



**BHAGWAN
MAHAVIR
UNIVERSITY**

University Strategic Development Plan: 2022-2027
(Blue Print for Implementation of NEP 2020)
(Updated in February – 2023)

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

Contents

1.	Context.....	3
	Introduction about BMU	3
	Global	4
	National	5
	Regional Importance of BMU	6
2.	Framework for Excellence.....	7
3.	Purpose, Core Value, Strategic Goals and Founding principles	9
	Vision	9
	Mission	9
	Objectives/ Purpose	9
	Core Values.....	9
	General Autonomy	11
	BMU Academic Master Plan.....	11
	Innovations in Education.....	12
	Creation of Autonomy & Uniqueness Through.....	12
4.	SWOC Analysis	12
5.	Strategic Goals	12
6.	Excellence in Curriculum	14
7.	Excellence in teaching, learning and Evaluation/Assessment	16
8.	Excellence in Research Innovation and Extension	18
9.	Excellence in Governance, Leadership and Management	20
10.	Excellence in student's support and Progression	23
11.	People	25
12.	Processes.....	27
13.	Infrastructure and Technology.....	28
14.	Finance/Fund/Grant.....	31
15.	Skill Development	33
16.	Start-up/Entrepreneurship	34
17.	Regional/National/Global Impact	35
18.	Social Responsibilities	37

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

19.	Partnership.....	39
20.	NEP 2020	40
21.	Equality and Widening participation	43
22.	Lifelong Community	44
23.	Implementation of Strategic Plan	45
24.	Appendices – A : BMU at a Glance	48
25.	Appendices – B: SWOC Analysis.....	48

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

1. Context

Introduction about BMU

Bhagwan Mahavir Education Foundation (BMEF), Surat is a leading educational trust of south Gujarat, which was established in 2002. The trust is committed to provide quality education to its students while contributing significantly to industrial and societal growth. To accomplish the vision of the foundation, Bhagwan Mahavir University was established in 2019 as per Gujarat Private University Act 19 of 2019 (Amendment) in continuation with Gujarat Act. No. 8 of 2009. The group runs 24 reputed institutions, which are built in 20 acres of the state-of-the-art campus located in the prime area of Surat city.

Bhagwan Mahavir University (BMU) imparts knowledge and skills to more than twelve thousand (12,000) students through various Undergraduate, Post Graduate and Doctoral Programs across various streams like Engineering, Pharmacy, Applied and Basic Sciences, Business and Management, Computer Science & Applications, Paramedical, Physical Education, Education, etc.

Bhagwan Mahavir University is committed to inclusion and innovation in education through philanthropy and pioneering initiatives. As the world of business and jobs changes rapidly, we are evolving to make our students not just job ready but also life ready, to help them see learning as a continuous process and to become future- ready professionals.

Bhagwan Mahavir University is also a pioneer in ushering innovative learning practices that build skills, develop inventive thinking, enhance employability as well as foster an entrepreneurial mindset. Our university promotes interdisciplinary studies, with a focus on industry-relevant and skills-oriented curriculum. In order to give a stimulating learning environment, the university provides excellent facilities on campus and a very creative approach to learning by engaging new practices that are revolutionizing educational delivery all over the world.

Bhagwan Mahavir University strongly believes in inculcating the vital attitude of lifelong learning in our students. Therefore, we provide our students with ample opportunities to develop self-motivation and creativity. The students are sensitized to a unique learning process where the self is seen as a creator and leader; as such an attitude will continue to yield much dividend throughout their lives. We believe that education is the greatest enabler of social transformation and progress at all levels. We are also ever conscious of a University's great role towards shaping mindsets and building character, which in turn build the Nation.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

Bhagwan Mahavir University collaborates with the industry which gives faculty members and students an exciting opportunity to see their research have real-world impact. The Bhagwan Mahavir University Central Placement Cell acts as an interface between the students, faculty, and the corporate world to initiate continuous interaction with the industry, sharing the industry experiences, understanding industry needs and providing the required support to the corporate world. We believe in equipping our students to meet industry demands, goals and expectations and become a great asset for an organization by taking any challenging assignments entrusted to them to their fullest expectation. Our focus is to groom young future leaders who are value driven human beings and competent professionals with deep passion for humanity, who will lead the world.

Global

Higher education institutions and systems worldwide are in a period of extraordinary challenge and change. Governments throughout the world seek to increase participation in higher education but at the same time are withdrawing public funding, a trend which has accelerated through the global financial crisis, leading to difficult and usually unresolved tradeoffs between participation, quality, cost and price. The advent of mass participation in higher education, which has occurred within one generation, requires us to reassess the effectiveness of our modes of teaching and learning, to ensure each and every one of our students, with their diverse backgrounds, abilities, interests, goals and aspirations, benefits fully from their time in higher education. Globalization, and its global flows of people, information, talent and knowledge, mean that no university or national system operates in isolation, but exists as part of a global higher education network. The speed at which information technology is developing and changing our world is both a threat and an opportunity. On the one hand, technology threatens to disrupt or supersede our institutions and our ways of working; on the other hand, it provides us with pedagogical and research tools of extraordinary potential. Finally, as the cost and importance of higher education increase, public and political interest in its processes and performance also increase. We are required to demonstrate the value of our work, and to strike a balance between the intrinsic and instrumental roles of higher education, and between short-term and long-term benefits. This context reminds us that to serve our students and our society, BMU must succeed by global standards and on a global stage, and that national policy reflects international trends and supranational pressures.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

National

BMU is an integral part of India's higher education system, which has been a major catalyst of the economic, social and cultural development of the Country, State, and has brought enormous benefits to individual graduates and to society as a whole. The contributions expected from the sector, including BMU, over the coming decades are even greater. The global challenges facing higher education are writ large in the Mother context, and in particular the problem of maintaining quality in the face of increased participation and reduced public funding is an especially pressing constraint. A new phase of knowledge-driven transformation of all aspects of society and the economy, and the urgent need for economic regeneration and growth, place an unprecedented responsibility on our universities acting individually and collectively, a responsibility which BMU is committed to fulfilling.

The national context for higher education has been set out in the National Strategy for Higher Education. The National Strategy addresses the full spectrum of issues that face our higher education system:

- a) How higher education can best contribute to economic and social renewal at the national and regional scales;
- b) How to manage demands for increasing and widening participation at a time of severe capacity constraints;
- c) How to devise an appropriate and equitable funding model to sustain the system;
- d) How to maintain and enhance the quality of undergraduate and postgraduate education with constrained resources;
- e) How to prepare graduates for the complexity and change that will characterize the 21st century, with the capacity to lead and adapt to changes in society and the workplace;
- f) How to enhance the contribution of academic research to innovation and economic growth;
- g) How to harness the potential of new technologies to enable greater flexibility and effectiveness in teaching and learning on- and off-campus;
- h) How to balance institutional innovation and autonomy with the need to meet system-wide and national objectives;
- i) How to ensure effective governance and management of institutions and the system as a whole.

Higher Education Landscape, responds to the State/National Strategy and proposes that system-wide organizational changes are required to achieve these objectives. It proposes that each higher education institution clarifies and focuses its mission and activities,

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

leading to greater institutional specialization and more diversity across the sector, while the effectiveness of the system overall will be increased through the merger of small institutions, greater levels of collaboration between larger institutions through formal partnerships and alliances, and the development of regional clusters of institutions to provide more coherent educational provision in a region. Despite all odds and even Indian government has committed to maintaining a strong base for research and innovation. Nonetheless, funding for the humanities and social sciences is under great pressure, and in sciences and engineering, there is a clear shift towards supporting research that will yield a direct economic return on a short timescale. Funding will be directed into identified priority areas, and there is to be a consolidation of the numbers of research centers in India in order that the costs of a smaller number of high-performing centers may be adequately met.

BMU endorses the goals and objectives of the State and National Strategy for Higher Education, and will use its influence and best endeavors to ensure it is appropriately and effectively implemented. The higher education system in India represents exceptional value for money, in terms of the quality and quantity of graduates, and the scale and impact of research output. Recognition of this extraordinary sectorial productivity and the reality that quality will not be maintained in the medium- to long-term unless a sustainable approach to the funding of higher education is put in place, should precede and inform all discussion of reform and change. Finally, while there is a need for a coherent system-wide approach to the achievement of national objectives, there is also a need to preserve the autonomy, creativity, diversity and capacity for innovation in the individual institutions, and to trust academic and professional expertise as the most effective path to enhancing education and research. The complex challenges we face require creativity and intellectual independence, and the preservation of academic freedom and institutional autonomy is both a professional responsibility and the best guarantee of the value of the university to the society of which it is a part.

Regional Importance of BMU

The BMU has emphasized in holistic development of student's career by introducing skill development courses, workshops, seminars, internship, Industries collaborations and extra-curricular activities which can nurture the students to become good citizens. Further Institute also believes in sensitizing the students on Students starts-up , innovation and Entrepreneurship. The Alumina strength of the BMU is also growing and taking part in institutional development activities.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

The BMU situated at strategic location and within the Surat City. The distance from the Airport and Railway station is within five kilometers each. Due to this the Institute is getting the students from Bharuch to Valsad region.

In addition to the state/national context the BMU Strategic Development Plan must also take account of local and regional factors that impact upon the university. The region is economically prosperous: there is significant enterprise activity, particularly in the high-technology sector, textile , Diamonds and SMEs are dominating the economic landscape of South Gujarat Region. Further region has one of largest industrial areas located within the 100 kilometers of radius. The mega industries like ONGC, GAIL, NTPC, KRIBHCO, Reliance, ESSAR, SHELL and may others having national/international importance are situated within the 20 to 25 kilometers of radius.

