PANJAB UNIVERSITY CHANDIGARH
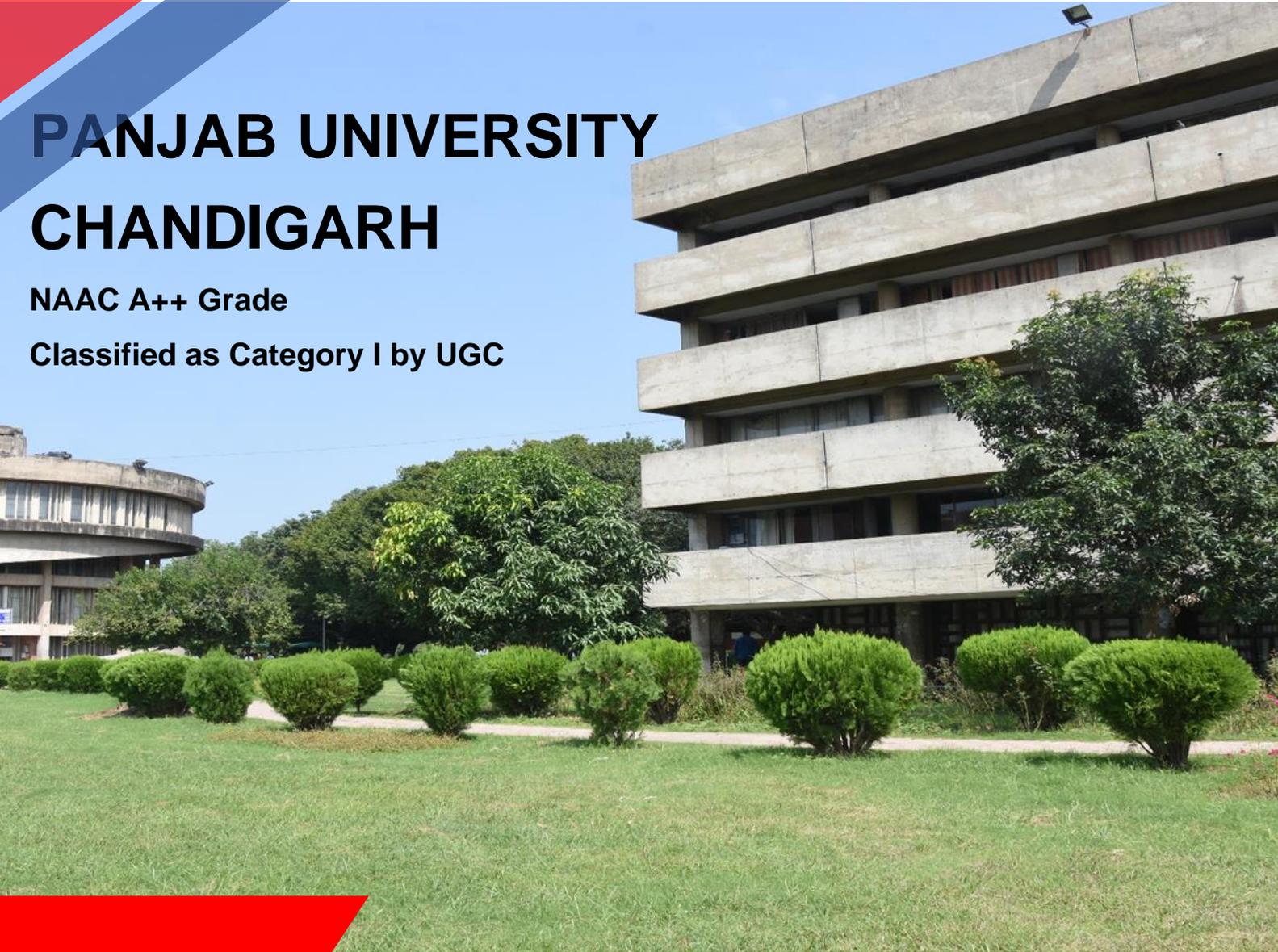
NAAC A++ Grade

Classified as Category I by UGC

INSTITUTIONAL DEVELOPMENT PLAN-2025

CONTENTS

PANJAB UNIVERSITY: A SAGA OF EXCELLENCE

Panjab University has a **long tradition of pursuing excellence in teaching and research** in Science and Technology, Humanities, Social Sciences, Performing Arts and Sports-**providing a platform for the fructification of ideas, knowledge and action**. With an illustrious past of over 142 years, Panjab University is one of the oldest Universities in India, established in 1882 at Lahore, now in Pakistan. With its present campus in India spread over 550 acres (2.2 km^2) in two Sectors of the City Beautiful Chandigarh, it is a **self-contained mini township**.

By virtue of its age, experience, achievements and philosophy, Panjab University is a premier University of international character and stature, in so far as it draws its faculty and students from all over the country and abroad.

The University **nurtures noble ideas, creativity, and innovation in its wide-ranging academic programmes covering different fields of knowledge and scholarship**. The University is committed to attracting and supporting the best students and faculty, who excel at learning, teaching and research. **Panjab University, Chandigarh, its 4 Regional Centres in Punjab, and its 202 affiliated colleges and 6 constituent colleges in UT Chandigarh and Punjab has been serving the cause of higher education and addressing the various social and civilizational needs and aspirations with distinction.**

The University is committed to implementing the new National Education Policy (NEP-2020) by introducing changes in the existing curricula of UG and PG courses by promoting multi-disciplinary studies as essential **features in alignment with the NEP framework and guidelines, while incorporating the exposure to Indian Knowledge System (IKS) as an integral part.**

VISION @ PU

PU envisions *"To be an eminent global institution committed to the creation, dissemination, and application of transformative knowledge by fostering a culture of innovation, entrepreneurship, and interdisciplinary collaboration with an aim to cultivate skilled, ethical leaders equipped to face complex global challenges and drive positive societal impact".*

Panjab University has set its goal of assuming the position of leading global higher educational institution by persistently engaging in disseminating creative, innovative and analytical knowledge through developing intellectual capital and placing Indian values at the core for holistic growth of personalities.

