University of Kashmir

Srinagar, Kashmir - 190006

NAAC Accredited Grade A$^+$

Strategic Plan

(2022-2032)

Directorate of Internal Quality Assurance

University of Kashmir

University's Strategic Committee

The University's has constituted a 'Strategic Planning Committee' to advise the Vice-Chancellor on matters concerning perspective planning and to frame a strategic plan of the university. The Committee is also responsible for supervising the implementation process and to review the progress made on the strategic plan. Based on its review, the committee shall have to prepare and submit a detailed annual progress report of the strategic plan with its recommendations to the Vice Chancellor for placing before the Planning Board of the University. To ensure availability of resources for effective implementation of the University Strategic Plan, the committee also makes recommendations to the Vive-Chancellor for allocation of resources consistent with the strategic goals of the University. In developing and implementing a strategic plan for the University, the Strategic Planning Committee has followed the following procedural steps:

1. Identify a limited number of key performance indicators.
2. Conduct SWOT Analysis to identify our Strengths, Weaknesses Opportunities and Threats so as to have a comprehensive understanding of the internal and external environments.
3. Articulate a statement of institutional values.
4. Articulate a limited number of strategic themes or directions.
5. Formulate and/or revise goals, objectives and strategies at the culmination of the previous tasks,
6. Review and/or revise the institutional mission statement.
7. Create a strategic planning process which contains appropriate approvals of the authorities and provides for ongoing and the systematic and timely review of the planning process.

In accomplishing its charge, the Committee may create ad hoc work teams to assist it in its work. These work teams will be formed by the Committee after seeking approval from the Vice-Chancellor. The Committee will promote and encourage broad based university wide participation in its work through the appointment of ad hoc work groups, involvement of stakeholders in the development and review of its work, and through regular communication with the university community. The approval of the strategic plan will occur through

established university policies and procedures.

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The Strategic Planning Process of University of Kashmir

Introduction and Overview

The present academic excellence and status of University of Kashmir stands on the efforts of the previous generations of faculty, students, staff, and other key stakeholders. In order to sustain and move further in pursuit of academic excellence, the University develops and follows an innovative and highly efficient strategic plan, that enables it to adapt and reorient itself to the opportunities and challenges presented by today's highly competitive and dynamic environment. It also addresses ever increasing competition for the best students, faculty, staff, funding, and other resources. Through the strategic planning process creative and innovative strategies are developed and implemented that enable the University to successfully compete and move forward towards achievement of its vision and mission. These strategies are developed within a cohesive conceptual construct that recognizes and capitalizes on the distinctive capabilities and contributions of the four University campuses (Main campus, South North and Kupwara campuses), and University support organizations (University Administration, Examination unit, Information Technology, and Libraries).

The overall strategic planning framework described in this document is a reflection of many deliberations at the university and strategic unit levels apart from the ongoing discussions regarding how to create a brilliant future for University of Kashmir. The document is based on the 'Vision, Mission, Strategy, Values, and Strategic Goals' of the University. However, this document has been further supplemented by the addition of mandates, an environmental assessment, challenges and opportunities, and strategic issues identified from time to time by key stakeholders of the University. This expanded document presents information on the following subjects:

- Planning Process Overview
- The Strategic Planning Framework

Section 1: The Purpose of the University (vision, mission, values, mandates)

Section 2: University Strategy (environmental assessment, SWOT analysis, competition, strategic issues, strategic goals and thrusts)

Section 3: Resource Plan for Achieving Strategic Goals

Section 4: Monitoring/Evaluation of Plan Implementation and Results

The intent of this document is to describe and clarify the overall planning framework for use by each of the planning units. At the same time, given the iterative and highly participatory nature of the University's strategic planning process, it is anticipated that this framework will continue to be refined and updated throughout the process

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Note: *The university campuses, departments/centers /major administrative units, and support organizations will be referred to collectively as "planning units' for the purposes of this document.*

Planning Process Overview

This section briefly outlines key expectations and milestones for the University's strategic planning process.

Planning Approach and Schedule

The approach for developing the University's strategic plan involves three stages, viz.

- the development of the overall strategic planning framework (Stage 1),

- the development of University campus and support organization strategic plans (Stage 2), and

- the development of department /major administrative unit strategic plans (Stage 3).

The proposed schedule for the three stages is shown in Table 1 below.

Table1:   University of Kashmir Strategic Plan Development

Planning Stage	Panning Focus
Stage 1	Overall Strategic Planning Framework
Stage 2	Departments/Centers/campuses
Stage 3	Major Administrative Unit Plans and Support Organization Plans

Guiding Principles for Strategic Plan Development

The following 'guiding principles' should be incorporated within the planning processes employed by planning units in developing their own strategic plans.

- Plans should be consistent with and contribute to the achievement of the University of Kashmir's overall strategic goals included in its strategic planning framework.

- Plans should be developed in a participative/collaborative manner and be communicated to all the stakeholders.

- Plans should reflect high (but reasonably achievable) aspirations as well as demonstrate creativity and innovation in setting forth goals and strategic thrusts for

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the unit.

- Plans should be cast within the overall goal of achieving a top place among the universities of the country.
- Plans should be based on measurable goals and strategies and include appropriate performance metrics.
- Plan documents should include statements of purpose, strategy, resources, and monitoring/evaluation (see Appendix A of this document for an overview of specific components to be included).

Peer Review of Strategic Plans

A key component of Stages 2 and 3 of the planning process is a review of each planning unit's strategic plan by a knowledgeable, appropriately composed committee. The review process ensures that all plans are conceptually and structurally sound, demonstrate high aspirations, creativity and innovative thinking, and contribute towards the achievement of the overall goals of the University. The peer review process has two primary objectives:

1. Ensure that all strategic plans incorporate the required components set forth in the University's overall strategic planning framework (in both letter and spirit); and
2. Provide constructive feedback on the strategic issues, goals and strategic thrusts, and stretch ideas identified within draft plans.

The major steps of the peer review process are outlined in Appendix A of this document. Keeping in view the time constraints of the planning schedule and the diversity of issues faced by each planning unit, the overall intent of this process is to keep it as simple as possible and provide appropriate flexibility in achieving these two goals.

SECTION 1: THE PURPOSE OF THE UNIVERSITY

One of the principal objectives of the University's strategic planning process is the establishment, communication and execution of its fundamental purpose. It is the construct within which challenges and opportunities are examined and analyzed, strategic issues framed, and strategic goals and thrusts articulated. It is also the lens through which the plan is implemented and ultimately evaluated as to its effectiveness. The primary components of the University's purpose are its mission, vision, and guiding values.

1.1 Mission Statement

We commit ourselves to the participatory engagement of teachers, scholars, students and the civil society in innovative, creative and progressive programmes aimed at intellectual enlightenment, knowledgeable and sustainable society, and emancipation at individual and societal levels.