2. Framework for Excellence

The BMU has evolved following Framework to achieve its strategic Plan;

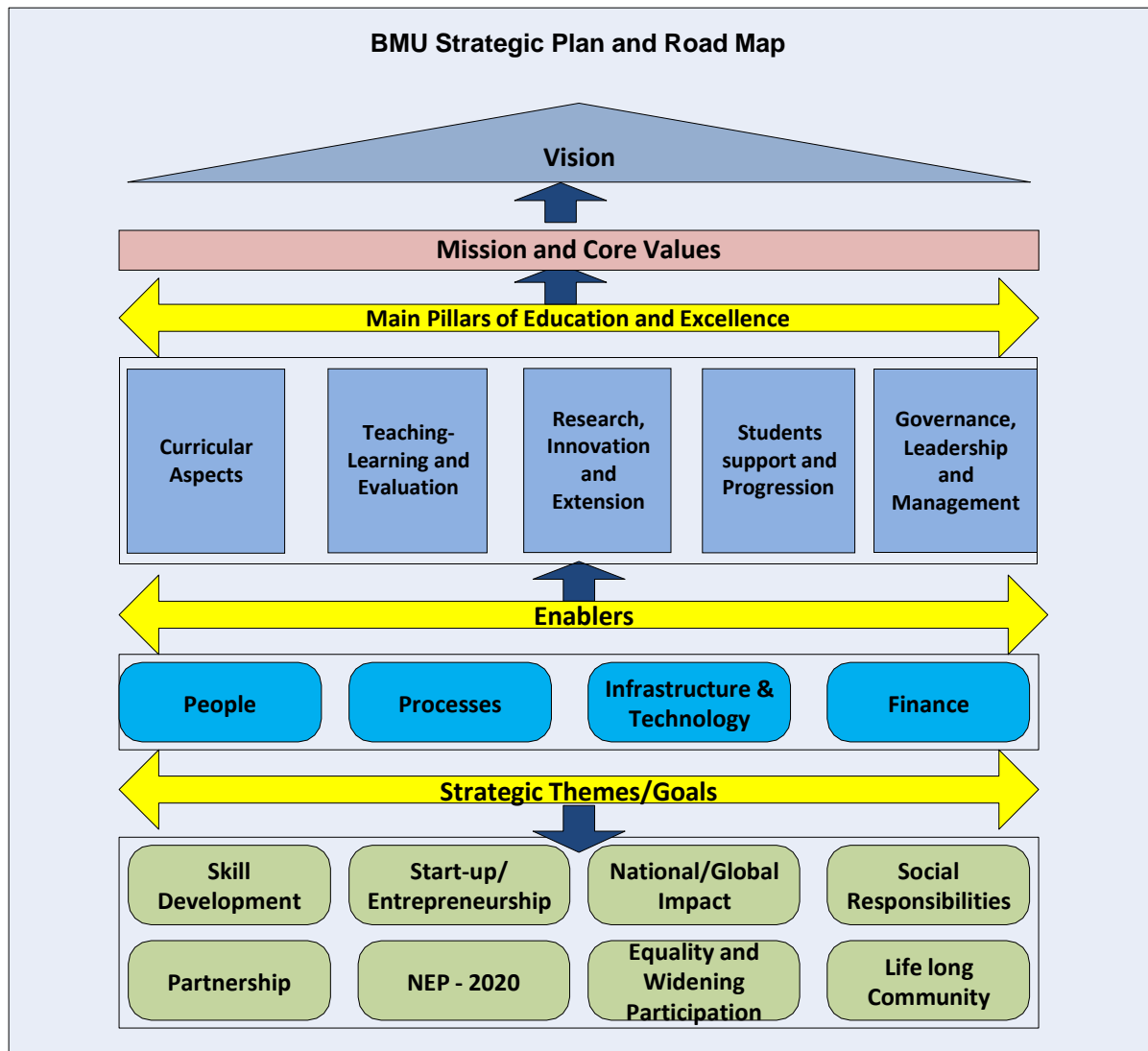
- a) Vision
- b) Mission and Core Values
- c) Main Pillars for academic Excellence
 - I. Curricular Aspects
 - II. Teaching, Learning and Evaluation/Assessment
 - III. Research, Innovation and Extension
 - IV. Student support and Progression
 - V. Governance, Leadership and Management
- d) Enablers
 - I. People
 - II. Processes
 - III. Infrastructure and Technology
 - IV. Finance
- e) Strategic theme/goals
 - I. Skill Development
 - II. Start-up/ Entrepreneurship
 - III. Regional/National/Global Impact
 - IV. Social Responsibilities

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

- V. Partnership and Collaboration
- VI. Widening Participation
- VII. Center of Excellence
- VIII. NEP – 2020

The integration of all components mentioned above can be depicted schematically as under;



Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

3. Purpose, Core Value, Strategic Goals and Founding principles

Vision

Mission

Objectives/ Purpose

The University Shares overall mission of being a center of academic excellence by providing qualitative education and integrating training. The progressive and innovative faculty, through their teaching, scholarship and publication, leadership and service are fully committed to the provision of an educational environment which prepares individuals to become successful professionals. The main objective of our University is to help students meet their long-range needs as maturing professionals as well as their immediate needs upon entering the profession.

The BMU is an Institution dedicated to people, ideas and culture, where we work together as a scholarly community to inquire and discover, to teach and learn, to create, conserve, disseminate and apply knowledge, and to engage with the problems and challenges that face modern society; through all these things in combination, we are central to innovation, economic growth, social development and cultural vibrancy, and are essential to a free, open, equal, democratic and sustainable society. The Core objectives of BMU are as under;

- To impart holistic education in the context of dynamic global challenges.
- To mobilize resources which promote acquisition, retention and application of knowledge.
- To provide diversified education in the domain of Computer Application, Information Technology and Computer Science.
- To keep updated about latest technologies and changing market needs.
- To provide a platform for economic development through collaboration with academic institutes and industries.

Core Values

Following are the Core Value of BMU;

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

- Scholarly rigor;
- Academic freedom;
- Integrity and ethical behavior;
- Collegiality, transparency and trust;
- Equality, inclusiveness and social justice;
- Dignity, respect and care for the individual.

The following principles inform the development and implementation of our Strategic Plan:

- a) The University is a learning community, the strength of which lies in its talent and diversity, which can be extended and enhanced through engagement and strategic partnerships.
- b) The University best serves the needs of a democratic society through free and untrammelled enquiry and the formation of graduates who are educated to question, analyze, reflect, think critically, act creatively and contribute positively to society .
- c) Academic freedom is a central principle of a University committed to free enquiry; it carries with it a range of academic duties and responsibilities.
- d) A collegial learning community is established and maintained by achieving an appropriate balance between our individual interests and the common good of the University community, realizing the benefits of academic autonomy and collegial interaction.
- e) The University community has an obligation to put its capacities, insights, knowledge and learning at the service of society in facing the challenges of today and tomorrow.
- f) Mass participation in higher education requires constant attention to the effectiveness of our approaches to teaching and learning, to engage and challenge a more diverse student body, with very different backgrounds, abilities, interests, goals and aspirations, supporting each to achieve her or his full potential.
- g) The University relies on the knowledge and practices of different disciplines: strong disciplines are essential to rigorous scholarship and learning, to effective interdisciplinary, and to the vitality of the university.
- h) The University is committed to preserve, promote and use the Mother language, and to preserve and promote the distinctive cultures of India, through teaching, research and all aspects of university life.
- i) Examples of best practice from across the University, and from other universities, are a fundamental resource in developing strategies for the BMU, encouraging and supporting academic initiative and sharing knowledge which has been tested in practice and is appropriate for our particular circumstances.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

- j) The University believes, promote and encourage the feedback from all stakeholder associated including various bodies for improving quality of systems and processes.

General Autonomy

- a) Academic matters like Design of Curricula, Pedagogical Systems and Evaluation Systems
- b) Effective Human Resource Management
- c) Effective and Efficient Financial Management
- d) Decision Management

BMU Academic Master Plan

- a) **Recruit** new senior members of faculty with recognitions at the highest level, for example, Fellow of National and International Academies
- b) **Establish** an advisory board comprising of eminent academicians and reputed Industries professionals. The BMU will constitute the Advisory Board comprising of eminent and distinguished members of various domains like Academic, Science & Technology, Pharmacy, Computer Science & Information Technology, Governance & Leadership and Social to guide the Leadership team to achieve various strategic goals.
- c) **Enhance** interdisciplinary teaching programme by Institutionalizing choice based credit and semester system
- d) **Introduce** teacher assessment and develop feedback system for ensuring quality of teaching programs along with support to implement outcome based learning under the framework of NEP-2020
- e) **Involve** Industry and voluntary organizations in curricula & design Refresher Programmes for serving professionals & non-professionals
- f) **Prepare** self-financed certificate, diploma, vocational and online courses
- g) **NEP 2020** The BMU will establish the internal education ecosystem to implement the NEP 2020 with the objective of transformation.
- h) Fast-track or high achievement programs
- i) Seek out students without access to education or without awareness about the advantages of a knowledge driven society
- j) Emphasis on constitutional sensitization, Indian Knowledge System, social and gender equity – Seek out the illiterate and bring them in to the mainstream of education for empowerment through direct-contact or training-the-teacher programs

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

Innovations in Education

- a) Establishing the Community Colleges to provide vocational education
- b) Focus on job oriented, work related, skill based and life enriching education
- c) Introducing the multidisciplinary Programmes, Academic Bank of Credit, Indian Knowledge System, Indian Languages
- d) Establishing choice based credit system under the NEP – 2020 framework
- e) Revised curriculum at every three year
- f) Establishing the eco system in future for any students, any exam, any time, any course, any where
- g) Establishing the Research and Development Cell to encourage and promote the research & innovation within the University.

Creation of Autonomy & Uniqueness Through

- a) Innovative Programs Matching Societal Needs
- b) Curricula of International Standards
- c) Value and Ethics in Management
- d) Thrust on Research and Development
- e) Profound Nurturing of Human Resources
- f) Effective Relationship with Society

4. SWOC Analysis

The University Development Plan (IDP) of BMU has been derived to leverage on its Strengths and Opportunity and future planning for improving on our weak area and make it strengthen. Further while preparing this possible threats also taken care so that adequate response plan can be worked out. All Leadership Team members, Dean, Directors, Principals, Faculties members, Support staff of all constituent Institutes along with the other stakeholder have contributed for deriving SWOC Analysis for BMU . **The SWOC Analysis is attached in Appendices – B.**

5. Strategic Goals

BMU has established seven strategic goals for the period 2020–2027

1. The University will restructure, reshape and realign its educational eco system by adopting and implementing NEP 2020 framework.
2. To offer students an outstanding university education, the best available in India, an education which challenges and supports all students to achieve their full

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

potential, and prepares students for life, work and citizenship, and for complexity, diversity and change.