SWOC ANALYSIS @ PU
(Strength, Weakness, Opportunity & Challenges)

Institutional Strength

i. PU has a **rich heritage and distinctive governance structure being an inter-state body corporate**.

ii. PU has been making **seminal contributions in all walks of life as a multidisciplinary university.**

iii. The **salubrious campus** is Pollution-free with environment-friendly academic, residential, and excellent sports facilities.

iv. The University is housed in a **well-planned aesthetically designed self-contained township** with accommodation for its departments, institutes, and centres as well as its staff.

v. **PU has been the pioneer to nucleate 'Chandigarh Region Innovation and Knowledge Cluster** (CRIKC)', which promoted the sharing of infrastructural and intellectual resources amongst institutions in proximity.

vi. **Good infrastructure for the teaching-learning process** including many smart classrooms and well-equipped laboratories.

vii. **High-impact research contributions** with many scientists receiving accolades for their academic credentials.

viii. **Increased focus on Start-Ups and Innovation** through the Design Innovation Centre, Technology Enabling Centre, Biotechnology Industry Research Assistance Council (BIRAC) assisted BioNEST, Centre for Industry-Innovation Programme (CIIPP), PI-RAHI (Panjab University-IIT Ropar Regional Accelerator for Holistic Innovations Foundation), PUIC (Panjab University Incubation Centre).

ix. DST-Centre for Policy Research, Population Research Centre, HRDC, CALEM, ICSSR North West Regional Centre (NWRC), GIAN (Global Initiative of Academic Networks), BIRAC programs sanctioned to PU.

x. The University has **supporting facilities** including EDUSAT; DST-funded SAIF, Central Instrumentation Lab (CIL) providing access to sophisticated instruments to the scientists in the region.

xi. **Wi-Fi Enabled Campus** with facilities for advanced computing, and many departments having independent good computer labs.

xii. Panjab University has its **own Community Radio Station – Jyotirgamaya**: 91.2 MHz.

xiii. The University **has sprawling sports grounds and facilities for indoor and outdoor games. PU has bagged the coveted MAKA trophy 17 times.**

xiv. **High demand for its industry-oriented and professional courses** among recruiters.

xv. **Offering special value-added/add-on courses** in Environment studies, Gender sensitization, Ethics, Self Awareness, Skill Development and Entrepreneurship.

xvi. **Library facilities at central and departmental levels**, having a **rich repository of rare collections** and encyclopaedias, having a collection of more than eight lakh publications and **e-learning facilities.**

Institutional Weakness

i. The faculty-student ratio needs improvement.

ii. The revenue generation through consultation needs improvement.

iii. PU needs to make efforts to attract foreign students.

iv. There is a scope for significant improvement in the placement of students in non-professional courses.

v. Maintenance of records of freeships and scholarships provided by the non-government organizations needs a mechanism.

vi. Need to develop the proper strategy to identify and enhance(s) students qualifying in State/National /International level examinations.

Institutional Opportunity

PU is making earnest efforts to be a globally acclaimed institution by undertaking teaching and research for international markets and positioning itself to reap rich dividends offered under the New Education Policy (NEP-2020).

i. Facilitating interaction of faculty and students with researchers through international collaborations and MOUs for providing exposure.

ii. Promoting the international exchange of faculty and students.

iii. Building world class state-of-the-art infrastructure, including scientific laboratories and hostels by motivating NRIs of the region and the rich alumni base by seeking endowments.

iv. Conducting regular faculty development programs and leveraging technology to enhance teaching-learning processes.

v. Facilitating students for internships with MNCs and top-ranking research institutes/laboratories.

vi. Promoting dual degree programmes by developing inter-departmental and inter-institutional mechanisms.

vii. Undertaking regular restructuring of the courses incorporating recent advancements.

Institutional Challenge

PU aims to have resilient system to meet the challenges of globalization of education.

Some of the emerging challenges include:

i.   Constraint of enhancing the fee structure, so as to ensure achievement of PU's goals of access, equity and inclusive education.

ii.   Competing with the host of private institutions of higher education, primarily with commercial interest, luring students.

iii. Likely entry of Foreign educational institutions by opening their campuses in India.

iv.   High rate of mobility of the students from this region seeking overseas education.

Process followed for Strategic Planning for Institutional Development Plan

- Detailed analysis of needs and capacity (humans, resources, finance etc.) of PU.

- Defining key performance indicators for assessment at various stages based on mission.

- Dedicated committee under a former Vice Chancellor with teams for each key enabler headed by senior academicians.

- Incremental progress assessment with periodic review meetings (17) for development of IDP.

- Involvement of all stakeholders (students, faculty, industry, alumni, academicians, parents, civic society).

- Prioritizing the goals and resource management.

- Addressing challenges for transformation.

Targeted Best Practices @ PU

Physical & Supportive Infrastructure

- Regular Improvement of physical facilities (classrooms, labs, auditoriums) with focus on PwD
- Studio for Recording Lectures by Teachers
- International Level sports facilities
- Sustainable Green Campus (E-Rickshaw, Solar Panel, Zero Waste Buildings, Rain water harvesting, Tertiary water etc.)
- Expansion of residential campus
- High Tech labs

Digital Infrastructure

- Enhancing Digital Infrastructure (Data Centre, campus connectivity) with 5G Infrastructure
- Dual Fibre Connectivity
- Digital library, with Facilities for PwD with Audible Books
- Development of a digital platform for National/International collaborations
- MOOC Platform integrated with Learning Management System

Academics

- Initiating four years UG programmes in all domains with option of major and minor specialization in two subjects/disciplines. Integrating them with one/two Master's programmes in different subjects.
- Reorganising Teaching Departments into Schools
- Multiple Conference Halls/ Auditoria
- Digitization of archives and library resources
- Establishing New Chairs for distinguished faculty from within PU and outside PU
- Dual/Joint Degree and Twinning Program
- Promoting Enrolment of International Students, including the Foreign Students of North-West of India Origin.
- Working Plans for Centres on (Indian Knowledge System, AI & Robotics, Space Research)

Research

- Exploring National and International collaborations with premier institutions and Industry
- Seed money to young researchers
- Awards to Faculty and Research Scholars for Patents and Outstanding work
- Increasing partnerships with Industry: Centre for Industry Institute Partnership Programme (CIIPP), Technology Enabling Centre (TEC)
- Strengthening Start-up Eco-System-PUIC (Panjab University Incubation Centre)

Targeted Best Practices @ PU

Networking & Collaborations

- Industry Advisory Boards
- Establishing Joint Research Centres or labs with Industry with industry-funded scholarships
- Encouraging contributions to Alumni funds (Infrastructure, Fellowships, Awards)
- Organizing academic international level meetings

Governance

- Academic Autonomy & Delegation of Authority
- Reorganizing Teaching Departments into Schools
- E-governance (SAMARTH e-Governance Portal)
- Special NEP Cell
- Interdisciplinary Board of Studies
- IT enabled Examination & Assessment Process

Financial

- Diversifying Income Streams from various Stakeholders-Tapping CSR
- Optimising Resource Management.
- Infrastructure Modernisation
- Strategic Business unit: Entrepreneurship and innovation, commercialization of patents, industry solutions-Section 8 company
- Internal Audit Cell for Financial Accountability

Human Resource Management

- Enhancement of skills, support, and growth opportunities for students, faculty and Staff
- Earn while one learns-scheme
- Policies to support Sportsperson
- To appoint Adjunct faculty and Professors of Practice
- Improving UGC-MMTC (Malaviya Mission Teacher Training Centre), Centre for Skill Development, AIU-AADC (Association of Indian Universities-Academic and Administrative Development Centre)

INSTITUTIONAL DEVELOPMENT PLAN

Component I: Physical Infrastructure

Overview:

The layout of two campuses of Panjab University, Chandigarh has been conceived to meet the academic, administrative, sports/recreational, residential and other requirements of a growing University. To make it self-contained units, infrastructural facilities like its own Shopping Centre, Health Centre, Bank, Post office, Swimming Pool, Gymnasium, Sports Grounds, Botanical Gardens, well maintained parks, Open Air Theatre, Guest Houses, Faculty House, Seminar Complexes, Alumni House, Community Centre and a school, have been developed. There are 8 hostels for boys, 10 for girls besides a Working Women's Hostel, one International Students Hostel and 2 Sports hostels.