This is an ambitious and expensive mission, which is made particularly challenging due to the University's relatively small size. A key strategy, therefore, is to ensure that the University's growth and development is properly funded, from a diverse range of revenue sources

1.2 Vision Statement

We aspire to attain the status of an internationally reputed institution of excellence in teaching, research and extension; and building dynamic and responsible learning community of high quality scholarship with societal and environmental orientation.

1.3 Defining Characteristics

The University has articulated its vision with the following defining characteristics:

- **High quality**, as the pervading criterion for both academic and non-academic activities
- **Comprehensive**, with abroad teaching profile in the arts, sciences, social science, business studies, technology and law
- **Research-intensive**, with a strong thrust on teaching and research nexus a cross all its disciplines

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- **Selective**, within a comprehensive base, to develop particular areas of research strength and emphasis
- **Technologically innovative**, to maximise flexibility in all its systems and procedures
- **Responsive**, to meet the needs of the society in general and students and employees in particular Priority, therefore, is be given to those initiatives that enhance these characteristics.

1.1 Institutional Goals

Below are the institutional goals of the University. They have been derived from the University mission and represent its central themes. It enables the mission and stand as major areas for institutional development:

1. To Provide global scope to university programs and services.
2. To provide a variety of undergraduate and postgraduate programmes in traditional, nontraditional, and electronic formats.
3. To maintain a diverse student population.
4. To provide services that promote the individual welfare of students.
5. To maintain a dedicated faculty and staff.
6. To promote discovery and exploration of knowledge dedicated to life-long learning success.
7. To ensure effective teaching.
8. To ensure the development of creative partnerships, scholarship, and research.
9. To ensure efficient and effective operations and provide resources as needed to implement institutional mission, goals, and objectives.

1.2 Guiding Values

The University shall remain fundamentally committed to the mission, vision, and values of the University. The guiding values for the University also include a commitment to:

- *Collaborative Leadership* – The University will work in partnership with other University leaders to serve as a source of competitive advantage that enable the

University's campuses and operating units to fulfill their mission and vision.

- *Excellence and Expertise* – The University will strive to achieve exceptional service, quality, creativity, innovation, and ongoing improvement in all that it does, and serve as a repository for expertise not available elsewhere.

- *Low Overhead*– The University   will value lean central support units consistent with fulfilling its mission and vision.

- *Stewardship* – The University will exercise appropriate controls over University resources and other assets.

- *"Best in Class"* – The University will strive to set the standard among central support units and departments through its plans and actions.

- *Sustainability* – The University shall strive in all its efforts to be environmental friendly and in line with UN's Sustainable Development Goals (SDG) 2030.

1.3   Statutory Mandates

The basic mandate impacting the University is Kashmir and Jammu Universities University Act 1969 which created the University and established its mission, and which sets forth the powers, responsibilities, and membership of the University bodies and committees. Other important University-specific mandates include the regulation and notification issued by University Grants Commission, New Delhi from time to time. Together, these statutes indicate that the University will have teaching, research, service, and economic development as core mission activities. As an entity of UT of Jammu and Kashmir, the University is also subject to UT regulations and must abide by the constitution and statutes.

An important consideration in moving forward with the University's strategic plan is that the strategic goals and implementation steps put in place to reach those goals be consistent with (and supportive of) the responsibilities and duties outlined in these mandates, recognizing both their letter and spirit

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SECTION: 2   UNIVERSITY STRATEGY

The development of the University's strategy begins with a statement of strategic intent. It also requires the recognition and assessment of challenges and opportunities facing the institution, in addition to the realistic assessment of the institution's current and potential capacity for effectively addressing or capitalizing upon the challenges and opportunities. This includes an environmental forces assessment, competitive analysis, 'SWOT' analysis, and framing of key strategic issues. The ultimate goal of such analyses is to develop strategic goals and thrusts that will enable the University to develop a sustainable competitive advantage in the future.

2.1 Statement of Strategic Intent

The University of Kashmir will combine academic excellence with an unprecedented commitment to innovation, quality and services o that each University campus and support organization is the best among its peers and competitors and is recognized as such.

2.2 Environmental Analysis

A few of the key environmental challenges and opportunities identified after analyzing the environmental factors include the following:

- inclusion and blending of Information Technology and Artificial Intelligence in education;
- intense competition for students, faculty, and financial resources;
- rising costs of education and financial aid;
- changing definitions and methods of teaching and learning;
- increased globalization of research and education;
- changing patterns in central and state research funding;
- rapidly increasing demand for public trust and accountability;
- changing means of information access and learning spaces;

- increasing concern for environmental issues and sustainability;
- renewed call for ethical reflection and commitment; and
- growingexpectationsbystudentsandtheirfamiliesforpersonalservicesandco-curricularprograms.

2.3 Competitive Analysis

Competitive analysis is performed by University of Kashmir to know about its competitors, identify the programmes and products in which it competes, and assess its position/performance relative to the competition through objective analysis of data and other relevant information. This is crucial for developing a strategy to achieve sustainable competitive advantage for brilliant future and to be leader in the academic market place. Competitive analysis is conducted both at the university as well as the planning unit levels and the common methodologies used for conducting such analyses, including 'best of class benchmarking' and 'competitive positioning'. Best of class benchmarking selects a relevant performance measure (e.g., research productivity) and uses the leading competitor, competitor group average, and 'last place' competitor as comparative reference points. Competitive positioning plots the comparison group on a two dimensional graph of performance measures, resource measures, or other relevant metrics to graphically illustrate comparative position to ones' competition.

2.4 Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

SWOT analysis is conducted by the University to develop an understanding of the external and internal environments within which it operates. It involves an analysis of the strengths, weaknesses, opportunities, and threats (SWOT) facing the University and this information is helpful in responding strategically and effectively to the rapid environmental changes and also facilitates better organizational decision-making. Some of the key SWOT themes identified below provide a useful context for the ongoing development and refinement of the strategic planning framework, however, this list is by no means exhaustive (and in some cases at conflict with itself).

Strengths:

- ✓ Being the oldest and biggest University in the Union Territory of J&K;
- ✓ Having a portfolio of a wide variety academic programmes at undergraduate, Post-graduate, and professional programmes;
- ✓ Sufficient and high quality infrastructure available for curricular, co-curricular and extra-curricular activities
- ✓ high quality affordable degree programmes consisting of both traditional and modern meeting needs of all;
- ✓ unique academic capabilities in science, computer science, engineering, business and management, social science, law, humanities, and health sciences, as well as interdisciplinary research and scholarship;
- ✓ highly qualified faculty having excellent research output and capacity to make it to the new frontiers in their chosen areas of specialisation;
- ✓ Implementation of NEP-2020 at UG level
- ✓ Excellent Library and information resources;
- ✓ Strong Information technology and Support System
- ✓ Three Satellite campuses offering educational opportunities to the students of far off places at their door steps;
- ✓ large group of accomplished alumni holding highest position both in the country and abroad across all professions be it; politics, beaurcracy, judiciary, corporate sector, academics, entrepreneurship public policy and administration.