3. To be recognized by 2027 as playing a leading international role and being the clear national leader in a number of thematic areas of research that address the major societal challenges of the 21st century
4. To achieve a step change in its international activities, doubling the number of international students on campus and doubling the number of domestic students spending time abroad, in order to create a truly intercultural and multilingual institution.
5. To strengthen its engagement with all stakeholders through sustained partnerships with enterprises, communities, civil society and public bodies, to build support for the mission of the university, to serve the needs of society, and to open new opportunities for research and learning.
6. To maximize its unique and distinctive contribution to the national system of higher education through a set of purposeful and sustained strategic partnerships at regional and national level, and to extend its international reach through a network of global partnerships.
7. To be an excellent place to work, known for a collegial ethos which empowers all staff to contribute fully to the development of the university.
8. To become compliant and adoptive University for various Policies and Guidelines issued by UGC, Accreditation agencies and Central/State Government related to Higher Education as well as various students centric initiatives.
9. To establish an online evaluation process which is independent of location and time.
10. To strengthen the engagement and collaboration various academia and industries.
11. To become an internationally recognized university.
12. To expand the working windows and facilitate the access and utilization of University resources on 24 X7 basis for benefits of community, students and working professionals.
13. To enable the achievement of ambitious strategic objectives in challenging circumstances through careful planning, excellent services and infrastructure, and sound governance and management.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

6. Excellence in Curriculum

Academic Pillar	Curriculum
Strategic Goal/Theme	This goal encompasses the quality, breadth and relevance of the learning and teaching of our undergraduate and postgraduate students. Related sections include our Student's support and Progression, Equality and widening participation, and Global impact strategic themes.
Aim	To stimulate students for persistent quest for truth, knowledge, know-how and collaboration
Objectives	<ul style="list-style-type: none"> • Entire Institute shall play role of learning playground which should simulate worldwide exposures • To establish the outcome based curriculum along with proper measurement methodology by keeping the NEP and other higher educational framework. • Academia would be enlightening and degrees should carry coveted status. • To foster innate human abilities like curiosity and finding why, how, when and what in each student. • An interpersonal atmosphere cultivation that makes teacher aspiration and teaching inspirational. • Enabling each student to have collaborative aptitude and competitive edge • University as helm of experiments that gives students luxury of trail and error.
Strategies	<ul style="list-style-type: none"> • Development of corridors of one to one and one to many teaching learning experiences that under pins care & conditioning from teachers part and accountability and responsiveness from students part. • Introducing the multi-disciplinary curriculum along with the Academic Bank of Credit. • Introducing CBCS and flexible study patterns, which infuse modularity for direct entry to second year for undergraduates, enabling students to pause their studies at appropriate points while supporting their return maintaining the integrity and breadth of our curriculum. • To introduce and offer the interoperability and transfer of credit amongst the different university for the same curriculum and subject. • To ensure all students are offered the skills, knowledge and attributes to succeed throughout their studies

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • To offer programmes of study and modes of assessment designed to ensure rounded intellectual development high level critical thinking and the creation of independent learners. • Dichotomy of motions that is providing world level experiences and experiments within Institutional/University campus and on another hand collaborating with global partners so that students gain an exposure abroad as part of their academic and professional curriculum. • Enabling our undergraduate and taught postgraduate students to engage with cutting edge research and the processes of discovery, knowledge generation and knowledge exchange • Creating a synergy with corporate, professional bodies, administration and government, alumni and other stakeholders to ensure our degree programs are responsive to need, producing graduates with socially and economically valuable attributes and expertise. • Establishing, Expanding and enhancing our evening/skills based education for working professional under the institutional outreach programme. • Training our academic as well as administrative staff to embrace new technologies as part of enhancing the learning experience, and to deliver prompt and effective feedback.
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will keep academic programmes vibrant by revisiting course curricula at regular intervals with Choice Based Credit System and introducing topics of contemporary relevance in the domain of engineering, pharmaceutical, biotechnology, Information Technology , Architecture and applied science. • The University will adopt and implement purpose fully NEP – 2020 and other state as well national educational policies initiatives. • The BMU will adopt the multi-disciplinary curriculum along with introduction of Indian Language and Indian Knowledge System. • The BMU will obtain the feedback from the stakeholder related curriculum/syllabus modification/inclusion/removal • The BMU will introduce and implement reforms in its evaluation process. • The BMU will make use of ICT tools effectively for automating various University processes related to curriculum. • The Institute will focus on curriculum development and assessment across all its academic programmes with an aim of equipping all its students with best of knowledge and skills. This purposeful approach is required to ensure that all the students leave the university with:

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> ✓ Positive thoughts, conceptual reasoning and logical skills; ✓ Mastery in their discipline of choice; ✓ Broad intellect and sound awareness of life's challenges; ✓ Preparation for professional and vocational work;
Actions taken Status	<ul style="list-style-type: none"> • Feedback from Industries Professionals and stakeholders being obtained on regular basis. • Curriculums being revised based on the industries requirements and feedback received from stakeholders.

7. Excellence in teaching, learning and Evaluation/Assessment

Academic Pillar	Teaching. Learning and Evaluation/Assessment
Strategic Goal/Theme	This goal encompasses the quality, breadth and relevance of the learning and teaching of our undergraduate and postgraduate students. Related sections include our Student's support and Progression, Equality and widening participation, and Global impact strategic themes.
Aim	To stimulate students for persistent quest for truth, knowledge, know-how and collaboration
Objectives	<ul style="list-style-type: none"> • Entire Institute shall play role of learning playground which should simulate worldwide exposures • To establish the outcome based curriculum along with proper measurement methodology by keeping the NEP and other higher educational framework. • Academia would be enlightening and degrees should carry coveted status. • To foster innate human abilities like curiosity and finding why, how, when and what in each student. • An interpersonal atmosphere cultivation that makes teacher aspiration and teaching inspirational. • Enabling each student to have collaborative aptitude and competitive edge • University as helm of experiments that gives students luxury of trail and error.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

Strategies	<ul style="list-style-type: none">• Development of corridors of one to one and one to many teaching learning experiences that under pins care & conditioning from teachers part and accountability and responsiveness from students part.• Introducing CBCS and flexible study patterns, which infuse modularity for direct entry to second year for undergraduates, enabling students
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Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<p>to pause their studies at appropriate points while to become the institution of choice for the best national and international applicants.</p> <ul style="list-style-type: none"> • To develop a high level of understanding across the institutions of the same nature attached with the University to leverage on learning and assessment experiences. • To provide effective orientation and induction for students at institute level and for all programmes of study. • To ensure all students are offered the skills, knowledge and attributes to succeed throughout their studies • To offer programmes of study and modes of assessment designed to ensure rounded intellectual development high level critical thinking and the creation of independent learners. • To drive successful learning for students through regular and appropriate assessment together with detailed, high quality feedback on their work. • To enthuse students and inspire them to learn through working with committed and proficient teachers and supervisors with an excellent track record in research or professional practice. • To facilitate learning for students through effective use of a range of appropriate learning technologies. • To consolidate and reinforce students' learning throughout the whole academic year by support from teachers and supervisors. • To develop a discipline-based international perspective in all students. • To work in partnership with the Students' to identify and understand student aspirations and needs. • To enrich programmes of study and enhance learning through collaboration, co-curricular activities and work- based learning • To enable students to understand and exploit the full range of skills and attributes they have acquired as part of their learning experience at Institute. • To launch students successfully into their chosen world of work or future academic study.
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will adopt the learner centric and Flexible approach in line with NEP 2020 implementation. • The BMU will introduce innovative teaching learning methods that nurture creativity, innovation and scholarship.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • The BMU will take steps for retention of teachers by providing better research and on-campus facilities. • The BMU will continually enhance the quality of student experiences through dynamic feedback mechanism and dialogues. • The BMU will review continually and improve the evaluation methodology and set the benchmark for other similar Universities • The BMU will attract and recruit the best quality of student and staff by way of providing state-of-the art Teaching and Learning facilities along with work ambience. • The BMU will become the destination of choice for the brilliant students for higher learning through sustained quality output. • The BMU will produce graduates/post graduates who are highly employable through Training & placement and alumni profiles. • To provide equal opportunities and accessibilities to students and staff. • To provide free thinking space to students, and undergraduate research facilities.

8. Excellence in Research Innovation and Extension

Academic Pillar	Research, Innovation and Extension
Strategic Goal/Theme	This goal encompasses the breadth and quality of our research includes postgraduate research and PhD students. Further detail on knowledge exchange, public engagement, global impact and collaboration is provided in the sections Excellence in Lifelong community, Global impact and Partnerships.
Aim	To foster a vibrant, successful and interactive research community that generates ideas and discoveries, creates new fields of knowledge and makes a difference to the societal, cultural, environmental, health and wealth development of Indian and global communities.
Objectives	<ul style="list-style-type: none"> • Infringe the traditional disciplines with new and emerging areas for research. • Emphasize on empirical study with radical perspective so as to make advances in solving key global research challenges. • Establish an array of research based concepts and routing syllabus that have research as base to support the NEP-2020 and Government educational policies.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • Percolating zero tolerance for error policy that will indirectly shift focus again on experimentation, verification and thereby on research. • Generating incubation lab for research ideas and further leads. • Stimulating novel ideas, radical approaches, out of the box concepts and outward bound questioning to inculcate innovative aptitude in all realms. • Pre defining innovation as an answer that can benefit the regional community, local economy and national interest.
Strategies	<ul style="list-style-type: none"> • Fostering matrices to cross-disciplinary research by collaborating with outstanding research labs. • Tri layer incubation facility development: 1) Primary incubation where ideas, concepts and thoughts are floored, cultivated and modeled. 2) Secondary incubation where ideas mechanized and tested into forms of devices, gadgets, applications. 3) Advanced incubation where how the product, process or patent can be marketed and commercialized is given thought to. • Developing of pre-research cell that can prioritize socially significant and community driven research aspects. • Establishing cross sectional club of students, faculties, society and industry for high-impact knowledge exchange and public engagement. • Maximizing our competitive strength to get research funds and grants, to mark cross-disciplinary proposals, processes and patents. • Garnering our research mission with Vision 2027 of government of India and underlining environment protection and geo-diversity in each research field that we undertake. • Propelling scholarships and fellowships to have thriving and cutting-edge campus intellect. • Prefixing the concept of 'sustainable development' with sustainable research outcomes and break through. • Canvassing and creating a pulsating campus research laboratory that can subscribe to national interest and global impact.
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU envisages being among the top in the country in terms of research output and industrial/ on field applications. It aims to be among the best institutes in research excellence. • The BMU 's foremost aim is to see that its research findings get published in high impact factor journals. It will work for raising the h-index from the present status to around 200.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • The conducive research environment will enable faculty members to be recognized by one of the national academies in the next five years or so. • The BMU will establish the Research and Development Cell (RDC) to promote and encourage quality research within the university. • The BMU will endeavor increase its income from consultancy services. • The BMU will endeavor to transfer the research/innovations to the respective industrial domain. • The BMU will create Centers of Excellence in identified key areas of research with emphasis on interdisciplinary research. • The BMU will work towards increasing the grant received for research projects by 10% annually. • The Institute aims at marketing its intellectual property. • The BMU will conduct research which have present day social relevance and can contribute to national development. • The BMU aims at connecting with industries rather strongly. • The BMU will explore and promote the new area of research, innovations and consultancy in the domain of professionals as well as other disciplines
Actions Taken Status	<ul style="list-style-type: none"> • Research Development Cell (RDC) has been established along with policies and processes framework. • Regular Progress has been reviewed under the chair of Provost.