Focus of IDP is on Improving the Physical Infrastructure through Green Initiatives as Sustainability is a key aspect of the university's approach, with an emphasis on eco-friendly construction, energy-efficient systems, and the preservation of green spaces.

Additional infrastructure include: Multidisciplinary Lecture Theatre Complex, new 5 storeyed block, Multilevel Parking, Vertical Extension of New Gymnasium Hall, 400m Synthetic track, Indoor Squash and Synthetic Lawn tennis Courts. To promote walking and cycling culture in the campus, additional footpaths and dedicated cycle tracks as well as 20 cycle docking stations are envisaged.

Some of the priorities in enhancing Academic, Supportive and Facilitative Infrastructure include:

i. Digitization of Archives & Architectural drawings.

ii. Revamping of the Auditoria-Multi-Media Studios for creating digital education platform; Infrastructure for recording of class room lecture.

iii. Setting up Sports Performance Enhancement Centre (SPEC).

iv. Construction of Multi-Disciplinary Lecture Theatre Complex.

v. Student Activity Centre with facilities like A.C. Reading Halls, Conference rooms, Gym, Open Air Theater.

vi. Implementation of sustainable energy measures to reduce carbon footprint including solar panels, use of E-Rickshaw/Shuttle bus service and water conservation and reuse, rain water harvesting pits.

vii. Setting up Analytical Instrumentation Laboratory for Science and Engineering.

viii. Developing High-Tech Green House Hydroponic Farming set-up, Astronomical Telescope Lab, Aquaculture Ponds.

ix. Setting up Pilot Plants for Chemical and Food Engineering.

x. Disaster Recovery Centre (DRC) at Computer Centre.

xi. Making Labs High-tech.

xii. Constructing a Multidisciplinary Lecture Theatre Complex (MLTC) with lecture rooms and practical labs, especially for large scale courses introduced under NEP-2020.

xiii. Setting up Common Advanced Analytical Instrumentation Laboratory for PG students.

xiv. Initiating Start-up incubation and technology development centres in collaboration with MSMEs.

xv. Expansion of residential facilities for staff and researchers.

Expected achievements after fully implementing IDP:

i. **Enhanced Academic Excellence:** State-of-the-art facilities for multidisciplinary and emerging areas of study will enable innovative teaching and research as well as attracting global talent.

ii. **Improved Residential and Lifestyle Standards:** Comfortable and well-equipped hostels will enhance quality of life for students and faculty.

iii. **Boosting Sports and Recreation:** Upgraded sports infrastructure will foster a culture of physical fitness and holistic development.

iv. **Environmental Sustainability:** Implementation of green initiatives will reduce the campus's carbon footprint and set a benchmark for eco-friendly practices.

v. **Universal Accessibility:** Barrier-free access will make the campus inclusive, ensuring equal opportunities for individuals with disabilities.

vi. **Increased Entrepreneurial Activity:** Expanding start-up hubs and innovation clusters will stimulate entrepreneurial ventures, contributing to regional and national economic growth.

vii. **Efficient Mobility:** Dedicated cycle tracks, pedestrian pathways, and modern parking solutions will promote sustainable commuting.

viii. **Strengthened Reputation:** Improved infrastructure will elevate Panjab University's status as a leading institution in India and globally.

Component II: Digital Infrastructure

Overview:

In pursuit of academic excellence and effective administration, Upgradation of Digital Infrastructure is of strategic importance. Focus of IDP is:

    i.   To strengthen and support end-to-end network connectivity in Panjab University Campus ensuring availability and high security.

    ii.   To promote and assist seamless computing environment in Panjab University.

    iii.   To design, develop and deploy IT solutions for improving teaching-learning processes.

Major Activities planned to improve Digital Infrastructure for 5 years:

    i.   Core Activities include Up-gradation of Optical Fibre Cable (OFC) Backbone and Wi-Fi Facility and Modernization of Data Centre to leverage technology for enhanced access and higher quality of teaching-learning.

    ii.   Collaboration and Partnership with focus on setting up Data Centre as per guidelines of Ministry of Electronics and Information Technology (MeitY), Government of India.

    iii.   Technology Integration to leverage modern tools and technologies for enhanced access and high-quality teaching-learning processes.

    iv.   Sustainability of the digital infrastructure by seeking grants from CSR, Government Agencies.

Expected Achievements after fully implementing IDP:

Successful implementation of IDP will help PU emerge as a modern, inclusive, and sustainable higher education institution by meeting its Academic, Administrative and extension activity requirements through digital platform. It shall ensure faster and more resilient access to online resources including library materials and distance education. Additionally, this initiative shall provide additional security protections and improve teaching-learning experience.

The expected achievements include a modular data centre to provide 24x7 reliable IT services to its academic, research, and administrative communities. It shall ensure reliability, redundancy and maximize energy efficiency so as to keep operational costs low. It intends to incorporate latest data centre virtualization technologies for its server and networking as much as possible to consolidate hardware infrastructure.

Component III: Academic Infrastructure

Overview:

The Academic Infrastructure component envisions a comprehensive transformation aligned with NEP-2020 to enhance academic excellence. By promoting physical fitness, research opportunities, and skill enhancement, the Academic plan aims to create a vibrant, future-ready academic ecosystem, with clear deliverables to ensure sustained progress and measurable outcomes.

Key objectives include:

i. Curriculum reforms through modular, interdisciplinary, and industry-relevant programs.

ii. To make available 4+1 and 3+2 programmes with multiple entry-exit options in all domains to subsume the present 3+2 Honours School System of PU.

iii. Enhance use of digital tools and platforms in teaching and learning; establish advanced innovation-oriented laboratories.

iv. Emphasizing global collaborations through exchange programs and partnerships.

v. Career development through placement cells at central and departmental levels.

vi. Inclusive student support through mental health networks and "Earn While Learn" schemes.

Deliverables for achieving these objectives include:

1. Implementation of NEP-2020:

i. Prepare and Implement Regulations and Curricula for NEP-2020 at the undergraduate (UG) and postgraduate (PG) levels for campus and affiliated colleges following meetings with various stakeholders.

ii. Implement Curriculum Framework and Credit System (CFCS) and elective course system.

iii. Introduction of four years undergraduate programmes by teaching departments/institutes/centres on the campus.

iv. Creation of interdisciplinary/multidisciplinary schools by reorganization of departments to offer interdisciplinary/multidisciplinary courses and conduct research.

v. Prepare and implement PU-Sports policy for compulsory physical fitness activities and awarding degree credits to exceptional students in fields beyond core academics.

vi. Develop an efficient mental health support network for students.