Weaknesses:

- ✓ Slow progress in in meeting the challenges towards resistance to change;
- ✓ inadequate awareness of the importance of responding quickly and decisively to strategic opportunities and threats;
- ✓ low on proactiveness
- ✓ Disproportionately more than the requires ratio of non-teaching to teaching staff, thus pushing establishment expenses beyond acceptable levels;
- ✓ traditional and static administrative system;

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- ✓ poor intra-University communication;
- ✓ a focus on competition vs. collaboration within the University;
- ✓ overlapping/redundant academic programmes;
- ✓ insufficient support from alumni and private donors;
- ✓ relatively low levels of public awareness regarding the University and lack of a comprehensive strategy for enhancing public perception and support.

Opportunities:
- ✓ The ever-increasing need for lifelong learning/upgrading of skills across the UT, nation, and world;
- ✓ To make existing courses to align with industry 4.0 and improve the course offerings to add new industry/economy courses to cater to the demands in age economy/industry.
- ✓ To focus more on incubation and startups to benefit from the various policies of the govt in this direction
- ✓ technology transfer in established and emerging fields;
- ✓ engaging stakeholders in expanding the recognition and support of the University across the UT, nation, and world.

Threats:
- ✓ Declining enrollment;
- ✓ To maintain a balance between growing establishment expenses and Own source revenues
- ✓ growing competition in recruitment and retention of top faculty;
- ✓ continued expansion of private institutions and nontraditional providers into marketplace (locally and nationally);
- ✓ inability to diversify the University's resource base;
- ✓ growing disinterest among Kashmiri youth in studying subjects such as Mathematics, Engineering programmes and Foreign languages like German, French, Russian, and Persian.

2.5 Strategic Issues

Identifying strategic issues is one of the most important and potentially one of the most difficult- steps in the planning process. It is a fundamental policy question or critical challenge affecting an Organization's mandates, mission and values, product or service level. List of strategic issues for the University, presented below, reflect in many ways the results of the SWOT analysis, described earlier. It will continue to be refined and redefined continuously in the coming months and years.

1. Who are the University's top competitors in teaching, research, service, and economic development and who will be our top competitors in the future? How can we achieve successful displacement of our top competitors in the years ahead?

2. In what ways can and should the University target its capabilities and resources to meet critical needs across the UT, nation, and world?

3. How can the University leverage its resources (both existing and new) in an optimal manner to achieve excellence?

4. How can we ensure a successful collaboration among the University stakeholders to secure the resources required for excellence?

5. What are the requirements to efficiently build the brand, reputation, and stature of the University as an extraordinarily innovative and creative organization in the UT, nation, and world?

6. How can the University's organizational structure, culture, and operating style be changed to enhance its ability to identify and respond to strategic opportunities, partnerships, and threats in an innovative, timely, and effective manner at all levels while also maintaining its academic principles?

Clearly, the specific strategic issues affecting each planning unit will differ somewhat. However, it is unlikely that these specific issues would differ fundamentally from the above listing.

2.6 Academic Profile

The strategic framework also relates to the University's Academic Profile and is configured to help achieve the academic growth and development plans as outlined

below:

- *Increase student enrolments to better the University GER by 2034*

- *Improve the index of patents, incubation and statups*

- *Develop the following areas of strategic opportunity*

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- ✓ Basic science and allied branches

- ✓ Data Sciences and AI

- ✓ Information technology, telecommunication and computer science

- ✓ Business Studies, Innovation and International management

- ✓ Humanities and Social Science Research Programme

- ✓ Health and biomedicine

- ✓

2.7 Management Plans

Finally, the Strategic Plan will serve as the link between the above strategic documents and the University's many detailed management plans (listed below) that describe how the University's major functions will be managed.

- Schools/Faculties
- Admissions and Enrolment
- Teaching & Learning
- Examination
- Students support & Welfare
- Sports
- Finance
- Human Resources

- Information Technology
- Public Perception and Public Relations
- Research & Extension
- Innovation, Incubation & Entrepreneurship
- Collaboration and Partnership
- E-Governance
- Resource Sharing & Optimization

These plans contain details of many important operational objectives and strategies, including those prioritized for inclusion in the Strategic Plan.

The focus of the Strategic Plan is on the institution as a whole. In keeping with the University's devolved structure, the translation of these institution-wide priorities into the operational plans of schools/faculties will involve a degree of flexibility and local variation. Despite variation between schools/faculties, however, it is expected that local operational plans will embody the priorities articulated in the Strategic Plan as well as encompassing the priorities of the specific school/faculty and those articulated in the various institutional management plans.

2.8. Strategic Goals

The following seven strategic goals and related thrusts serve as the basis of the overall University strategic planning framework and should guide the efforts of planning units in developing their own specific plans.

1. To offer quality educational programmes that are capable to meet the growing demands of students in their chosen career.
2. To make the University's programmes and offerings to align with Industry 4.0.
3. To provide opportunities for faculty and staff for growth and development
4. To emerge as a leader in higher education in innovation, quality, and service.
5. To develop cost effective adequate infrastructure with an objective to deliver superior value to the users.
6. To develop, and direct resources required for excellence.
7. To build strategic partnerships and alliances.

The strategic framework aims to support and advance these overarching strategic goals in the formulation and implementation of strategies for the specified period.

2.9 Strategic Thrust Areas

To remain effective in the society and market, the University will concentrate on the following thrust areas:

- Strengthening teaching and learning programmes including upgrading staff skills and maintaining or improving student-staff ratios;
- Attracting and retaining competent faculty by providing excellent learning and research environment;
- Equally focus on Human Resources development
- Expand portfolio of academic programmes by launching innovative and latest academic programmes to keep pace with the changing landscape in the country and at the global level.
- Have a greater focus of Innovations, Incubation, startup and entrepreneurship.
- Prepare well in advance to introduce NEP 2020 at the PG Level.
- Strengthening the university's infrastructure continuously to meet its growing needs
- Work proactively to improve public perception about the university
- To collaborate with Institutions of repute in designing industry ready curriculum and joint research
- Enhancing research and research training activities, demonstrating high levels of performance against national and international benchmarks;
- Attracting and supporting students from other states of the country and abroad to improve the otherwise weak student diversity;
- Enhancing internal communications and increasing the profile and reputation of the University within and outside the country;
- Undertake Infrastructure development at Kupwara campus;
- Improving the overall unit-of-resource funding;
- Demonstrating first class management systems and processes, including plan-driven incentive-based budgeting, complete but tailored internal quality assurance mechanisms, annual staff performance reviews and strategic risk monitoring and reporting; and
- prudent financial management and effective compliance with all statutory and regulatory requirements.