9. Excellence in Governance, Leadership and Management

Academic Pillar	Leadership, Management and Governance
Strategic Goal/Theme	This goal enlists an amortization of academic, institutional and regional moves, motives and movements.
Aim	To enable a future ready campus platform that is in tandem with changing times and is reverberating pro-emptive initiatives like research, discoveries, social and regional causes.
Objectives	<ul style="list-style-type: none"> • To streamline in house operations • To establish an transparent system of operations and decision making • To optimize and consolidate the tangible and non tangible resources • To be in the forefront of academic cooperation to benefit society

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

Strategies	<ul style="list-style-type: none">• To meet short term and long term vision by varied excellence in academia, research and placements
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Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • To establish the decentralized and participative management within the institute. • Envisaging vision 2027 and commencing the ground work for the same • Initiating academic consortium to pool different expertise and channelize various spheres • Promoting faculties for innovative research, innovation and extension activities • To have auto energy mechanisms and recycling of waste systems • To impart even more autocracy to academia for functioning • Promoting the use of renewable energy resources within the campus • Promoting and encouraging institutes for establishing center of excellence based on their core strengths and capabilities. • Developing academia industry common platform by entrepreneur development cell • Reducing industry back logs by training industry ready personnel. • Establishing Open and Transparent governance framework. • Emphasizing on automation of Institutional Operational Framework. • Utilization of Institutional/University resources for skill and community development • Establishing strategic partnership with government / non-government agencies for funding mobilization • Establishing the practices of moral and ethical value within the all stakeholders associated with the Institution/university. • Designing and implementation of employable skills based programs for increasing the employability. • Establishing the culture of developing young leadership • Encourage and support institutes as well as faculties to avail the benefits of government initiative available at specific point of time. • Mobilization of Institutional resources based on their capabilities and strengths
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will encourage the professionalization of administration. The authority will maintain transparency in all core, non-core and blended activities /areas. • The BMU will establish the decentralized and participative management to manage all the programmes/courses running under the institute.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • Using the modern technology institute will digitalize the administrative records under the central guidelines of the university administration. • The Institute will promote the concept of e-governance where everyone one will have access of the relevant areas like details of fund utilization, details of all the registered students including their grades, attendance etc., courses offered and curriculum, progress ofcourse, details of academic/research projects; • The Institute will make efforts to develop the next generation leadership with proper empowerment; • The Institute will continuously review the productivity and quality of its Teaching and non-teaching staff. It will take suitable actions to enhance their skills and performance along with appropriate restructuring. • The Institute will suitably reward its students and teachers for their commendable contribution/achievement but at the sametime it will punish the offenders for breaking norms/ misconduct/ mischief; • Internal Quality Assurance Cell (IQAC) of the Institute will be made functional and further strengthened for proper planning, guiding and monitoring Quality Assurance (QA) and Quality Enhancement (QE) activities; • Institution will seek NAAC/other suitable accreditation of all its courses; • Institution will strive to adopt all the best practices and methodology in the domain of Information Technology Education as applicable and suitable within the University /regional framework; • Institute will evolve a quality system for awareness generation and constant action to improve the academic and administrative performance; • Institute will gather views & feedback from students, parents/guardians and stakeholders on quality-related issues of Institute; • The Institute will establish the internal processes and system for documenting its programmes/activities, good practices & initiatives taken time to time. • The Institutional leadership will continuously explore the various avenues and seek support for obtaining funds for its academic and infrastructure development
Actions Taken Status	<ul style="list-style-type: none"> • BMU has established the various cells and committees to promote decentralize and participative management & leadership. • IQAC Cell has been established and NAAC accreditation preparation and

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	progress being reviewed on regular basis under the chair of Provost.
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Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

10. Excellence in student's support and Progression

Academic Pillar	Students Support and Progression
Strategic Goal/Theme	This strategic theme builds on our Excellence in education strategic goal, covering some of the opportunities available to our students and the support we provide, which contribute towards our students' career and progression
Aim	To create the opportunities for our students to have an exceptional and distinctive experience which prepares them for life beyond their studies and which is the pioneering of a positive lifelong relationship with the University.
Objectives	<ul style="list-style-type: none"> • Fusion of vibrant teaching excellence with a versatile exposure on campus and off campus. • Sensitizing the students about Indian Knowledge System and Constitutional rights during the their academic tenure in the Institute. • Enriching our academic and pastoral support framework of dichotomy of research and diversity of study perspective. • Nurturing the interpersonal relationship and skills in such a way that paves way for a sense of belonging amongst students and alumni for University and community both. • Framing a cohesive, inclusive and individualized approach for enhancing our student support that encompasses all subjects, all modes of learning, and all student services. • Promoting and professing student first policy in all most every arena in Institute as well as University and in especially health, safety and wellness aspects. • Equipping our pupils with the expertise and graduate attributes they need to achieve their full potential within the global community.
Strategies	<ul style="list-style-type: none"> • Ensuring and appointing the staff having the skills and knowledge to respond effectively to the range of our students' circumstances, experience, expectations and aptitudes. • Awakening interest to take-up of curricular and co-curricular opportunities, such as study abroad, learning a language or fulfilling student ambassador roles, and expanding provision of these opportunities. • Partnering with external institutions to develop student peer support and outside in perspective.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • Promoting and recognizing students' participation in co- and extra-curricular activities which can contribute towards achievement of the student's award, including student representation roles, work experience and helping with a peer-assisted learning scheme. • Providing high-quality and well-placed learning and social spaces that support group and individual learning and form stimulating force for the life of our academic community • Exposing the students towards the Indian Knowledge Systems and various heritage. • Garnering inclusive and extensive recreational and sports facilities and supporting our student societies and sports clubs • Providing state-of-art and high quality Yoga and meditation to improving the productivity and creativity in students • Establishing rapid action task force to respond to internal and external student feedbacks • Brokering strategic partnerships between academics, industry, specialists and other institutions to enhance the development of graduate attributes in all students • Improving connectivity and liaison between Schools, institutes and University-wide student support services, to better recognize and respond to the needs and expectations of our students, prospective students and graduates • Creating lifelong links with alumni, and between the Institute, University as well as the wider south Gujarat community, which are mutually beneficial, and which bring richness to our student experience.
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will strengthen its student's support processes and framework • The BMU will organize the Orientation programs for familiarizing the new students for processes and systems including the Indian Knowledge Systems and Indian constitutional rights/values. • The BMU will organize skill based professional workshop to educate and encourage the students in the relevant area • The BMU will organize workshops/training with the help of Industries Professionals including mock interviews, technical training, personality development, etc. • The BMU will include soft skill and employability skill development courses as an integral part of its academic process

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • The BMU will collaborate with various Industries for facilitating the students for real-life education and environment • In order to promote the team spirit and creativity amongst the students the BMU will organize sports and cultural activities • In order to mold the students to become ideal citizen along sensitization towards Indian constitutional provisions and adopt the moral values, the BMU will included the teaching of Moral and Ethical values as an integral part of curriculum • The BMU will strengthen the process to address grievances of students • The BMU will ensure that students are prevented from raging and sexual harassment. The Institute along with the University administration will establish the regular review and monitoring processes. • In order to promote and encourage entrepreneurship amongst students, the BMU will introduce the elective subject in the curriculum and establish the Business counseling cell under the guidance of University Administration. • In order to extent the financial aids to economically back word student , the BMU will recommend the scholarship for their support before the University Management. Further BMU will support all such students to facilitate in taking advantage of various state, centraland other agencies by providing required guidance/documentation. • The Training and Placement cell of BMU will collaborate with different Industries and employers for providing opportunities for Training and Placement • The BMU will strengthen the facilities and recreation for students on need basis. • The BMU will establish and create the strong Alumni connect and support for the growth of its institutions.
Actions taken Status	<ul style="list-style-type: none"> • BMU has established the Innovation and Incubation Centre of Entrepreneurship as well as Entrepreneurship development cell to encourage/promote start-up, innovation and entrepreneurship among the students • MOUs with Industries and Centre of Entreptenureship Development (CED), Government of Gujarat has been done. • Training and Placement Cell is organizing skill development programs and placement drives on regular basis along with Mega Job Fair on annual basis.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> BMU has established the approach of holistic development of students and initiated the NSS, NCC along with co-curricular initiatives.
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11. People

Enabler	People
Strategic Goal/Theme	Our success in achieving our strategic goals depends on the outstanding performance and contribution of all of our staff. This enabler is related to the Equality and widening participation strategic theme.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

Aim	To value, support, develop and utilize the full potential of our staff, working with each other across our community to make the University a stimulating and successful place to work.
Objectives	<ul style="list-style-type: none"> • Inviting, collaborating and retaining best domain experts and sound human beings. • Developing knowledge, capabilities and skill sets of staff. • Constant infusion of new blood through induction so as to maintain freshness and sustainable originality for the growth curve. • Instigating inclusive development that presumes supportive and shared approach, which at the same time manifests the principles of dignity and respect, equality and diversity, health, safety and wellbeing. • Harmonizing the varied personalities, approaches, life styles and ambition to make the academic journey much more rewarding.
Strategies	<ul style="list-style-type: none"> • Positioning BMU as dynamic and significant academic destination regionally/globally to gather interest and inclination of experts and specialists worldwide. • Recognizing talents, acknowledging flair, rewarding success and above all motivating each initiative. • Inducing faculties to be part of regional/national/global academic forum and envisage a broad spectrum. • Rooting each faculties through various rounds of Faculty Development Programs (FDPs) having different phases that can address to diverse personalities, aspirations, needs and talents. • Emphasizing the motto of 'leadership from grass root levels' that is expanding vision with broadness and minute caring. • Personal coaching and counseling center for faculties to excel in personal life which ultimately results in work-life balance. • Providing safe and accessible working environments, stress busters like sports, gym, yoga, meditation, literary platforms. • Fostering ethos of collegiality, tolerance, compassion and strong ethics, through effective employee engagement and empowerment, transparency and communications. • Collectively super buildup of constructive partnerships that can encourage cross sectional endeavors, research and skill set.
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will promote and establish the Faculties Development initiatives within the Campus.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • The BMU will promote training and skill development activities for all teaching and non-teaching staff enabling them to develop their skills and abilities in rendering their present duties and ensure safe and effective work in future; • The BMU will provide the platform to faculties members for interacting and working with senior industries professionals. • Besides this, it will provide facilities to all teaching and non-teaching staff in dealing with health, physical and mental well-being; • The BMU will encourage staff and students to express their views on issues of the Institute, University and public interest without any fear; • The BMU will harness expertise of academic community in promoting a dialogue with all its stakeholders, policy-makers, etc. to access their attitudes and perception; • Capacity building and renewal processes will be undertaken regularly so as to understand and make proper use of new methods, tools and techniques used in academics, research and administrative matters; • The BMU will encourage Faculties for undertake various project at national/international level for showcasing their talent • The BMU will provide reward and recognition for their outstanding achievement in Research and development • The BMU will also recommend the University management for financial assistance to undertake qualitative research. • The BMU will recommend financial assistance for patenting research before the University Management. • The BMU will encourage and promote its faculties for conducting and attending national/international workshops/seminars/conferences
Actions Taken Status	<ul style="list-style-type: none"> • Faculty Development programs are organized by each constituent colleges for developing the faculties. • Faculties are encouraged and motivated for improving their research skills and publications.