2. Curriculum:

2A. Curriculum Framework: Prepare curricula with a focus on expanding knowledge, honing skills & attitudes, and fostering experimental competencies to enhance the creative and innovative abilities of students through:

i. Modular curriculum to enable Multiple Entry-Multiple Exit options.

ii. Projects/Research component by affixing the students in research groups.

iii. Developing a system of interns-involving state governments and industry to hire PU students as interns.

iv. Content on **(a)** Advance and Emerging Technologies in each subject, and **(b)** India's position and future requirements **(c)** Drawing on Indian Knowledge System.

v. Contents related to Indian knowledge systems, digital literacy, communication skills, legal literacy and moral values/work ethics.

vi. Adoption of e-content-based online platforms across various courses such as e-PG-Pathshala, CEC (UG), Using ODL – Online Programmes SWAYAM/MOOCs, etc.

vii. Compulsory physical fitness activities (sports, cycling, gym, yoga) and introduction of physical fitness card.

viii. Offering of Joint/Dual Degree in collaboration with neighbouring, national and international institutions.

2B. New Courses:

i. Launch new Master's Programs and Diploma/Certificate Courses in emerging technologies and global perspectives, involving collaboration reputed organizations.

ii. M.Sc. Programs in Renewable Energy, Analytical Instrumentation, and Medical Instrumentation.

iii. Diploma/Certificate Courses in Data Analytics, Artificial Intelligence, IoT, Innovation Management, Green House Farming, Irrigation Systems, Hydroponics, Food Packaging, Industrial hazards and Safety, Waste Water Treatment and Sustainable Management Practices, Aquaculture, Apiculture, Aquarium keeping, Analytical Instrumentation, Renewable Energy. Cyber Security, Cloud Computing, Social & Mobile; 3D Printing.

3. Academic facilities for the students:

3A. Study material

i. Ensure availability of relevant and updated course material, books and recorded Course Lectures; Creating directories of reliable online resources (with grading).

ii. Establish academic servers as digital repositories of academic resources, including recorded lectures, videos, notes and demonstrations.

4. Career Development cum Placement Cell:

i. To identify and develop strategies for career counselling including higher studies, competitive examinations and placements.

ii.   To showcase the projects/thesis abstracts completed by various students on department website of each department.

5. Earn while learn facility & flexibility:

Promote "Earn While Learn" scheme for economically-marginalised students and to improve working skills for a student with responsibility. Involvement of Students as Demonstrators in Practical teaching classes and organising evening/weekend classes.

6. Examination Reforms:

i.   PU is adopting Academic Bank of Credits and National Higher education Qualifications Framework of UGC.

ii.   Introduce new strategies for Internal assessment – Continuous assessment through

iii.   weekly Assignments, Mid-term tests, projects, field visits and Attendance.

7. Teaching by Faculty:

7A. Digitization of Course content

i.   Set up infrastructure for recording of Class room/Seminar Hall Lectures.

ii.   Install Display Screens/Projection Facilities, Digital Podiums in class rooms.

iii.   Establish Multimedia Studios for development of Online e-content by teachers for creating digital education resources such as SWAYAM, MOOCs, e-PG-Pathshala.

7B. Teaching Methods

i.   Systematic planning in teaching – session wise teaching plan be prepared and followed by the faculty members.

ii.   Upgrade Teaching Methodologies including teaching plans, assignments and tutorials. Weekly assignment sheet.

8. Teaching Faculty:

8A. Manpower

i.   Fill the teaching positions to full strength as per sanctioned post with qualified, experienced, and committed faculty.

ii.   Appoint Professors of Practice, Visiting Faculty and Chairs in key disciplines.

iii.   Engage industry professionals as teaching staff to bridge industry academia gaps.

iv.   Promote participation of Guest faculty in research by assigning a senior as their mentor.

8B. Regular upgradation of knowledge of Faculty

i.   Teachers Training programs/Refresher/Orientation Courses on regular basis. Special stress on training programmes on **(a)** Digitisation of Course content and **(b)** Updation of experimental skills.

ii.   Exchange/Internship programs for faculty with industry to cross-pollinate skills besides Industrial visits/training.

iii.   International Exposure of Faculty members: Overseas Exchange programs, International Collaboration, visits of Foreign Faculty, and International Conferences.

iv.   Training of Laboratory staff along with the students during summer vacation.

Expected achievements after fully implementing IDP:

By the end of five years, Panjab University is expected to emerge as a hub of academic excellence and innovation. The main expected achievements include:

(i)   Full adoption of NEP-2020 with interdisciplinary, modular programs and robust research output.

(ii)   State-of-the-art infrastructure supporting academics, start-ups, and sports, complemented by sustainable energy systems.

(iii)   Enhanced global footprint through international collaborations and exchange programs.

(iv)   Improved student well-being with inclusive facilities, mental health frameworks, and skill enhancement programs.

(v)   Elevated reputation as a leading institution fostering sustainable development, cutting-edge research, and societal contributions.

This plan is expected to upgrade Panjab University as a modern, inclusive, and sustainable higher education institution with elevation in rank.

Component IV: Research and Development Enablers

Overview:

At PU, integration of Research, Innovation and Technology Development is the focus for making *Atma-Nirbhar Bharat*. Research and Development Cell (RDC) aims to play a crucial role in catalysing multidisciplinary/ transdisciplinary and translational research culture.

RDC seeks to create a research ecosystem for impactful and sustained research output viz., generation of knowledge and facilitation of research, innovation and technology development for industrial & societal benefits, addressed by human resource (researcher & faculty), intellectual capital (knowledge & skills), governance (regulation & policies) and financial resources.

The salient features of IDP:

Year 1: Foundation Building

i. **Establish Core Infrastructure**: Setting up state-of-the-art research laboratories and essential facilities in few selective and identified research areas considering the needs.

ii. **Setting research priorities** to promote the Research Components which are Industry and Society oriented.

iii. **Increase Partnerships**: Initiating collaborations with industry and academic institutions to lay the groundwork for future projects.

iv. **Motivating the faculty members to have at least one project and one collaboration with other national or International Institute**

v. **Research Projects for Students:** Involving students in research projects at undergraduate and postgraduate levels. Weekly Research Group meetings to facilitate UG-PG Research students.

Year 2: Strengthening Research Capabilities

i. **Expand Research Programs**: Increasing student intake for research-based curricula and Ph.D. programs, and recruiting additional research-oriented faculty.

ii. **Promote Innovation and Collaboration**: Identifying new fields for targeted research, supporting competent faculty, and strengthening industry partnerships.

iii. **Increasing the number for fellowships for Ph.D. as well as amount of fellowships:** Encouraging interdisciplinary Ph.D. programs and supporting them with Ph.D. fellowships.

iv. **University Press**: Strengthening the university press for scholarly publications. Publication of the proceedings of Chandigarh Science Congress, Chandigarh Social Science Congress and Language Congress.

v. **Providing seed funding** for newly appointed faculty for writing projects.

vi. **Encouraging the Guest Faculty for Research and incentivize them for Publication,** with mentoring by senior faculty.

vii. **Organizing one research lecture** by every faculty member within the department.

viii. **Encourage Publications and Patents**: Support faculty and students in publishing research and filing patents. Special refresher courses on patent filing. Upgrade the level of Pre-Ph.D. courses to ensure more rigor.

ix. **Enhance IP and Commercialization Efforts**: Organising trainings on research monetization and IP protection, provide mentorship to start-ups, and support the commercialization of research outcomes.

x. **Enhance Flexibility and Multi-disciplinarity**: Designing UG/PG programs that are multidisciplinary and flexible, and offer additional certificate programs in collaboration with industry and international organizations.