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INSTITUTIONAL STRATEGIC INITIATIVES

2.10 Institutional Strategic Initiatives

Based on the review of strengths, weaknesses, opportunities, and threats, a set of bold actions have been identified to take the University to a higher level of academic quality and institutional excellence over the next ten years. These actions are captured in seven integrated strategic initiatives steeped in the values of institutional mission and goals. The strategic initiatives for the planning period 2024-2034 are:

1. **Strategic Initiative 1:** *The University will be recognized for quality of educational programmes essential for professional growth and development of the students.*

2. **Strategic Initiative 2:** *The academic programmes and services offered by the university will be Student-Centered.*

3. **Strategic Initiative 3:** *The faculty and staff will have opportunities for growth and development.*

4. **Strategic Initiative 4:** *The University will be the recognized higher education leader in innovation, incubation, stratup, quality, and service.*

5. **Strategic Initiative 5:** *The University will have cost effective and adequate Infrastructure.*

6. **Strategic Goal 6:** *The University will have financial architecture in place that enables to mobilize more and more funds internally and externally and at the same is able to use its scarce financial resources in an efficient manner.*

7. **Strategic Goal 7:** *The University will have strategic alliance and collaboration with leading institutions within and outside the country required to achieve its strategic goals.*

The details of each strategic initiative, and the strategic objectives central to the success of each, are presented below:

2.10.1: Strategic Initiative 1: *The University will be recognized for quality of educational programmes essential for professional growth and development of the students.*

As the valley's only public comprehensive University, The University of Kashmir is committed to the pursuit of academic excellence. Academic programmes engage students in a teaching and learning covenant of knowledge and values derived from the mission and goals of the institution and tenets of different fields of study. Faculty dedication to this philosophy qualifies them as members of the University corps of instruction. The hallmark of this corps is teaching excellence. The University and its faculty are focused on continuous quality improvement of each programme and academic support service. Over the next five years, attention will be paid to enhancing teaching effectiveness, strengthening current programmes, and building new programmes to meet the need of a diverse and growing student population. By 2034 the University will be known nationwide as a center of teaching excellence with programmes of distinction in each of its campuses and academic departments.

Strategies for Implementation

To make this happen, the following strategic objectives must be addressed:

- ✓ acquisition, maintenance and improvement of high-quality facilities and equipments;

- ✓ promote and encourage faculty knowledge and innovation;

- ✓ an academically competitive and supportive student body;

- ✓ enhance academic support services;

- ✓ improve educational resources, and high-demand academic programs;

- ✓ develop academic structure and governance to meet the needs of a multi-faceted university;

- ✓ Increase academic programme offerings by 20% by December 2034;

- ✓ Establish an "International Business & Economic Development Center" & Centre for Innovation, Incubation, Startup and Entrepreneurship Development as Section-8 company to serve Jammu and Kashmir by December 2027;

- ✓ Create Seed Capital Fund of an amount of 50 Crores by 2028 to support startup initiatives;

- ✓ Take steps to significantly enhance the Corpus Fund of the University t0 reach it Rs 500 Crores from the existing balance of Rs 57 Crores by 2030 to ensure greater financial stability to the university;

- ✓ Establish an e Campus whereby quality academic programs and support services can be delivered via digital processes by fall 2027;

- ✓ Develop well defined student outcome measures for each academic programme by 2025;

- ✓ Enhance the facilities and capabilities of non-formal educational system of the University to make possible lifelong learning;

- ✓ Determine which and how professional programme accreditation will be pursued;

- ✓ Ensure that each department/centre of the University develops programmes of excellence which are benchmarked against peer institutions by December 2026;

By pursuing these strategies, the University will move closer to realizing its vision of achieving national prominence in postgraduate education and expanded recognition for selected research programmes

Strategic Initiative 1

The University will be recognized for quality of educational programmes essential for professional growth and development of the students

Strategy	Intended Outcomes /Objectives	Measures to be used/Criteria for Success
1. Advance faculty knowledge through scholarly activity, and create learning opportunities for students that incorporate that knowledge. II. Utilize the Quality Enhancement Plan as an integrated model of curriculum revision, faculty development, faculty/student research, and assessment leading to student learning gains.	**1.1**: The faculty of the University demonstrates contributions to scholarship through professional activities, publications, research, consultancy and extension. **1:2.a**: Implementation of the Quality Enhancement Plan (QEP). **1.2.b:** Faculty have engaged students in experiential learning where possible melding it with civic engagement, service, learning and the Quality Enhancement Plan (QEP). **1.3**:Implementation of new courses and programmes to meet the changing requirements of industry, economy and society that embed service learning goals	**1.1:** Results of activity will be included in college annual reports. **1.2.:** Implementation of the University Quality Enhancement Plan(QEP) for student learning goals related to ecological perspective and community awareness and achievement of goals set for the QEP.

2.10.2 Strategic Initiative 2: *The academic programmes and services offered by the university will be Student- Centered*

In its basic form, a student-centered culture designs all aspects of learning, service delivery, and support to meet the needs of students. These needs include a safe, healthy learning environment that nurtures students 'personal growth, co- curricular activities that increase their learning in a number of dimensions, administrative procedures that help them to obtain a high-quality education, personal experiences that lead to feeling "connected" to the campus community, and service-learning opportunities that develop them as responsible citizens. Each department of the University must be guided by what is best for the students when making decisions.

Over the next ten years, the University will work to ensure that each student has immediate and effective support as he/she attends the University. By 2030 the University will be known as one of the most student-centered institutions in India.

Strategies for Implementation

To make this happen, the following strategic objectives must be addressed:

✓ Provide a quality, student-centered education to more than 3,14,000 students of the UT by December 2034.

✓ Improve ways to measure and compare student satisfaction of the Institution and use this information to create a new set of best practices by December 2027.

✓ Introduce the use of specialized student ID cards for a variety of services and security for all students by December 2025.

✓ Increase student retention at the campus to 80% by December 2027

Strategic Initiative 2		
The academic programmes and services offered by the university will be Student-Centered		
Strategy	**Intended Outcomes /Objectives**	**Measures to be used /Criteria for Success**
To make this happen, the following strategic objectives must be addressed: • I. Provide a quality, student-centered education to more than 3,4, 7000 students of the State by December 2030. • • II. Improve ways to measure and compare student satisfaction of the Institution and use this information to create a new set of best practices by December 2025. • • III. Introduce the use of specialized student ID cards for a variety of services and security for all students by December 2025. • • IV. Increase student retention at the campus to 80% by December 2027 •	This will help students to obtain a high-quality education, personal experiences that lead to feeling "connected" to the campus community, and service-learning opportunities that develop the mass responsible citizens.	Over the next ten years, the University will work to ensure that each student has immediate and effective support as he/she attends the University. By 2034 the University will be known as one of the most student-centered institutions in India.

2.10.3   Strategic Initiative 3: *The faculty and staff will have opportunities for growth and development*

Human resource is recognized as basic prerequisite for the success of any service organization in general and education in particular. Faculty and staff of the University will need to be trained, supported, and encouraged and compensated at a rate commensurate with what they will be asked to accomplish in this plan.

Strategies for Implementation

✓ 100% of the faculty and staff will be trained in the use of technology needed to execute their responsibilities -- 2024-2028.

✓ Strengthening UGC HRDC (Malviya Mission) in terms of faculty, facilities and physical infrastructure in order to make it a 'Centre for Quality Enhancement' where the University faculty will participate in research and the learning of best practices for providing instruction to students.

