational after formal approval by the competent authority, confirmation of institutional baselines and targets, allocation of resources, and communication of unit-level responsibilities.