12. Processes

Enabler	Processes
Strategic Goal/Theme	Developing processes will provide an opportunity for the new faculties and staff members development. Further this enablers is integrated with Governance, Leadership and Management section.
Aim	To establish the ease, transparency and efficiency in the functioning of University.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

Objectives	<ul style="list-style-type: none">• Developing and nurturing the new faculties and staff• Reducing the dependencies on specific people
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Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • Bring transparency and uniformity in the University functioning • Ease of collecting information/data
Strategies	<ul style="list-style-type: none"> • Identification the Core and Non-core activities of the Institute and University functioning • Aligning the all academic and non-academic processes activities with other similar institutes/Universities. • Preparing and implementation of well define organizational structure along with defined roles and responsibilities • Establishing the work flow for each activities and processes • Each functional area should be assigned processes owner responsible for complete execution of process • Preparing the documentation / handbook of each operational activities /processes
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will revisit its operational processes for administration and governance • The BMU will prepare the operating guidelines and handbooks for its internal functioning • The BMU will formulate Roles & Responsibilities of various committees and positions formulated for specific objective and purpose • The BMU will establish the practices of documentation of processes, functions, events, seminars, workshop , etc. • The BMU will establish the process to preserve the Intellectual Property created by the Faculties during his/her tenure
Actions Taken Status	<ul style="list-style-type: none"> • BMU has prepared the Policies and Process Framework related to the areas pertaining to governance, HR , Academic , etc.

13. Infrastructure and Technology

Enabler	Infrastructure and Technology
Strategic Goal/Theme	High-quality infrastructure and Technology are the key to enable us to achieve our strategic goals. Further this enablers is integrated with Governance, Leadership and Management section.
Aim	To facilitate a substantial and stimulating working and learning environment to sustain state-of-art academic and research activities.
Objectives	<ul style="list-style-type: none"> • Updation and upgradation of all resources including virtual, knowledge bases and physical. • Elaboration of structural set up to provide system, process, equipment and amenities.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • To optimize our use of space and resources while ensuring easy accessibility of each facility by people. • To achieve greater integration of information technology (IT) infrastructure and major equipment procurement within our overall architecture & estate planning process • To smoothen the working life of each associate, making teaching learning experience conducive and fully equipped with required ICT tools.
Strategies	<ul style="list-style-type: none"> • Remodeling our infrastructure to meet the changing needs, approaches and working patterns of our diverse population of staff and students and the wider community we serve to best support our world-class academic activity. • Depicting agility in our approach to plan and deliver institute projects. • Improve use of space and deliver increased value for occupancy. • Displaying facility road map by placing information of facility and ensuring maximum usage of natural resources like water, electricity and so on at the same time inducing mobility and commutation in and around campus. • Encasing and conserving nature and geological life within the campus at the same time keeping campus spotlessly clean. • Pre-housing futuristic technology or system and displaying do and do not of each facility. • Systematizing approach of acquiring, creating, capturing, storing, presenting and managing our information resources. • Providing clean, healthy and suitable accommodation and food facility to students and staff.
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will establish the framework to support the Online Distance Learning and ICT based learning Management resources. • The BMU IT Services will work with Estates Services, institutes and Central Library to develop flexible, technology-enhanced teaching spaces and ensuring the seamless delivery of digital knowledge resources. • The BMU will establish the Smart Classes, state-of-art Laboratories for specialized purpose and well equipped seminar hall for effective conduction of experiments and knowledge sharing. • The IT Services will enhance the computing facilities available to support research, in particular by involvement in regional resource centers, by provision of infrastructure for effective data

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<p>management, and by developing and deploying tools for collaborative working.</p> <ul style="list-style-type: none"> • The BMU IT Services will implement robust systems with necessary functionality to support all aspects of the student support in a cost-effective way. • The BMU IT Services will integrate all operational and functions specific systems seamlessly for establishing integrated view and reducing duplicate efforts. • The BMU IT Services will establish the ICT framework to support data acquisition and generation for accreditation support and compliance. • The BMU IT Services will extend the support and provide suitable ICT solution for automating the manual work/operations. • The BMU will focus on establishing robust and scalable ICT resources within the Institute/campus for improving effectiveness and efficiency of Teaching, Learning and other academic processes on need basis. • The BMU IT Services will enhance the Learning Management System (LMS) Resources to facilitate the students for learning. • The BMU will re-organize the it's web resources to accommodate dynamic contents and empower the functional users for content management. • The BMU IT Services will provide the required framework to engage and maintain the relationship with the Alumni. • The BMU IT Services will work with academic departments/Institutes and university departments to enhance their range and quality of digital resources. With appropriate innovative infrastructures IT will provide a platform for engagement with these materials by potential students, researchers, educators, and the general public. Building effective digital preservation environments will ensure the availability of these digital assets for future generations.
Actions Taken Status	<ul style="list-style-type: none"> • BMU has adopted and implemented Enterprise Resource Planning (ERP) software for effective governance and monitoring of University's major academic operations. • Email services has been implemented and provided to all faculties and staff of BMU • Laboratories of each constituent colleges have been upgraded with latest generation computing resources. • Dedicated internet bandwidth has been allocated to each constituent college. • Local area network within each college has been redesigned and restructured to make it more scalable.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none">• University has adopted virtual collaborative platform like zoom and Google meet for virtual meeting, classes and discussions.
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Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

14. Finance/Fund/Grant

Enabler	Finance/Fund
Strategic Goal/Theme	Delivery of all the Institutional/University's aims and objectives is dependent on our overall financial strength. This enabler is directly dependent on Major five pillars of strategic outline of BMU described above.
Aim	To maintain and enhance our overall financial strength in order to deliver our strategic goals and enhance the University's competitive position.
Objectives	<ul style="list-style-type: none"> • Secure long-term viability • Ensure short- and medium-term viability • Ensure high standards of accountability, probity and financial control • Deliver best value in all our activities • Ensure good governance.
Strategies	<ul style="list-style-type: none"> • Prioritizing and aligning our resources to our strategic priorities by actively monitoring the economic and funding environment and objectively appraising the short and long-term financial implications of all major decisions • Periodically reviewing and updating our financial resources strategy and undertaking an annual assessment of our financial sustainability • Regularly updating our short- and long-term financial forecasts, and using these to guide decision-making • Growing and diversifying our income from a wide range of financially sustainable academic and commercial activities which generate surpluses for re-investment • Keeping the balance between our recurrent and capital spend under review • Managing our costs and driving efficiencies in the delivery of all our activities, including through procurement • Maintaining a comprehensive and effective risk management, internal audit and assurance framework and carefully managing major financial risks to the Institution/University • Ensuring that our fund collections optimize the financial return to the University and provide maximum financial support to endowed activities • Ensuring our ethical working policy remains fit for purpose • Further develop our governance framework to enhance decision-making and accountability.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will generate finances and other resources by establishing collaborations and linkages with national and international academic and research institutions for undertaking joint research and academic exchange programme. • The BMU will generate corpus fund through resource mobilization from government, trusts, donations, sponsorships, people's representatives and alumni. • The BMU will encourage the faculties members to submit project proposal to different funding agencies like UGC, DST. Timely utilization of grants received will be taken care of to avoid any loss/lapse. • The BMU will improve the Admission ratio on year-to-year basis for meeting financial targets and fund generation. • The BMU will encourage the faculties members to render consultancy services to Private, Public, governmental and non-governmental agencies. • The BMU will rationalize the existing fee structure to meet the escalating cost of keeping the Institution/university meaningfully functional. • The BMU will review the demand and Increase seats and professional courses running under institute to improve the financial health of the University. • The BMU will establish the procedures for regular fees collection from the students for academic as well as assessment. • New need based courses will also be introduced for unskilled communities learners. • As a measure of mobilizing resources and to meet the burden of Institute for new courses a scheme of administrative security deposit will be introduced whose interest will be treated as university revenue to off-set the draining of stressed Institute /university resources. • The BMU will also establish the process to protect the damages done to the institutional resources.
Actions Taken Status	<ul style="list-style-type: none"> • BMU has applied and received the grant from Government of Gujarat for promoting, encouraging and funding the students for their innovation and start-up under the SSIP 1.0 and SSIP 2.0 scheme. • BMU research students have selected and received the scholarship and under SODH scheme of Government of Gujarat for quality research.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

15. Skill Development

Strategic Theme	Skill Development
Strategic Goal/Theme	Attempts to address the skills mismatch in the economy from the larger perspective of the vision of 'Holistic Development'. This enabler is indirectly integrated with Teaching, Learning and Evaluation, Student support and Progression and People.
Aim	To train the underprivileged, unemployed, unskilled, semi-skilled in the state-of-art technology to make the students employable
Objectives	<ul style="list-style-type: none"> • To improve the employability ratio • To develop the students as per the market demand • To build-up the skilled nation and align with the government vision/initiative
Strategies	<ul style="list-style-type: none"> • Estimate skills shortages from sectorial and regional perspectives. • Address skills development initiatives through public-private-partnership (PPP)-based initiatives. • Device curriculum by leveraging the existing facilities and capabilities of the institute. • Establishing the partnership/collaboration with government, non-government and skill development partners • Create long-term opportunities for skills development for all, in particular, for the youth, women and disadvantaged groups. • Encourage stakeholders to own skills development initiatives. • Develop a high-quality skilled workforce relevant to current and emerging employment market needs. • Establish flexible delivery mechanisms responsive to a wide range of needs of diverse stakeholders. • Facilitate effective coordination between ministries, the central government, state governments and public and private skills providers.
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will assess the opportunities related to skills and employability within the different industries and communities. • The BMU will design and organize need based skills development workshops, training, seminars and courses for the students as well as working professionals. • BMU will establish the specific cell for skill development with experience in related training • The BMU will collaborate with government/non-government agencies for organizing skill development initiative on their behalf

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • The BMU will extend the support of its infrastructure and facilities for organizing skill development programs • The BMU will also enroll with various government schemes related to skills development
Actions Taken Status	<ul style="list-style-type: none"> • BMU has identified the various vocational skills development programs under the Finishing School umbrella. • Workshops and seminars being organized on regular basis with the help of Industries Professionals and trainers.