Year 3: Expanding Impact and Reach

i. **Increase Research Output**: Encouraging faculty and students to publish research papers in SCI journals, file patents, and host at least two conferences per year to foster networking.

ii. **Increase Students Involvement**: Involving students in research projects at all levels and facilitate industry internships for practical exposure.

iii. **Strengthen Institutional Support**: Establishing university incubation centres

iv. **Improving the research journals by making them online**

Year 4: Monitoring and Evaluation

i. **Evaluate Progress**: Continuously monitoring and evaluating research projects and their impact, refining strategies based on feedback.

ii. **Recognize Achievements**: Implementing an annual ranking system for faculty based on API scores and recognising significant achievements with awards.

iii. **Expand International Collaborations**: Developing exchange programs with international institutions and participate in global conferences to increase visibility.

Year 5: Consolidating Gains and Scaling Up

i. **Sustain and Scale**: Ensuring the sustainability of research initiatives through continuous funding and support, and expanding successful programs to new areas.

ii. **Develop Value-Added Skills** to enhance employability and integrate experiential learning into the curriculum to nurture innovative thinking.

Proposed focused research areas of PU:

- Fundamental research in Physics, Chemistry, Biology, and Mathematics.

- Engineering, Space Technology, Material Sciences, Chemical Technology, Nanotechnology, and Renewable Energy.

- Medical Research, Public Health, Biotechnology, and Pharmaceutical Sciences.

- Environmental Science, Climate Change, Sustainable Development, and Conservation.

- Sociology, Psychology, Anthropology, History, and Cultural Studies, Governance, Political Economy and Public Administration.

- Computer Science, Information Technology, Artificial Intelligence, and Cybersecurity.

- Business Innovation, Entrepreneurship, Start-ups, and Technology Transfer.

- Agricultural Research, Food Technology, Sustainable Farming, and Agribusiness.

- Legal Research, Policy Analysis, Human Rights, International Law, National Security, Defence and Strategic Analysis.

- Education Technology, Curriculum Development, Teacher Training, and Educational Policy.

- Astrophysics, Space Exploration, Satellite Technology, and Space Science.

- Artificial Intelligence, Robotics, Automation, and Intelligent Systems. Focus on Machine Learning, Data Science, Predictive Analytics, and Big Data.

Expected achievements after fully implementing IDP:

i. **Enhanced Research Infrastructure and Increased Research Output and Innovation**: A substantial increase in research publications, patents, and successful commercialization of research outcomes, driven by a higher number of research-oriented faculty and student involvement.

ii. **Successful Establishment of Research Centres**: Focusing on a wide array of disciplines, including advanced sciences, applied technology, biomedical sciences, environmental studies, social sciences, ICT and innovation.

iii. **Strengthened Industry and Academic Partnerships** leading to joint research projects, enhanced funding opportunities, and increased visibility in global research communities.

iv. **Sustainable Research Ecosystem** supported by continuous funding, multidisciplinary programs, and skill development modules, ensuring long-term growth and scalability of successful initiatives.

Component V: Supportive and Facilitative Infrastructure

Overview:

Panjab University is steadfast in its commitment to a vibrant, inclusive, and sustainable campus environment through strategic enhancements to its supportive and facilitative infrastructure. This initiative encompasses new construction and upgrading of academic and administrative buildings, sports and recreational facilities, hostel accommodations, traffic flow management, energy-efficient electrical systems, and solar power initiatives.

1. **Administrative and Student Centre Buildings**
   i. **Multipurpose Auditorium Complex:** Completion and initiation of Multipurpose Auditorium Complex.
   ii. **Administrative Buildings:** Extending and renovating office complex with green initiatives.
   iii. **Student Activities:**
      a) Constructing a Student Activity Centre in PU South Campus Sec-25 with inclusive of indoor gyms, and utility shops.
      b) Facilities for Outdoor Sports activities on PU South campus, Sec-25.

2. **Student's Accommodation**
   i. Constructing new hostels for Boys' and Girls to meet their ever-increasing requirements.
   ii. Upgrading infrastructure of all Hostels.

3. **Infrastructure for Academic and Start-Up Activities** including vertical extensions, enhancing accessibility in particular for Physically challenged faculty, students, staff of academic and administrative buildings and hostels as well as enhancing additional safety measures.

4. **Sustainable Energy Measures:**
   i. Conducting an energy audit of buildings on the PU campus and implementing sustainable energy solutions, such as installing solar panels on rooftops of various large buildings, to reduce the carbon footprint.
   ii. Establishing one 66 kV and ten 11 kV electrical substations in PU campuses (Sec-14 & Sec-25).
   iii. Upgrading the existing street lighting system to more energy-efficient alternatives
   iv. Install façade lighting around four heritage buildings on the PU campus.
   v. Promoting water reuse, rainwater harvesting, and the use of e-rickshaws, bikes, and shuttle bus services.

5. Sports Infrastructure

As a leading academic institute in sports, Panjab University envisions achieving National and International levels excellence in Sports through:

   i. Identifying and nurturing sports talent from PU campus and its affiliated colleges; Launching talent hunt and training programs.

   ii. Encouraging Participation in Sports for all students and introducing Physical Fitness Cards as well as introducing Sports related academic courses like B.Sc. in Sports Sciences, Diploma in Sports Management.

   iii. Promote intra and inter level sports activities at department and hostel level

   iv. Introduction of Panjab University Sports League (PUSL) in well received games like Badminton, Table Tennis, Cricket at University Level

   v. Organize National and International sports events, including Khelo India University Games, All India Inter-University Competitions, and World University Games/ Championships, Asian University Sports Games in collaboration or under the aegis with relevant organizations i.e., Association of Indian Universities, Ministry of Youth Affairs and Sports, National Sports Federations and Industries.

   vi. Upgradation and extension of existing Physiotherapy lab with latest therapy machines and gadgets. Installation of Sports training recovery facilities like steam bath, Sauna bath, ice bath etc. As well as to start academic programs in physiotherapy centre like injury rehabilitation program.

   vii. Establish a Sports Research Centre, Sports Performance Enchantment Centre (SPEC), Sports Alumni Association and provide consultancy services for sports.

6. Traffic & Parking Management

   i. Conduct a traffic audit for PU campuses (Sec-14 & Sec-25) and implement a traffic management system.

   ii. Promote:

      a) The use of e-rickshaws, shuttle bus services, and smart bikes.

      b) Walking and cycling culture through the construction of additional footpaths, dedicated cycle tracks, and 30 cycle docking stations at strategic locations.

   iii. Construct multilevel parking near Gate No. 1 (P.G.I. side) in PU Campus Sec-14.