✓ Establish and maintain succession planning for every key leadership position by fall 2027.

Strategic Initiative 3		
The faculty and staff will have opportunities for growth and development		
Strategy	**Intended Outcomes /Objectives**	**Measures to be used/ Criteria for Success**
• I. Deputations to institutions of repute within and outside country. • II. Seed money to newly recruited teachers • III. Refresher courses / orientation courses for faculty • IV. Encourage faculty to get more research grants • V. Faculty and staff will be trained in the use of technology needed to execute their responsibilities 2024- 2028	Strengthening UGC HRDC (Malviya Mission) in terms faculty, facilities and physical infrastructure in order to make it a 'Centre for Quality Enhancement' where the University faculty will participate in research and the learning of best practices for providing instructions to students	• 100% of the faculty and staff will be trained in the use of technology needed to execute their responsibilities -- 2024-2028. • Strengthening UGC HRDC (Malviya Mission) in terms of faculty, facilities and physical infrastructure in order to make it a 'Centre for Quality Enhancement' where the University faculty will participate in research and the learning of best practices for providing instruction to students. • Establish and maintain succession planning for every key leadership position by fall 2027.

2.10.4   Strategic Initiative 4: *The University will be the recognized higher education*

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leader in innovation, quality, and service.

A key component of the University's future success is to maximize the use of its resources by creating and sustaining a culture of innovation, collaboration, quality, leadership, and service in all areas and at every level. To accomplish this goal, incentive structures must be aligned with the desired outcomes. It is important to ensure that the University is widely known and admired for these attributes.

Strategies for Implementation

Examples of the thrusts that will enable achievement of this strategic goal are to:

✓ Appoint and develop extra ordinary leaders at every level

✓ Foster a University-wide culture of innovation, quality, and service

✓ Be a leader in science, management and technology

✓ Ensure proper incentives and capitalize on University-wide synergies

✓ Build brand and reputation and market aggressively

Strategic Initiative 4		
The University will be recognized higher education leader in innovation, quality and service.		
Strategy	**Intended Outcomes /Objectives**	**Measures to be used /Criteria for Success**
• I. Appoint and produce extraordinary leaders at every level • • II. Foster a University-wide culture of innovation, incubation, quality, and service. • • III. Be a leader in science, management and technology. • • IV. Ensure proper incentives and capitalize on University-wide synergies	This will maximize the use of • its resources by creating and sustaining a culture of innovation, incubation, collaboration, quality, • leadership, and service in all areas and at every level. To accomplish this goal, incentive structures must be aligned with the desired outcomes. Equally important is ensuring that the University is widely known and admired for these attributes.	• Foster a University-wide culture of innovation, quality, and service • Be a leader in science, management and technology

2.10.5 Strategic Initiative 5: *The University will have cost effectiveness and adequate Infrastructure*

As state institutions of higher education in India look to the future, they must find new ways to reduce costs and increase income. The University will stress efficiency and effectiveness in all that it undertakes. At the same time new construction and facility renovation will be prioritized along with the improvement in facilities, transportation, communication, and other forms of infrastructure that support students, faculty, and staff at the various campuses of the University. By 2034 the University will be recognized as an innovator in cost-effectiveness, facility and technology infrastructure, green technology and its ability to develop new income streams.

Strategies for Implementation

To make this happen, the following strategic objectives must be addressed:

- ✓ Prepare and implement a university technology plan for all major activities and functions by December 2028.
- ✓ Enhance classroom and laboratory facilities by 30 percent at main campus by December 2030
- ✓ Enhance classroom and laboratory facilities by 50 percent at South and North campuses by December 2034
- ✓ Develop basic physical infrastructure at Kupwara, campus by 2026
- ✓ Developafundingplanandpreliminaryarchitecturalconceptsforamultipurposearenaon Zukooracampusby December 2026
- ✓ Construct two additional hostels at the main campus by December 2034.
- ✓ Develop a "Heritage Village" on the Naseem Bagh campus by December 2027.
- ✓ Increase grant by 100% by December 2030 using 2024 data as a baseline.
- ✓ Complete a feasibility study for a university capital campaign by mid 2026.
- ✓ Conduct a capital campaign by 2027.
- ✓ Increase by 100% alumni donations by 2026.
- ✓ Continue to refine the centralized budgeting process for the (total) university and have this process refined and complete by December 2026.
- ✓ Introduce a comprehensive Institutional Effectiveness Plan by June 2025.
- • Implement six new e-solutions that provide expeditious, efficient, and quality services to the students and efficiency and effectiveness to administrative

processes of the University by August 2028.

- Build an improved financial model for the University benchmarked on best universities of the world by December 2025.

Strategic Initiative 5		
The University will have cost effectiveness and adequate Infrastructure		
Strategy	**Intended Outcomes /Objectives**	**Measures to be used/Criteria for Success**
I. Prepare and implement a university technology plan for all major activities and functions by December 2028. II. Enhance classroom and laboratory facilities by 30 percent at main campus by December 2030. III. Enhance classroom and laboratory facilities by 50 percent at South and North campuses by December 2034. IV. Develop basic physical infrastructure at Kupwara, campus by 2026. V. Develop a funding plan and preliminary architectural concepts for a multipurpose arena on Zukoora campus by December 2026. VI. Construct two additional hostels at the main campus by December 2034.. VII. Develop a "Heritage Village" on the Naseem Bagh campus by December 2027 . VIII. Increase by 55% grant income by December 2030 using 2024 data as a baseline. IX. Implement new e- solutions that provide expeditious, efficient, and quality. X. Improved services to the students and efficiency and effectiveness to administrative processes of the University by August 2027. XI. Build an improved financial model for the University benchmarked on best universities of the world by December 2025.	The university will find new ways to reduce costs and increase income. The University will stress efficiency and effectiveness in all that it undertakes. At the same time there is a constant need to assess and improve facilities, transportation, communication, and other forms of infrastructure that support students, faculty, and staff at the various campuses that comprise the expanding Kashmir University. New construction and facility renovation needs will be prioritized. The latter will be done with an emphasis on safety and security in addition to laying out what is needed to execute the plans of the University. By 2034 the University will be recognized as an innovator in cost-effectiveness, facility and technology infrastructure, and its ability to develop new income streams.	Rationale, scope and objectives of the programme are to be measured off and on to see the success of the programme. . Data and information, Resource targeting, Procurement of resources have to be analyzed regularly to see the success of the programmes . Targets, budgets and time lines. Financial planning and management have to be monitored for evaluating criteria for success.

2.10.6 Strategic Goal 6: *The University will have adequate financial resource required for excellence*

It is clear that the universities that have a desire for excellence and the necessary financial resources to reach their goals are the ones that will rise to the top in the future. Given recent trends, it is clear that the University will need to maximize the effective and efficient use of its current resource base as well as locate new sources and partnerships, if it has to be among the best in the coming years.