16. Start-up/Entrepreneurship

Strategic Theme	Start-Up/Entrepreneurship
Strategic Goal/Theme	To promote the individual who undertakes innovations, finance and business acumen in an effort to transform innovations into economic goods. This enabler is directly integrated with Teaching, Learning and Evaluation, Student support and Progression , People and Widening the participation.
Aim	To create an ecosystem of empowerment by Skilling on a large Scale at Speed with high Standards and to promote a culture of innovation based entrepreneurship which can generate wealth and employment so as to ensure Sustainable livelihoods for all citizens in the country
Objectives	<ul style="list-style-type: none"> • The core objective of this plan is to empower the individual, by enabling her/him to realize their full potential through a process of lifelong learning where competencies are accumulated via instruments such as credible certifications, credit accumulation and transfer, etc. As individuals grow, the society and nation also benefit from their productivity and growth • Enhance student opportunities to participate in entrepreneurial activities • Build relationships and generate opportunities with entrepreneurial communities and agencies • Advance commercialization and other forms of utilization of leading-edge entrepreneurial research and intellectual property • Make entrepreneurship a key element of the BMU

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

Strategies	<ul style="list-style-type: none">• Promote entrepreneurship culture and make it aspirational• Encourage entrepreneurship as a viable career option through advocacy.• Enhance support for potential entrepreneurs through mentorship and networks.• Integrate entrepreneurship education in the formal education system• In partnership with experts, a world class entrepreneurship education curriculum will be developed. Through a blend of online
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Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<p>and experiential learning, potential entrepreneurs will go through hands-on, student centric courses that help them acquire skills they need to start an enterprise. This curriculum will build on and adapt the best entrepreneurship education content available globally.</p> <ul style="list-style-type: none"> • Foster innovation-driven and social entrepreneurship to address the needs of the population at the bottom of the pyramid • Provide vertical growth pathways on the lines of the general education system, so that skill education and training is also seen as a valid route to earn degrees and diplomas, and consequently to positions of authority linked to such qualifications • Establishing counselling cell to provide mentorship and guidance post completing of curriculum
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will aligned and work closely with University SSIP & Entrepreneurship Cell. • The BMU will introduce the short-term and Long-term syllabus related to entrepreneurship. The basic of entrepreneurship will be introduced in all professional courses and applied courses. • The BMU will establish collaboration with state government affiliated department to seek the mentorship/guidance related to entrepreneurship. • The BMU will establish the Counselling cell for the aspirants of entrepreneurship to address their queries. • The BMU will also take the guidance and support of eminent and proven entrepreneurs and faculties for imparting educations & practices. • The BMU will explore to introduce the short term certificate course in collaboration with Centre of Entrepreneurship Development (CED), Gujarat Government for the benefits of the aspirants within and outside University. • The University will establish special task force and impart them training related to all aspects and practices of Entrepreneurship. • The University will also approach the State/central government for establishing nodal center for various initiatives related entrepreneurship.
Actions Taken Status	<ul style="list-style-type: none"> • BMU has established the Innovation and Incubation Centre of entrepreneurship (IICE) under the dedicated leadership. • MOU with CED has been done to promote, encourage and sensitize the students for start-up and entrepreneurship. • Entrepreneurship development cell has ben established to coordinate and implement entrepreneurship initiatives within BMU. • BMU has designed entrepreneurship course for the different disciplines.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none">• Students are encouraged, promoted, mentored and funded under the SSIP 1.0 & SSIP 2.0 scheme of Government of Gujarat.• BMU is encouraging students to participate in state and national level SSIP Hackathon competitions organized by different agencies including government & semi-government.
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17. Regional/National/Global Impact

Strategic Theme	National/Global Impact
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Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

Strategic Goal/Theme	In this strategic theme, we highlight our approach to achieving global impact. This section complements our three strategic goals, but also links with our Lifelong community and Partnerships strategic themes.
Aim	To be global in our aspirations, impact and dimensions, so as to benefit community, country and academia as a whole.
Objectives	<ul style="list-style-type: none"> • Expand and expedite our Regional/national/global outreach and capacity-building contributions. • Build integrated responses to complex Regional/national/global issues. • Promote Regional/national/global citizenship. • To be a catalytic institution to take Indian ethos and pathos of 'Vasudev Kutumbakam' forward.
Strategies	<ul style="list-style-type: none"> • Incorporating regional/national/internationalization in all areas of Institutional activity, including by developing a globally relevant curriculum, promoting global citizenship and collaborating on teaching, research and knowledge exchange with international partners. • Promulgating the success of our Global Academies in creating innovative approaches to trans-disciplinary academic collaboration. • Positioning ourselves at the forefront of understanding of trends in regions with the greatest pace of economic and social change, and using this knowledge to mitigate the risks and maximize the opportunities of working internationally. • Finding paths and ways to pave and our collaborative domains. • Advancing support for regional/national/global alumni community and networks. • Promoting and registering the value of international mobility, cross-cultural understanding, and multilingualism for all our students and staff. • Expanding the availability and optimizing the impact of our international scholarships. • Globalizing our international student outreach program via integration of multinational faculty induction, mentoring, mobility and representation.
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will explore to establish the collaboration with International Universities related academic programs, internship and cultural exchanges

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • The BMU will encourage its researchers to seek the international scholarship for their innovative research • The BMU will Promote study, work and service- abroad opportunities and encouraging and supporting students to travel abroad in the course of their studies • The BMU will Promote intercultural interaction, discourse and learning • The BMU will Encourage language learning and proficiency and supporting the development of a multilingual campus, developing and delivering a range of joint postgraduate programmes with international partner institutions. • The BMU will establish and widen its Alumni outreach and engage them in university at suitable level
Actions Taken Status	<ul style="list-style-type: none"> • BMU has establish the international collaboration Cell. • BMU has done the collaboration with one International University. Discussions for establishing the collaboration with USA based universities are in advance stage.

18. Social Responsibilities

Strategic Theme	Social Responsibility
Strategic Goal/Theme	In this strategic theme we set out our approach to embedding the principles of social responsibility and sustainability across the University. Related sections include People, Infrastructure, Student Support and Progression and Lifelong community.
Aim	To create the conditions under which our students, staff and the wider community are inspired and supported to engage with and contribute to social responsibility and sustainability across the University and beyond.
Objectives	<ul style="list-style-type: none"> • Minimizing hamper some effect on environment like noise, pollution, fumes etc. • Maximizing our contribution to society. • Having infrastructure which is developed and, where possible, operated to meet national and international environmental sustainability and social responsibility objectives. • Exhibiting high ethical standards and practicing giving back to community. • Meeting community's need for around-the-clock access to responsive infrastructure leveraging the impact on costs and carbon footprint.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

Strategies	<ul style="list-style-type: none">• Embedding our commitment to social responsibility and sustainability in our curriculum, policies, strategies and procedures.
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Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • Motivating all members of the University community to become effective advocates who actively support best practice, innovation and leadership with regard to social responsibility and sustainability. • Offering every student opportunities to study the broader aspects of Indian Knowledge System, Indian Constitutional Provisions, current global challenges, social responsibility and sustainability, and to explore in depth how their chosen subjects relate to them. • Registering and reporting our main social, environmental and economic impacts • Recognizing and sharing our current expertise, opportunities, activity and achievements relating to social responsibility, sustainability and the global challenges. • Managing our physical infrastructure and the procurement of goods and services in ways that maximize efficiency and effectiveness while minimizing social, environmental and other impacts. • Applying sustainable development guidelines and adopting appropriate standards for environmental performance. • Improving our overall management of resources to reduce waste and maximize recycling. • Facilitating sustainable and active travel between the different parts of our dispersed stake and promoting more sustainable modes of academic travel. • Partnership with other organizations, consolidating our long-standing commitment to meeting irradiation of poverty, illiteracy and mal nutrition.
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will educate local community related to Environment Protection, Climate Change, Cleanness, Fitness and their well being • The BMU will support for organizing the blood donation camps in collaboration with Red Cross and NGOs • The BMU will organize the screen camps for Diabetes, Blood pressure, Thalassemia and other • In order to uplift their living standards and making the self-reliant, the BMU will organize vocational course for developing various employable skills • The BMU will extend the support for tribal and needy community, students by organizing different campaigns, Camps and programmes, • The BMU will facilitate educational, local community, NGOs and other non-profit association to make use of its facilities for organizing meetings/workshops within the campus.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

Actions Taken Status	<ul style="list-style-type: none"> • BMU is taking initiatives for spreading awareness for avoiding drugs, aids and Tobaccos • BMU, under the “One Week Nation” educate and spread awareness related to Plastic Free India, Environment, Climate change and Tree plantation
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19. Partnership

Strategic Theme	Partnership
Strategic Goal/Theme	This strategic theme sets out our approach for attaining our strategic goals through the pursuit of strategic partnerships and collaborations.
Aim	To develop long-term productive partnerships and collaborations that augments local and international platform of the University.
Objectives	<ul style="list-style-type: none"> • Positioning ourselves to create and seize partnership opportunities at the frontiers of new knowledge. • Enhancing our capacity and competitiveness in industry, corporate, academia and research. • Generating mutually beneficial and sustainable process outcomes. • Securing efficient use of resources and sourcing self dependency in each sector of energy. • Contributing to international and national priorities for teaching and research.
Strategies	<ul style="list-style-type: none"> • Deriving mutual benefits from local and international strategic partnerships and collaborations with other leading agencies, universities, commercial sector, governmental and civil society organizations. • Deepening our established relationships with research pooling partners, associated Institutions and other local institutions and businesses. • Bringing an international research dimension to the Indian arena and its constituent bodies. • Hosting new and developing existing research centers of cutting-edge facilities of national and international significance. • Deriving leverages from external expertise and participation in national and international networks • Exploring opportunities to collaborate and share activities, services, systems and facilities internally, across institutional boundaries, with commercial partners where mutual benefits can be realized.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will establish linkages with various industries for student's internship and skill development training. • The BMU will explore the opportunities for establishing partnership for collaborative and funded research projects • The BMU will include industries experts and professionals in the advisory and quality council for improvement of its quality and systems • The BMU will explore the possibilities to engage the faculties in real-life industrial project for better understanding of practices and work culture • The BMU will also establish partnership with local bodies, NGOs and state/central government bodies for establishing domain specific training / excellence centers. • The BMU will encourage and promote its researchers / faculties to establish the professional network with reputed national and international level associations/experts • The BMU establish the partnership with industries and corporate for designing and implementing industries specific courses for their employees
Actions taken Status	<ul style="list-style-type: none"> • BMU has established the partnership with Industries , Training Institutes, CED (Gujarat Government) for training, skills development, placement and entrepreneurship • More than 50 MOUs have been signed for various collaboration and partnership.