7. Campus Security: Install CCTV cameras for continuous monitoring and evaluation of physical infrastructure across PU campuses.

Expected achievements after fully implementing IDP:

i. **Enhanced Academic and Research Excellence**: Upgraded academic buildings, start-up hubs, and incubation clusters provide state-of-the-art spaces for learning, research, and innovation.

ii. **Improved Students' Residential Life**: New and renovated hostels and recreational facilities will ensure a comfortable and enriching campus experience.

iii. **Sustainability Leadership**: Adoption of solar energy, energy audits, and eco-friendly practices will position the University as a leader in sustainable campus development.

iv. **World-Class Sports Facilities**: Modernized sports infrastructure and new initiatives like the Panjab University Sports League (PUSL) will elevate the University's reputation in national and international sports arena.

v. **Efficient Campus Operations**: Upgraded traffic management, parking facilities, and enhanced security measures will ensure a seamless and safe campus experience for all stakeholders.

vi. **Inclusive and Accessible Environment**: Barrier-free infrastructure and adherence to universal accessibility standards will foster inclusivity for all.

Component VI: Networking and Collaboration Infrastructure

Overview:

Ensuring strong relationship with other academic institutions, alumni, recruiters and industry through mutual trust, regular communication, respecting each other's ideas and work, and celebrating successes together, can help built strong partnerships.

To encourage new ideas and discoveries, PU aims to enhance efforts towards joint research projects with the industry and alumni, creating shared research centres, thereby ensuring start-ups and employment prospects of students, encouraging teachers to work on industry relevant research projects, inviting industry experts, thereby creating a strong and mutually synergistic bond with Industry. This will be achieved through following plans:

1. **Development of Digital Platform to enhance Collaborations having** list of faculty members working in related area and details of facilities available in university.

2. **Development of a Process for seamless Establishment of Formal Partnerships with Academic Institutions and Industry.**

3. **Development of Alumni Association & Networks by** establishing region wise, country wise and thematic chapters. **Main tasks of these Chapters will be:**
   i. To facilitate PU students in higher studies and placement abroad.
   ii. Organising Knowledge transfer sessions (Online Webinar, Seminars and Mentorship Series) and Publishing Newsletters to communicate chapter activities.
   iii. Periodic organization of Domain and Research workshops with Alumni as key partners and Networking Meets for hand holding of new Alumni.
   iv. Raising funding for establishment and maintenance of facilities for research and domain-based Incubation centres for start-ups.

4. **Strengthening existing MOUs and the Chandigarh Region Innovation and Knowledge Cluster (CRIKC)** to promote and sustain excellence in research:
   i. Development of Joint specializations for UG and PG students.
   ii. Pooling of sharable research facilities with online schedule management.
   iii. Research Database Development:
      (a) Identification of Research labs and institutions working in similar domains.
      (b) Development of Partnership with aligned research establishments.
   iv. Joint Participation as CRIKC in International Forum and Research Projects.

    v.   Student Exchange Programs with International Universities and Organizations facilitated through dual degree and Joint Internship programs.

   vii.   Collaboration with Government and Semi Government Bodies.

5. **Improvement in Consultancy Setup:**

PU plans to further strengthen the Centre for Industry Institute Partnership Programme (CIIPP) with aim to bring industry academia closer, to make strategies for the promotion of synergistic interface with industry, to encourage R&D programmes for meeting industrial need(s) and to generate resources. To improve the current consultancy setup and ease out the application process, following is proposed:

    i.   Development of Web Portal for Consultancy offerings.
   ii.   Consultancy Progress Tracker and Payment Portal.
  iii.   AI based Shared Resource Planner and Scheduler.

6. **Placement Collaboration:**

PU is developing network with reputed companies for training students during the internship which will enhance job placement services of the student.

    i.   Joint academia and industry job skill match maker tool.
   ii.   Involve industry in online industrial skill development courses.
  iii.   Competitive skill enhancement courses in collaboration with industry.

7. **Collaborations with NGOs & Social service Organizations:**

Effort will be to further strengthen rural outreach, Fieldwork, Participatory Rural Appraisal (PRA) for sensitising and crediting the rural immersion for both faculty and student. Activities planned include:

    i.   Partnering with government programs such as Unnat Bharat Abhiyan (UBA), National Service Scheme (NSS).
   ii.   Operating on technical and non-technical areas including capacity building, extension services, product development and usage in catchment area.

8. **Start-up Network Infrastructure:**

Panjab University has plans to setup incubation Centre and pre-incubators in wide range of disciplines. These incubators will be provided soft loans to ideation-based proposal with an aim to convert them to start-ups. To improve the start-up culture, measures planned include:

    i.   Setting up of ideation and start-up board.
   ii.   Digital infrastructure for start-ups.
  iii.   Soft loans through PU alumni angel network.

Expected achievements after fully implementing IDP:

1. Development of new Platform for Collaborative Research and Innovation:
 i. Creation of industry advisory boards to provide guidance on curriculum development and research priorities.
 ii. Establishment of joint research centres or labs where industry and academia can work together on specific projects.
 iii. Encouragement to student internships and industry fellowships to facilitate cross-pollination of ideas.
 iv. Integrating industry expertise into classroom lectures and guest speaker programs.
 v. Organization of industry-sponsored workshops, hackathons, and competitions to connect students with real-world challenges.

2. Enhanced Focus on Workforce Development:
 i. Establishing online platforms for sharing industry knowledge and resources with academic institutions.
 ii. Development of tailored training programs/ MDPs for industry.
 iii. Creating pathways for industry professionals to pursue higher education or certifications.
 iv. Organising industry-specific seminars and workshops to disseminate research findings and best practices.

3. Providing Funding and Resources:
 i. Establishment of industry-funded scholarships and fellowships to support students pursuing research or internships.
 ii. Allocation of funding for joint research projects and innovation initiatives.

Component VII: Governance Infrastructure

Overview:

Governance encompasses the methods and frameworks utilized for decision-making, risk monitoring, and performance enhancement. Governance at PU seeks to strike a balance between institutions autonomy and accountability.