Strategies for Implementation

Examples of the thrusts that will enable achievement of this strategic goal are to:

- ✓ Make most efficient use of current resources
- ✓ To implement financial resources to boost the efficiency of the system
- ✓ Streamlined and synergistic organization
- ✓ Cost containment and reduction
- ✓ Productivity improvement
- ✓ On-going reallocation and redeployment
- ✓ Harness the power of the University's extended family and friends
- ✓ Alumni and friend's activism
- ✓ Private foundation support
- ✓ Corporate support
- ✓ Other stakeholders
- ✓ Main Campus, Zakura Campus, South Campus, Kupwara, and North Campus communities
- ✓ Develop new sources of financial support

Strategic Initiative 6		
The University will have adequate financial resources required for excellence		
Strategy	**Intended Outcomes/Objectives**	**Measures to be used /Criteria for Success**
I. Streamlined and synergistic organization II. Cost containment and reduction III. Productivity improvement IV. On-going reallocation and redeployment V. Harness the power of the University's extended family and friends VI. Alumni and friends activism VII. Private foundation support VIII. Corporate support. IX. Other stakeholders 10. Main Campus, Zakura Campus, South Campus, Kupwara Campus and North Campus communities	It is clear that the universities that have a desire for excellence and the necessary financial resources to reach their goals are the ones that will rise to the top in the future. Given recent trends, it is clear that the University will need to maximize the effective and efficient use of its current resource base as well as locate new sources and partnerships which have to be among the best in the coming years.	The analysis of the following will be the criteria for our success. Streamlined and synergistic organization, Cost containment and reduction, Productivity improvement ,On-going reallocation and redeployment

2.10.7 Strategic Goal 7: *The University will have strategic alliance and collaboration with leading institutions within and outside the country required to achieve its strategic goals.*

The prerequisite for the success of the University in a highly competitive environment of the future is to develop and sustain strategic alliances and collaborations with such educational institutions within and outside the country that are capable to help the University in meeting the growing demands of its stakeholders.

Strategies for Implementation

To accomplish this goal, the University needs to take following measures:

✓ Devise a comprehensive collaboration policy that will facilitate the faculty and staff to develop partnership with industry, business, educational institutions, and community agencies;

✓ Establish faculty Advisory Boards with appropriate representatives from industry and the wider community; and

✓ Devise the procedures for adjunct and honorary appointments to encourage further relevant appointments

<table>
<tr><td colspan="3">Strategic Initiative 7
The University will have strategic alliance and collaboration with leading institutions within and outside the country required to achieve its strategic goals</td></tr>
<tr><td>Strategy</td><td>Intended Outcomes /Objectives</td><td>Measures to be used/ Criteria for Success</td></tr>
<tr><td>I. Devise a comprehensive policy that will facilitate the and staff to develop partnerships with industry, business, educational institutions and community agencies

II. Establish faculty advisory boards with representatives from industry and the wider community.

III. Devise the procedures for adjunct and honorary appointments.

IV. To encourage further relevant appointments</td><td>This will help to develop and sustain strategic alliances and collaborations with such educational Institutions within and outside the country that are capable to help the University in meeting the growing demands of its stakeholders.</td><td>Feedback from students, scholars and teachers will Help us to gauge the effectiveness of the strategic Alliance and collaboration with leading institution within and outside the country.</td></tr>
</table>

SECTION: 3 RESOURCES PLAN FOR ACHIEVING STRATEGIC GOALS

The resources needed to execute the University's strategic plan includes a mix of people, money, facilities, and technology. Obtaining these resources requires a resource structure consisting of the following four key ingredients:

- Continuous support of the UT government for the core activities of the University.
- Tuition fee from self-financing seats from various academic and professional programmes.
- Generation of grants and funds by the faculty through their excellent work.
- Role of the University leadership in optimal utilization of resources, cost cutting, streamlining the administrative structure, and by being creative in developing new revenue sources.

The university's initial emphasis (fiscal years 2024 - 2028) will be on raising incremental resources through self financing seats while freeing up base resources for reallocation to strategic priorities through cost reduction and other productivity enhancements. During the succeeding five years (fiscal years 2029- 2034), the University will expand its focus to also include increased funding from state government, faculty grants and contracts, and new revenue sources.

SECTION: 4   MONITORING AND EVALUATION OF UNIVERSITY PLAN:

IMPLEMENTION AND RESULTS

The University of Kashmir is extraordinarily vigilant and transparent in monitoring implementation of the plans, in reporting results, and taking corrective actions as necessary to ensure success. An important part of this effort is the development of relevant, meaningful indicators/metrics of progress toward strategic plan execution. It is understood, by necessity, that

these indicators/metrics will be further developed and refined by the each planning unit in the course of strategic plan execution. Reports to the University Council, University Syndicate, and other stakeholders utilizing indicators and/or metrics of progress will be regular and ongoing.

Conclusion:

The strategic planning framework included within this document builds upon the discussions with numerous University stakeholders regarding the brilliant future of this great University and the best way to realize it. The intent of this version is to refine and clarify the desired planning framework and planning process for the University's planning units involved in this process. It is anticipated that the framework will be further refined and updated throughout Stages 2 and 3 of the University's planning process.

APPENDICES

OVERVIEW OF STRATEGIC PLAN FORMAT AND DEVELOPMENT PROCESS FOR UNIVERSITY PLANNING UNITS
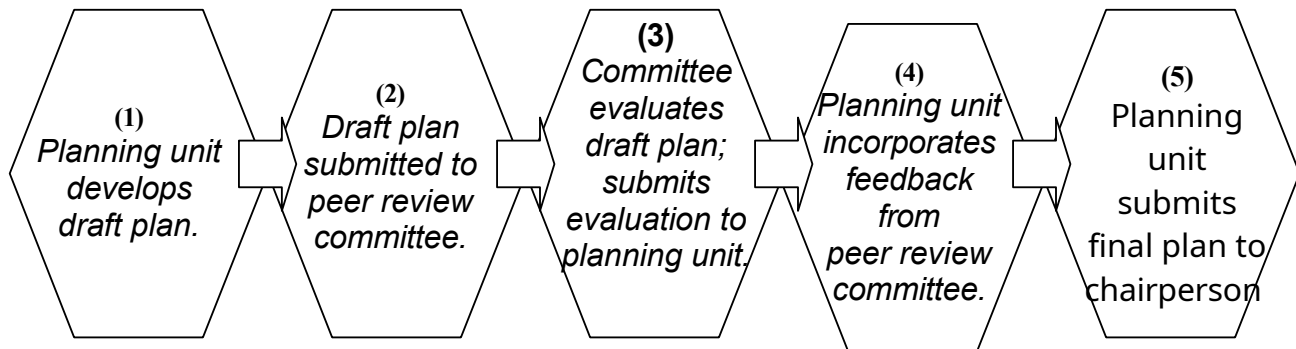
I. Key Components to be Included in all Strategic Plans

While it is understood that each strategic plan developed through this process will differ somewhat in context and focus, it is expected that all planning units will follow a similar format in preparing their strategic plan documents. The expected components to be included in all strategic plans are shown below:

- ❖ Planning Unit Purpose
    - ❖ Mission
    - ❖ Vision (Aspirations)
    - ❖ Guiding Values
    - ❖ Mandates Impacting Unit

- ❖ Planning Unit Strategy
    - ❖ Statement of Strategic Intent
    - ❖ Environmental Assessment
    - ❖ Competitive/Benchmark Analysis
    - ❖ SWOT Analysis
    - ❖ Key Strategic Issues Facing the Organization
    - ❖ Strategic Goals and Thrusts

- ❖ Resource Plan for Achieving Strategic Goals
    - ❖ Resources Needed
    - ❖ Human
    - ❖ Financial
    - ❖ Physical/Capital
    - ❖ Other (e.g.,technological)
    - ❖ Resource Procurement Strategy (e.g.,reallocation, new funding)

- ❖ Monitoring/Evaluation of Plan Implementation and Results
    - ❖ Implementation Timetable with Milestones
    - ❖ Performance Metrics and Results

I) **Major Steps in Strategic Plan Certification Peer Review Process**

Peer Review Process Overview. The major steps within the peer review process flow are outlined below:

| (1) Planning unit develops draft plan. | → | (2) Draft plan submitted to peer review committee. | → | (3) Committee evaluates draft plan; submits evaluation to planning unit. | → | (4) Planning unit incorporates feedback from peer review committee. | → | (5) Planning unit submits final plan to chairperson |

- **Peer Reviewers**. An important part of this certification process is the identification of peer reviewers, formation of peer review teams for planning units, and the peer review process itself. Guidelines for this component are described further below:

- **Peer Reviewer/Team Selection and Formation**. Given that the planning issues and focus will vary greatly among planning units, the actual composition of peer reviewer teams will naturally vary among planning units. At the same time, all peer reviewers should have relevant experience and expertise to make a valid assessment of the overall quality and viability of each of the required components of the draft plans. It is expected that Deans, Directors of the Campuses, Heads of Departments and other senior University officers will take the lead in identifying the specific composition and number of members who will serve on their respective peer review committees, ultimately ensuring that there is appropriate representation to provide rigorous and objective reviews of the draft plans.

- **Peer Review Process**. Each peer review committee will determine the specific methodology and schedule for its review, within the context of the overall University strategic planning schedule and the review process objectives outlined earlier. Regardless of the methodology chosen, the work of each peer review committee will culminate in a short, concise written review. The specific format of these reports is left to the discretion of each committee.

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It is expected that Deans, Directors of the Campuses, Heads of Departments and other senior University officers will play an active role in all aspects of the peer review processes at their respective university campuses, and that the President of the Alumni Association will likewise be actively involved with the support organization peer reviews.

University of Kashmir Institutional Effectiveness Process
(Academic & Administrative Audit)

In an effort to continually improve critical processes and teaching-learning strategies, it is becoming increasingly popular to use meaningful measurement results to establish "best practices" in the field of education. A commitment to continuous quality improvement requires a shared devotion to quality that surpasses other personal and short-term concerns. In order for this process to be sustained, it is imperative that the commitment has longevity and is strategic in nature. To ensure the same, the University needs to document quality and effectiveness by employing a comprehensive system of planning and evaluation in all its major activities and areas. Realizing the need for such a system in the University, the authorities need to approve a policy on institutional effectiveness. To implement this policy, a Committee should be formed consisting of the following members

- Dean Academic Affairs
- Dean College Development Council
- Deans of the Faculties
- Registrar
- Controller of Examinations
- Librarian, Allama Iqbal Library
- Director, Information Technology

Such a committee should also be formed at department level to monitor the effectiveness of the departments/ Centres. Such a committee (at Departmental Level) should consist of Head of the Department as Chairman, two Professor, two AssociateProfessorsandtwoAssistantProfessorsasmembers,librarianandSectional Officer.

The Committee shall work closely to design assessment strategies, to identify areas for evaluation, and to guide the Department in carrying out its mission. The committee shall be accountable to Head of the Department and its tenure shall be two years.

Planning and evaluation of teaching, research, service, administration, and educational support should be thorough, broad-based, integrated and appropriate mechanism. However, it is not possible to assess every activity within an academic department. The key focus should be on those indicators that link closely with the mission of the academic programme and ultimately to the mission of the University. In some instances, evaluating teacher inputs is necessary if the input assessment can be linked to a correlating outcome. Although assessment efforts have been directed at student learning outcomes vs. facilitation of learning, it is important to know which teaching strategies are working and which are not. The focus should not be the number, but whether or not the chosen indicators address the mission, key functions, and stakeholder needs. In addition, criteria for intended outcomes (average scores, percentile ranks, student satisfaction level, etc.) should not be set too high. Targets that are reasonable when compared to the baseline performance (when available) are what programmes should strive for.

Not all assessment is alike. Different types of assessment should be conducted in an effort to meet the following needs:

- ProgrammeaccreditationrequirementsforthevariousprogrammesofferedbytheUniversity/departments with a focus on student outcomes
- The University requirements for the programme that it offers with the focus on student learning outcomes, and administrative units with the focus on student services and related operations
- Programme review requirements for the various programmes with a focus on student outcomes, efficiency, and accountability
- Strategic planning initiatives for programmes and administrative functions with focus on measurement toward goals
- Accountability initiatives with defined performance measures (primarily efficiency and productivity)

Responsibility and Accountability of Academic & Administrative Audit Committees

The committees shall develop and recommend University-wide/ department-wide assessment policies and strategies, assist in developing assessment procedures that meet accepted standards for data collection and analysis, review assessment procedures for consistency with goals and objectives, review results of assessment activities and recommend improvements, review the progress of the University/Department in implementing assessment activities, review all assessment reports and coordinates the preparation of annual reports for the various accreditation agencies in India, strive to ensure that assessment information is not misused, and monitors the effects of assessment to ensure that assessment results are used in subsequent planning activities. To discharge this responsibility successfully, the committee shall perform the following roles:

- To formulate policies related to assessment, recommend those policies to the Vice-

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Chancellor/Head and implement those policies which are approved;

- To facilitate the development of an outcome assessment plan for each academic unit, supporting units--- placement unit, library and technological unit in order to ensure overall departmental effectiveness;
- To report on the results of the University/Department's assessment plans to the University/ Head; and
- To provide technical direction and expertise to the University/Department in such matters as instrument/equipment selection and design, establishment of effectiveness measures for testing, development of techniques and requirements for verification of effectiveness, and specification of standards for technical documentation.

Scope and Objectives of Institutional Effectiveness (Academic & Administrative Audit)

Conducting audit requires that the University shall engage the ongoing, integrated, and institution-wide research-based planning and evaluation processes. Such a planning and evaluation process shall incorporate a systematic review of programs and services that (a) result in continuing improvement and (b) demonstrate that the University/Department is effectively accomplishing its mission. Thus, the audit shall provide documentation of planning, assessment, and the use of results in decision-making. Specifically, the focus on institutional effectiveness required the University/Department to do four things

- To sharpen the Department's mission statement and the expanded list of its goals;
- To identify intended educational (instructional), research, and service outcomes that are consistent with the mission and that are prioritized by the Department;
- To assess the extent to which the objectives and intended outcomes are actually being accomplished; and
- (Based on assessment findings) to adjust the mission statement, objectives, intended outcomes, and/or activities designed to accomplish them in order to enhance institutional effectiveness.