20. NEP 2020

Strategic Theme	Implementation of NEP 2020 at BMU
Strategic Goal/Theme	This strategic theme is to transform the BMU Educational ECO System which facilitate the Affordability, Accessibility, Quality, Equity and Accountability. The approach for attaining our strategic goals through the pursuit of implementing NEP 2020.
Aim	To transform the BMU a most Flexible and preferred Institution for the pursuit of higher education within the Country as well as Internationally.
Objectives	<ul style="list-style-type: none"> • Positioning ourselves to create and seize partnership opportunities at the frontiers of new knowledge. • Enhancing our capacity and competitiveness in industry, corporate, academia and research. • Generating mutually beneficial and sustainable process outcomes.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • Securing efficient use of resources and sourcing self dependency in each sector of energy. • Contributing to international and national priorities for teaching and research.
Strategies	<ul style="list-style-type: none"> • Efforts will be made for recognizing, identifying, and fostering the unique capabilities of each student, by sensitizing teachers as well as parents to promote each student's holistic development in both academic and non-academic spheres. There will be flexibility in course curriculum so that learners have the ability to choose their learning trajectories and programmes, and thereby choose their own paths in life according to their talents and interests. • University will ensure that there is no hard separation between arts and sciences, between curricular and extra-curricular activities, between vocational and academic streams, etc. in order to eliminate harmful hierarchies and silos between different areas of learning. • Multidisciplinary and holistic education across sciences, social sciences, arts, humanities, and sports for a multidisciplinary world will be ensured for the unity and integrity of knowledge. • The teaching modules will be reoriented with emphasis on conceptual understanding, creativity and critical thinking rather than rote learning and cramming for exams, for encouraging logical decision-making and innovation. • Special training and workshops will be organized for inculcating ethics and humanitarian values like empathy, respect for others, cleanliness, courtesy, democratic spirit, spirit of service, respect for public property, scientific temper, liberty, responsibility, pluralism, equality, and justice. • BMU will promote multilingualism and the power of language in teaching and learning. Life skills coaching classes will be a regular feature to address vital issues like communication, cooperation, teamwork, and resilience. • BMU will make extensive use of technology in teaching and learning, removing language barriers, increasing access for Divyang students, and educational planning and management. • There will be respect for diversity and respect for the local context in all curriculum, pedagogy, and policy. • Outstanding research will be ensured as a co-requisite for outstanding education and development.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> •
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • BMU will reshape and restructure the educational eco system to facilitate the implementation of NEP 2020 in phased manner. • BMU will Adopt Multidisciplinary Programme design, Curriculum and establish the Institution inline with this. • BMU Will register for Academic Bank of Credit and adopt for the implementation • BMU will Offer multiple entry and exit in academic programmes • BMU will Adopt NHEQF and CBCS • BMU will Offer MOOCs through SWAYAM platform • BMU will Offer ODL and Online programmes by eligible institutions • BMU will Offer apprenticeship/ internship embedded degree programme • BMU will Offer programmes by eligible Indian institutions in collaboration with eligible foreign HEIs • BMU will Establish one-stop-office for all activities related to internationalization • BMU will establish Alumni connect and make them part of the educational eco system (of Indian origin living abroad and foreign alumni) • BMU will Establish the Research and Development Cell in institutions • BMU will guide all constituent institutions to Develop the Institutional Development Plan (IDP) by keeping NEP 2020 framework in center. • BMU will pursue and guide all Non-accredited constituents institutions to get accredited • BMU will Offer the courses in Indian languages • BMU will Offer programme/courses in Indian Knowledge System • BMU will establish the linkage with Industries which will support, encourage and facilitate for apprenticeship/ internship/ research/ entrepreneurship/ employment
Actions taken Status	<ul style="list-style-type: none"> • BMU's Road Map for Implementation of NEP 2020 and the status of Actions taken is attached separately.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

21. Equality and Widening participation

Strategic Theme	Equality and Widening participation
Strategic Goal/Theme	In this strategic theme we set out our approach to embedding the principles of equality, inclusion and diversity throughout our community and our commitment to widening participation. This section is closely connected to our People enabler.
Aim	To create and maintain a diverse community of students and staff, thereby enriching the learning, working and social experience for all and demonstrating our commitment to social equity and development of all – all for development.
Objectives	<ul style="list-style-type: none"> • Preference to meritorious students on the parameter of IQ and EQ both. • Embedding equality, inclusion and diversity as fundamental principles throughout our community. • Fostering a culture which permits freedom of thought and expression within a framework of mutual respect and congeniality. • Strive for easy approachability and flexibility so that no pupil is deprived of higher education because of finance or any other reason. • Enable students from under-represented groups to fully embrace their University experience, successfully completing their program of study and expand their ambitions and employment opportunities.
Strategies	<ul style="list-style-type: none"> • Protecting and celebrating diversity as a defining element of the BMU experience. • Ensuring staff training in the parlances of pedagogy and humanities both to make academia fair and forward. • Enabling under privileged staff and students to have special or extra marginal facilities. • Raising engagement and aspirations in individuals from under-represented groups, broadening the base of our applicant pool and resources offered to them. • Orientating prospective students to smoothen the challenges of higher education and making their BMU experience enticingly fulfilling through targeted outreach work and on-campus drives. • Availing the student specific provisions like sabbatical and professional break pervasive.

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<ul style="list-style-type: none"> • Taking context and individual circumstances into account when identifying students with the best potential to succeed, through our fair, clear and transparent admissions policy. • Absolute student support cell for our students which can guide and coach them in their learning, career planning and living environment gestations within the University. • Providing and raising awareness of bursaries and making fund raising for bursaries to generate scholarships and other philanthropy. • Being at the forefront of the initiation, design and implementation of wide participative projects and outcome measures nationally.
Implementation Approach for Vision 2027	The approach used for People development holds true for this strategic goal also.

22. Lifelong Community

Enabler	Lifelong Community
Strategic Goal/Theme	This strategic theme sets the University's activities in the context of our wider community. External teaching and research collaborations and knowledge exchange are addressed in our strategic goals.
Aim	To make a positive intellectual, educational, economic, scientific and cultural contribution to society and to promote understanding of, and support for, the University and its work.
Objectives	<ul style="list-style-type: none"> • Interweaving enlightened academic principles to enhance public engagement with our work, influence policy-makers, and bring about change. • Making our resources and expertise widely available and user friendly. • Being a responsible and influential neighbor, employer and adviser. • Building an informed, engaged and supportive international community of alumni and associate friends, through a lifetime of contact. • Having a valued cultural and sporting profile in BMU and across the world.
Strategies	<ul style="list-style-type: none"> • Welcoming local residents and members of our wider community into our premises to participate in lectures, conferences and wide-

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

	<p>ranging festival, cultural and sporting events, to enjoy our galleries, collections, spiritual museums, yoga centre, mediation hall and other facilities, and to take-up lifelong learning opportunities.</p> <ul style="list-style-type: none"> • Engaging positively with local councils and other key partners over a range of issues, including strategic and local planning, transport and the relations between BMU 's student and permanent communities. • Demonstrating our view that public engagement is a key element of our purpose, linked to research impact, by promoting, recognizing and celebrating success in this area • Providing expert contributions to public debate and policy-making, and leading the engagement in BMU agenda. • Encouraging cross sectional teams of students and staff in events, competitions and campaigns. • Recognizing the contribution of our former students, and increasing the extent and depth of the engagement of our alumni and associate friends in the current and future life of the University • Promoting the BMU 's achievements, locally and globally both.
Implementation Approach for Vision 2027	<ul style="list-style-type: none"> • The BMU will invite local community leaders, experts and professional for delivering the experts talk and knowledge exchanges • The BMU will involve and engage local stakeholders for various administrative requirements and cultural programs/celebrations • The BMU will invite and involve the parents in improving its systems and processes • The BMU will seek the support of local community and other sectional teams for campaign and awareness on thematic issue • The BMU will invite alumni and acknowledge their contribution for the society and university

23. Implementation of Strategic Plan

For implementing the BMU strategic plan, following approach will be adopted;

- a) Identification short-term and long-term goals within Core, Non-Core and Blended functions of the university
- b) Merits and demerits of each initiative/goal will be brainstormed along with senior leadership team along with possible risk factors

Bhagwan Mahavir University

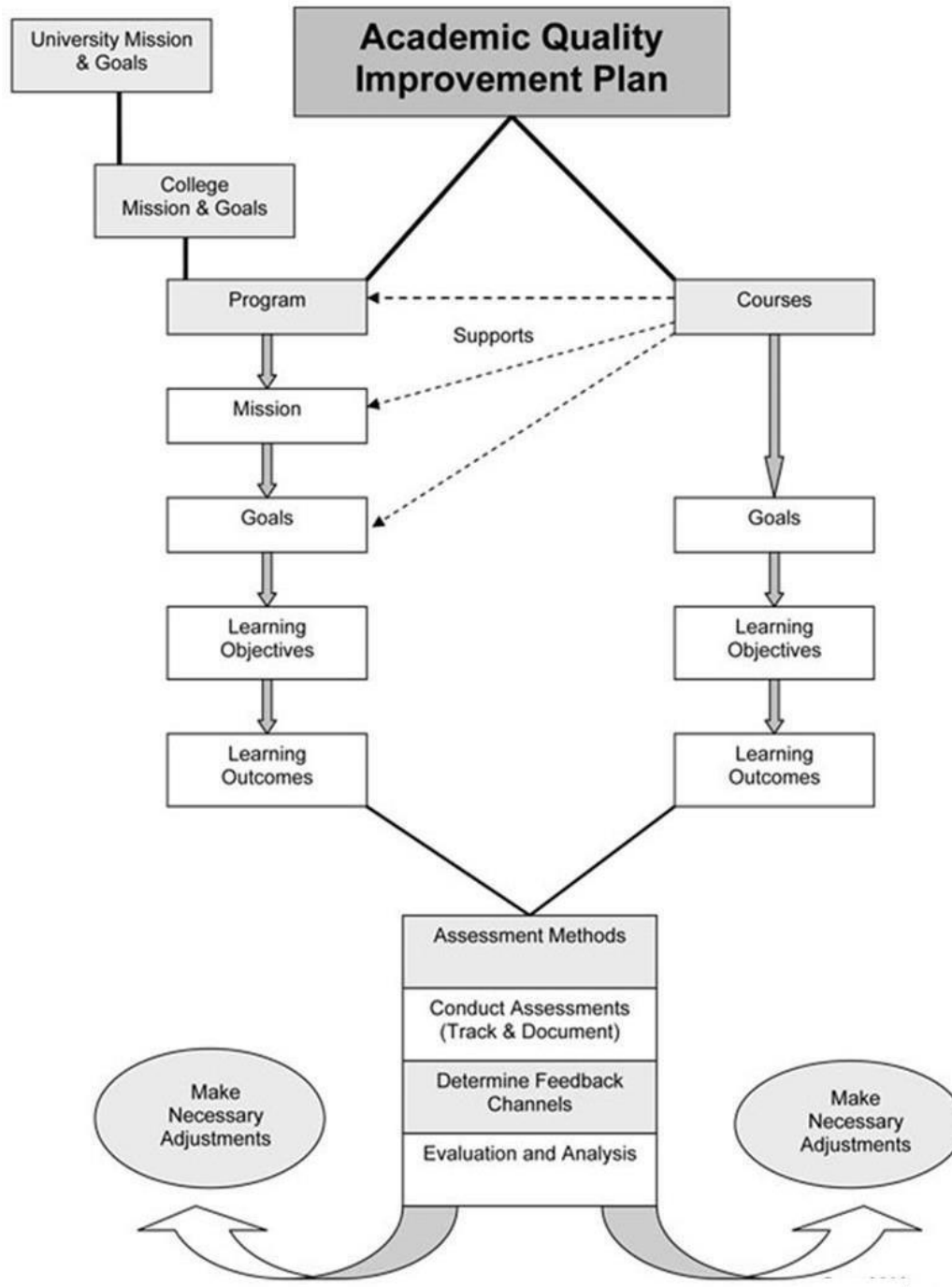
University Strategic Development Plan(V2.0)