1.1. Governance Structure: The University functions through a hierarchical structure via Statutory Bodies – Senate, Syndicate, Board of Finance, Academic Council, College Development Council that have representation of diverse stakeholders. The governance system is well documented in PU Calendar (Volume I to III). The governance structure of PU:
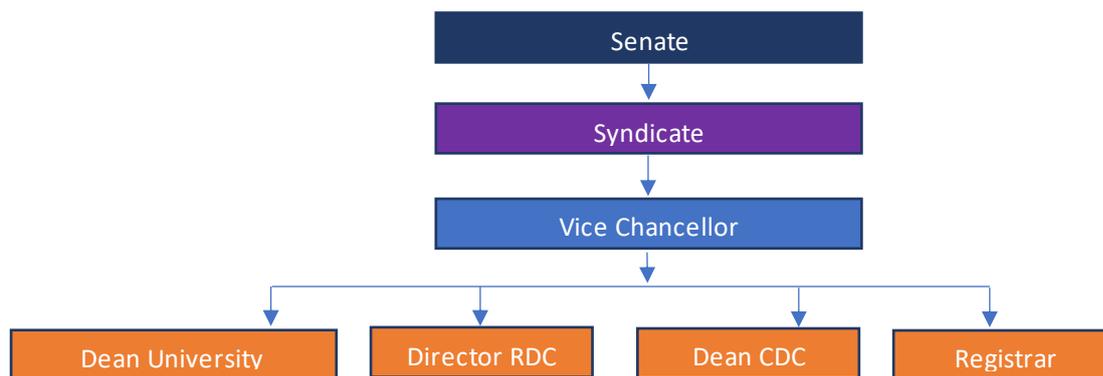
The University envisages implementing the following plans in three phases:

Short-term plans:

i. **Restructuring of Academic Units:** Organization of departments into Schools headed by Deans for better resource management and interdisciplinary collaborations. Further, decentralizing and delegating the powers to Dean of School. In addition, Regional Centres and Constituent Colleges will be revamped to make them relevant to the changing environment/needs.

ii. **Digitization initiatives:** The University is committed for complete digitization of office management and processes to streamline operations and enhance efficiency. The University is gradually shifting towards paperless administration by making the existing ERP 'Samarth' portal a centralized data control office, wherein all academic, administrative, and financial matters shall be processed online.

iii. The Samarth Portal shall be extended to all the constituent colleges for seamless integration and interaction between the University and the colleges.

iv. **Capacity building:** Providing training sessions for users of e-Governance modules and applications. Further, rationalizing of workforce and proper utilization of human resources would be undertaken.

v. **Student support initiatives:** The University shall strive to create more enriching experience for students through access to professional, community and research opportunities. In addition, help desks will be strengthened to enhance the accessibility of administration to the students.

vi. **Transparency and SOPs:** The University shall develop policies in the emerging areas like Open education resources (OER). It will also update/Re-visit of policies and SOPs for all major operations in line with the IDP. Further, implementation policies would be made more action-oriented. Effective record keeping and documentation for would be ensured. Transparency in all operations would be through self-disclosure.

Mid-term plans:

i. **Manpower Recruitment:** The University shall plan to fill all teaching and non-teaching posts in timely manner.

ii. **Enhancement of Intellectual capital:** Recruit faculty/experts from world-class institutions for strengthening the academic programs.

iii. **Institutional Audit:** The University shall conduct Academic and Administrative Audit, Green/Energy Audit, Diversity and Inclusion Audit, Accessibility Audit, and Technology Adoption Audit periodically.

Long-term Plans:

i. **Establishment of Off campus programs:** The University would plan to open offshore campus to offer academic programs based on market demand.

ii. **Alignment with national goals:** The University shall foster inclusive decision- making processes involving campus fraternity aligning to national missions and goals.

These plans will be executed through creation of key Councils, each having specific roles in decision-making:

The academic and administrative measures in **Panjab University Campus** ought to be overseen in participatory manner by the following advisory Councils:

1. PU Campus Academic Advisory Council (PUCAAC):
The Academic Advisory Council will provide strategic inputs on issues of key importance for growth of academics in the University and shall meet twice in each semester to discuss academic issues of priority.

Chairperson: Vice Chancellor

Convener: Dean of University Instruction

Members:
  i. Director Research & Development Cell
 ii. Director, IQAC

Senior Most faculty member* (by rotation from departments) covered under:
 iii. Faculty of Arts
 iv. Faculty of Science
  v. Faculty of Engineering & Technology
 vi. Faculty of Languages
vii. Faculty of Business Management & Commerce
viii. Faculty of Law
 ix. Faculty of Medical Sciences
  x. Faculty of Pharmaceutical Sciences
 xi. Faculty of Education
xii. Faculty of Design and Fine Arts
xiii. Director, Central Placement Cell
   * A seniormost faculty member shall be a member of the above Council for a maximum of two years.

Special Invitees:
 xiv. Registrar
  xv. Finance & Development Officer
 xvi. Controller of Examination
xvii. Secretary to Vice Chancellor

2. PU Campus Research Advisory Council (PUCRAC):

The Research Advisory Council will provide guidance and oversight for research activities, including policy direction, thrust areas, infrastructure improvements, and project recommendations. It will meet once in two months to discuss various issues. The council will comprise of following members:

Chairperson: Director, Research & Development Cell
  i. Hony Director, Sophisticated Analytical Instrumentation Facility (SAIF)
 ii. Hony. Director, Centre for Industry Institute Partnership
iii. Director, Internal Quality Assurance Cell
 iv. Dean (Faculty of Science)
  v. Dean (Faculty of Arts)
 vi. Dean (Faculty of Engineering & Technology)
vii. Dean (Faculty of Pharmaceutical Sciences)
viii. Dean International Students
 ix. Librarian

3. PU Campus Administrative Council (PUCAC):

The Administrative Council will function as a representative body of all constituent groups within the university for initiating and/or reviewing all non-academic policies and procedures which impact the entire university. The council shall comprise of following members that would meet once in quarter to discuss administrative and infrastructure issues:

Chairperson: Registrar
Members:
    i.   Finance & Development Officer
    ii.   Controller of Examination
    iii.   Secretary to Vice Chancellor
    iv.   Executive Engineer I & II
    v.   Divisional Engineer Horticulture
    vi.   Chief Security Officer
    vii.   Chief Medical Officer
    viii.   Director Public Relations
    ix.   Director Sports
    x.   Law Officer

4. Quality Assurance Forum (QAF):

This forum shall try to foster continuous improvement and quality sustenance for the University.

This committee will meet one in a quarter and will have following members:

Chairperson: Director, IQAC
Co-Chairperson: Associate Director, IQAC
Members:
    i.   DUI
    ii.   Director Research & Development Cell
    iii.   Director, Computer Centre
    iv.   Librarian

5. PU Campus Chairpersons Forum (PUCCF):

This forum shall oversee all measures relating to university's welfare. by receiving inputs and for executing various initiatives of the University. The forum shall meet once in two months and shall have following members:

Chairperson: Vice Chancellor
Co-Chairperson: Dean University Instruction
Members:
    i.   Chairperson/Heads of Academic Depts
    ii.   Director, Research & Development Cell
    iii.   Director, Internal Quality Assurance Cell
    iv.   Registrar
    v.   Finance & Development Officer
    vi.   Controller of Examinations

Note: Vice Chancellor can nominate any external/internal members to any of the councils.

Component VIII: Financial Enablers and Funding Models

Overview: The strategic vision of PU on various financial enablers is documented under following key parameters:

  i. Professional and contemporary Financial Management Approach
  ii. Sustainable Revenue Model
  iii. Budgeting - Optimum Resources allocation
  iv. Effective compliance eco-system
  v. Cost control and management
  vi. Effective Investment strategy
  vii. Transparency and effective service delivery

Key parameters vis-à-vis plan & strategies to achieve the same

Parameter	Plan & Strategies
Professional and contemporary Financial Management Approach	• Shift from traditional approach to modern approach. • Traditional approach is limited to merely monitor the receipt of fee/grant from Government and watch its utilization. • Modern approach is much more diversified and wider, which focusses on long term financial sustainability through data-based decision support system, resource diversification, cost control, and putting in place an effective & transparent service delivery mechanism to all the stakeholders' using tools of e-Governance and Good Governance.