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Tasks involved in Institutional Effectiveness

To meet the above mentioned objectives every strategic unit shall develop at the end of year Strategic Plan and an annual Institutional Effectiveness Plan (Audit Matrix) that should include:

- a mission/ purpose statement
- linkage to the University/ department's Mission Statement
- goals/objectives/intended outcomes /performance indicators
- assessment activities/strategies/ action plans
- assessment results/actual outcomes
- improvement plans/changes made in mission/goals/outcomes

Assessment Process Summary

The mission of the University/Department permeates the entire Assessment Process.

The plan requires institution-wide support and participation.

The process begins with each Strategic Unit of the University/Department by defining what exactly is its purpose. This develops into a list of statements. The final results are the strategic unit's **Statements of Goals** (for details, see Strategic Plan) formulated by the various Strategic Unit, etc.

□

Once the statements of purpose have been identified, **Expected Results** are established for each statement of purpose.

□

The next step involves defining Strategic unit's **Assessment Criteria and Procedures**. This involves the selection of a measurement that will best show the attainment of unit's expected results (statistics, surveys, routine measures etc.).

□

Once the Assessment Criteria and Procedures are defined, the data collection begins.

□

Data are collected, grouped, tallied, analyzed and interpreted to fit the specifics of unit's expected results.

□

All **Assessment Results** are documented.

□

Use of results are planned and documented.

□

Any adjustments to the plan, measurements etc. are made.

□

The Cycle Continues.

Assumptions: Certain Assumptions Underlie Institutional Effectiveness Activities, Including–

- The main purpose of Institutional Effectiveness shall be programme improvement.

- These assessment activities shall have nothing to do with the evaluation of individual employees. The purpose of Institutional Effectiveness shall be programme improvement and not remedy of any individual employee. No employee shall be terminated as a result of Institutional Effectiveness Assessment activities.

- While the University/Department must conduct assessment activities to satisfy the demands of the various accreditation and certification agencies, accountability is secondary to programme improvement.

Components of University/ Departmental Assessment Plan

Assessment Plan shall include the Mission, Goals, Intended Outcomes or Objectives and associated Indicators

I. Mission

We commit ourselves to the participatory engagement of teachers, scholars, students and the civil society in innovative, creative and progressive programmes aimed at intellectual enlightenment, knowledgeable and sustainable society, and emancipation at individual and societal levels.

II. Goals

Goal statements are *connections* between the Mission statement and the Intended Outcomes. These broad statements convey a clear picture of the expectations.

Goal types: Academic/ Institutional Support, Educational, Research, and Service

III. Intended Outcomes/Objectives

Intended Outcomes address the essence of a goal. The outcomes describe the nature of the work to be done. Whenever feasible, *result-oriented* statements are preferred and should be stated with an action verb.

Academic/Institutional Support Outcomes state specifically ***what will be***

accomplished or what clients would think, know, or do.

Educational Outcomes are descriptions of **what students should know (cognitive), think (affective), or do(behavior)** upon completion of each academic degree program. Research Outcomes address faculty **accomplishments** while engaged in research and scholarship activities.

Service Outcomes address faculty **accomplishments** while involved in service activities.

IV. **Indicators:** Means of Assessment and Criteria for Success

The Means of Assessment are the *strategies to collect the information to validate the outcome.* These strategies or measures answer the question "I will gather my information by…."

The Criteria for Success provide *the benchmark for judging the results* of the assessment. The Criteria answer the question "I know that I am successful when…."

No more than 3 to 5 Indicators are suggested for each Outcome.

Assessment Report adds the *Results and Use of Results*

V. **Results and Use of Results**

The results based on known facts or findings of the assessment strategies shall be analyzed. These objective findings shall provide the evidence for decision-making.

The Use of Results shall be a succinct description of **the dissemination of the results** and documents **how the data shall be used** by faculty and administrators to make decisions. The **documentation** of the Use of Results shall be maintained in the Strategic Units files and records as evidence of 'closing the loop.'

University/Department/Unit Assessment plan and Report Instructions

Each strategic unit shall be required to submit Assessment Plan (for content and format as per appendix) to Chairperson, Institutional Effectiveness Committee. In such a plan, strategic units shall mention clearly the expanded statement of institutional purpose, means of assessment and criteria for success.

The Assessment Report (for content and format, see appendix) completes the cycle required to document institutional effectiveness and is conducted each year. In the Assessment Plan, several outcomes or objectives shall be identified with indicators that shall provide the means or methods for assessment and the criteria or benchmarks for success.
In the Assessment Report, the strategic units shall be required to document the results of the assessment procedures conducted and identify how and when the information shall be used to improve academic or administrative programming at the University/department. The report completes the section of the plan labeled, indicators, by providing the results of assessment activities and by documenting how the data is used by faculty and administrators to make decisions.

Institutional Effectiveness Assessment Cycle

An Assessment record shall be developed and implemented by each strategic unit. An annual assessment plan and annual report shall be submitted to the Chairperson of Institutional Effectiveness and Assessment Committee. The following time table shall be followed for the purpose institutional effectiveness cycle:

Annual Operational Plan

March Assessment Report:
Interim   15th September
Final   30th December

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Policy Review

The Institutional Effectiveness Policy shall be reviewed after every three years by the committee.................... *IEP Review Committee.* The committee shall be constituted by the Dean Academic Affairs and approved by Vice-Chancellor. The Committee shall review the policy and submit its report to the Vice-Chancellor within a period of three months.

University/Department of__

Assessment Plan

(Strategic Unit)

(Completed by:)   Academic Year

Expanded Statement of Institutional Purpose (In this section, please provide a statement that demonstrates how your unit relates to the University's/department's mission and goals.)

Mission:
Goal(s):

Program Title and Degree (if applicable)_____

Goal: _____

Intended Educational (Student), Research or Service Outcomes, Administrative Objectives or Expected Results

(Please duplicate and use this page. It is best to include the objective and continuous numbers on each page.)

_____**Indicator**

Means of Assessment (the procedures, strategies, or means by which you will collect information to validate the outcome objective)

Criteria for Success (Establishes the criteria for Program Success on Means of Assessment and answer the question "I know that I am successful when…")

_____.**Indicator**

Means of Assessment (the procedures, strategies, or means by which you will collect information to validate the outcome objective)

Criteria for Success (Establishes the criteria for Program Success on Means of Assessment and answers the question "I know that I am successful when…")

_____.**Indicator**

Means of Assessment (the procedures, strategies, or means by which you will collect information to validate the outcome objective)

Criteria for Success (Establishes the criteria for Program Success on Means of Assessment and answers the question "I know that I am successful when…")

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