- c) Requirements related to selected short-term and long-term goals will be derived along with required funding resources
- d) Special task force will be formed based on the domain and expertise for implanting the initiative to realize the vision
- e) BMU will device the framework to implement and monitoring the implementation of its strategic plan. Effective monitoring will helps to measure the outcome of each strategic goals. In order effectively implement and monitor the BMU will adopt the PDCA method invented by famous quality Guru Dr. Deming Edwards. The conceptual model of BMU Quality Improvement Plan and PDCA approach is depicted below;

Bhagwan Mahavir University

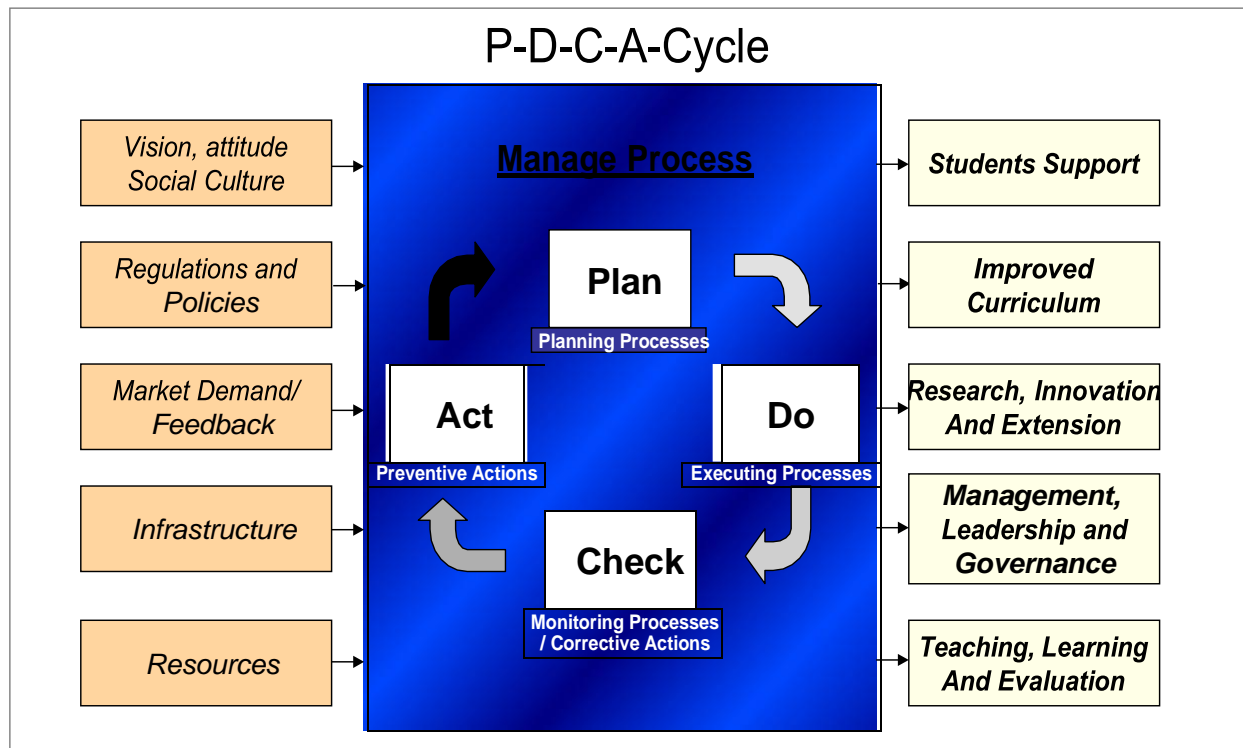
University Strategic Development Plan(V2.0)

BMCCA Quality Improvement Plan



Bhagwan Mahavir University

University Strategic Development Plan(V2.0)



24. Appendices – A : BMU at a Glance

25. Appendices – B: SWOC Analysis

Strengths	Weakness
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Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

<ol style="list-style-type: none"> 1. Supportive management and Guidance of Provost. 2. Autonomy at Institute level for working and improvement. 3. Experienced and strategic institutional leadership. 4. Blending of Experienced teaching, Young, Energetic and supportive admin staff. 5. State-of-art infrastructure and Laboratory resources with latest computing devices. 6. Well managed library with all required books and publications. 7. Institute located at strategic location within the City. 8. Institute offers the courses at Graduate and Post Graduate level in line with the Market trends and to meet the demand & supply gaps like Data Science , Cyber Security, Information Technology etc. 9. Admission strength in all courses running under BMU is increasing path. 10. Faculty participates in various faculty development program and Doctoral study. 11. Faculty members participate in state and national level competitive assessment tests like NET, SLAT, DSET Exams for future enhancement. This will help them to reassess their skills set on regular basis. 12. Holistic student's career development approach by organizing skills development workshop, seminars, extra-curricular activities, mock interviews, communication skills and Personality development. 13. Organised Career counselling seminar and workshop to motivate students. 14. Continuous improvement in Curriculum, Teaching, Learning and assessment by obtaining students and parent feedback along with result analysis. 15. Parents and Teacher Meet organized in every semester to educate the parents about the 	<ol style="list-style-type: none"> 1. Institute required to be equipped with Smart Class and Seminar Hall. 2. Specialized Computer Laboratory for Data and Science and Cyber Security not available with required tools & software. 3. Faculties Cadre ratio as per UGC is not managed 4. Appointment of faculties required to be done in Teaching Assistant Category due to the shortage of experienced Faculties. 5. Battery backup, antivirus, License Software and AC required in computer Lab for the protection of students work and sensitive devices. 6. Students have Less interest towards the placement & employment. 7. Shortage of PhD Supervisors.
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Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

<p>students progress and understand their concerns.</p> <p>16. Students counselling done by faculty co-ordinators.</p> <p>17. Students encouragement and motivation by appreciating their achievements in academic as well as extra-curricular activities.</p> <p>18. Arranging interactions with Industries Professionals and obtain their feedback for gaps & improvement.</p> <p>19. Experienced and dynamic training and placement cell.</p> <p>20. Continuous interactions with Alumni and organization of Alumni meet on every year.</p> <p>21. Extra care taken for the students to ensure that their academic performance is excel and improved on continuous basis. Different method of teaching and learning being adopted for this.</p> <p>22. Practical experiments are designed in line with industries requirements.</p> <p>23. Organised event like state level “Pixel 2K16” for students and giving them competitive environment for their overall development.</p> <p>24. Students participated in various Inter colleges events, seminars, workshops etc..</p> <p>25. Follow up is taken regularly from absent student’s parents to increase present ratio by faculty coordinator.</p> <p>26. Assessment of students with the help of expert examiners of other institutions or universities.</p> <p>27. Establishment of students start-up and Innovation Cell to encourage/nurturing g the students for entrepreneurship from the beginning of their career.</p>	
Opportunity	Challenges
<p>1. Increasing the presence and strength of IT Companies within the South Gujarat will create more job opportunities for IT Professionals and students.</p>	<p>1. Increasing strengths of Private Universities and Institutions running the similar courses/programmes</p> <p>2. Poor or late response from the Student’s Parents.</p>

Bhagwan Mahavir University

University Strategic Development Plan(V2.0)

<p>2. Implementation of NEP – 2020 will provide major flexibility and scope of educational revamp within the institute.</p> <p>3. Government's policy and financial support for Students start-up & innovation.</p> <p>4. BMU being affiliated with BMU provide the flexibility to meet curriculum as per the market requirements.</p> <p>5. Flexibility to adopt innovative and outcome base teaching, learning and evaluation approach.</p> <p>6. Opportunity to design and run skills based short/long term specialized courses like Data Science, Cyber Security, AI, ML, 3D Printing, Robotic Science and AR & VR with industries collaboration.</p> <p>7. Opportunity to increase the Industries participation in assessing the outcome, students projects and internship.</p> <p>8. Opportunity to contribute in Research & Innovation by increasing the Publications.</p> <p>9. Organization of Seminars, Workshops and FDPs of national /international repute.</p> <p>10. Opportunity to integrate the computer applications resources of different institution for effective utilization and exchange of expertise.</p> <p>11. Many reputed industries of national/international repute like ONGC, GAIL, NTPC, KRIBHCO, RIL, ESSAR, SHELL, ADANI PORT and many other are situated in 25 KM of radius from BMU .</p> <p>12. More than 1000 Local IT Companies located in Surat engaged in Software Development and export oriented Projects.</p> <p>13. The South Gujarat region is having major Industrial areas in Dahej, Ankleshwar, Vapi.</p> <p>14. The Surat city and neighbourhood areas are densely populated by industries of Diamond, Textile, Construction, IT Companies , SMEs and Major Health Care units.</p>	<p>3. Faculty exchange rate is very high</p> <p>4. Decreasing of Students attendance in classes</p> <p>5. Recruiting the Quality fresh teachers is the biggest challenges.</p> <p>8. Qualities, dedication and commitment in students are decreasing because of various socio-economic and environmental parameters.</p> <p>9. Communication skills and etiquettes within the current generation of students is a great concern.</p> <p>10. Students and Faculties adopting for short term goals over long term career development approach.</p> <p>11. Post Covid-19 writing habits within the students have been reduced almost as online examination were conducted.</p> <p>12. Growing requirements of online classes at PG Level since more students are opting for employment.</p> <p>13. Students strengths vs infrastructure facilities is the greatest challenge.</p> <p>14. Increasing of Drop out ratio.</p> <p>15. Different curriculum of same course/programme within the University.</p> <p>16. Candidates turn out ratio for the faculty's recruitment is major challenge.</p>
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Bhagwan Mahavir University

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