Sustainable Revenue Model	• Resource diversification – to achieve a state of revenue-matrix wherein non-traditional sources of revenue (i.e., other than fee from students and grant from Govt) represents a 'balanced percentage' of total revenue.
	• Non-traditional sources of revenue may include:
	  i. Industry collaborative courses
	  ii. CSR Funding
	  iii. PPP projects
	  iv. Income from royalties and IP
	  v. Consultancy projects
	  vi. Income from Estate
	  vii. Philanthropic contributions

Parameter	Plan & Strategies
Budgeting - Optimum Resources allocation	• All the financial activities are planned by translating these requirements in annual budget. • Separate allocations are planned for different segments and activities that include **i)** Enablers of Development, **ii)** Establishment Expenses, **iii)** Student services, **iv)** Research Initiatives, **v)** Ancillary & Support services. • Allocations are framed on the basis of proposals of all the departments and service units which are considered and recommended through a committee representing all the stakeholders of the University. • Adopting hybrid of zero-based budgeting and incremental budgeting approach to make realistic financial projects. • Periodic review and analysis of variance.
Effective compliance eco-system	• Presentation of true and fair state of affairs of the Institute through uniform format of financial statements notified by MHRD in consultation with the ICAI. • To comply with the Accounting Standards (AS) and disclosure norms issued/notified by the Government. • To comply with the provisions of GFRs, especially concerning the procurement of goods and services as well as execution of work contract. • To comply with the provisions Income Tax Act, 1961, GST Act, 2017, FEMA and other applicable financial laws.
Cost control and management	• Classification of all activities into core and non-core activities. • Each set of activities are to be treated as cost centres with an aim to identify the source of revenue which should recover the costs associated with such cost centre.
Effective Investment strategy	• Constituting an investment committee to strategize and plan the investment pattern. • Classifying the investments as short term or long-term depending upon its source and its utilization & deployment by laws. • Shortlisting investment options in the light of applicable Govt guidelines.
Transparency and effective service delivery	• Framing of basic financial rules based upon the fundamental principles of propriety, transparency, fairness and elimination of arbitrariness. • Formulation of comprehensive and lucid manual outlining the flow of all types of financial transactions with inbuilt internal control and internal check system. • Devising Standard Operating Practices (SOP) for each activity with specific timelines. • Putting in place an independent and effective audit mechanism.

Implementation Plan

Phase 1: Transition to Professional and Contemporary Financial Management approach

i. Full Implementation: Achieve a complete switch over to the accrual-based double-entry accounting system to enhance financial accuracy and transparency.

ii. System Customization: Tailor the system applications to support data-driven decision-making processes, ensuring efficiency and strategic planning.

Phase 2: Strengthening Financial Governance

i. Re-alignment of Financial Rules: Review and update existing financial policies and regulations to align with contemporary needs and best practices.

ii. Standard Operating Procedures (SoPs): Develop clear and robust SoPs to create an enabling financial ecosystem that fosters compliance and accountability.

Phase 3: Automation and Accessibility

i. End-to-End Automation: Implement full automation for the processing and flow of financial transactions, including an integrated online tracking system for real-time updates.

ii. Stakeholder Interfaces: Design and deploy user-friendly interfaces for all stakeholders, enabling seamless online access to resources, services, and information.

iii. E-Governance Compatibility: Establish an interconnected system to support and promote E-governance initiatives, ensuring transparency and efficiency in public service delivery.

Phase 4: Cost Centre Identification and Resource Optimization

i. Cost Centre Mapping: Identify and categorize various cost centres to streamline resource management and accountability.

ii. Revenue Matching: Assess and align revenue sources with the needs of identified cost centres to ensure financial sustainability.

iii. Resource Allocation: Optimize resource distribution to cost centres through participatory consultations with stakeholders, fostering inclusivity and efficiency.

Phase 5: Sustainable Revenue and Performance Reporting

i. Diversified Revenue Model: Develop a sustainable revenue model by exploring and leveraging diverse funding sources to reduce dependency on limited streams.

ii. Performance Reporting System: Create an output-oriented reporting framework that tracks continuous improvement.

Component IX: Human Resource Enablers

Overview:

In its quest for excellence, PU has been in the forefront in harnessing its intellectual capital. To capitalize on its rich heritage and strong favourable inclination, PU has plans to develop strategies, for effective and efficient management of its key differentiator-intellectual base, so as to maintain and further strengthen its leadership position in the emerging educational landscape.

Following strategies are contemplated to further reinforce its mission:

1. **Strategies in the domain of Student and Learner Enablers:**

    i. Holistic Admissions Framework: Streamline the student selection process with a holistic approach, assessing academic prowess alongside extracurricular talents, ensuring diversity and inclusion

    ii. Merit and Equity-Based Financial Aid: Deploy merit-based scholarships and financial aid for underrepresented groups to democratize access to education and attract bright young minds

    iii. Strengthening programs to enhance academic environment for ensuring holistic growth of its students through mentoring, tutoring and counselling.

    iv. Collaboration with banks for liberal low-interest student loans with flexible repayment options is being contemplated.

    v. Further strengthen student feedback mechanisms by establishing continuous feedback loops between students and faculty.

    vi. Facilitate connections between students and potential investors, industry partners, and business incubators. Frequent hosting of events that enable students to pitch their ideas, receive feedback, and network with key stakeholders in the entrepreneurial ecosystem.

    vii. Equip students with insights into market trends, entrepreneurship, and business, fostering applied research and innovation tailored to societal and industry needs through value added courses and field visits.

    viii. Transform classrooms into active learning spaces by developing adaptive learning systems tailored to student performance.

2. **Staff Empowerment Enablers:**

    i. The University implements a transparent and competency-based recruitment approach through open advertisements for all job opportunities. The University makes earnest efforts for timely promotions of faculty in accordance with Career advancement scheme guidelines received from UGC from time to time.

ii.   The University Calendar comprehensively prescribes all the appointment and service rules for its employees. The Calendar is well documented and is amended as and when required with the approval of the Ministry of Home Affairs, Government of India.

iii.   The procedures for appointment and promotion of the teaching faculty are adopted from notifications and amendments received from University Grants commission in toto. For the non-teaching staff, promotions are based on transparent rules and regulations of the University, through duly constituted committees of the university.

iv.   The University aims to further support the professional development and career growth of both teaching and non-teaching staff by:

   a.   Conducting continuous faculty development programmes, short term courses, capacity building and administrative training programs.

   b.   Providing study leave and incentives for attaining higher education.

   c.   Providing teachers with financial assistance to purchase books and attend conferences/seminars both in India and abroad.

v.   PU plans to develop Resilience and Well-Being Programs:

   a.   Launch a comprehensive well-being program with fitness centres, wellness workshops, and mental health access.

   b.   Create a Well-Being Office for coordinating health and wellness activities.

   c.   Offer resilience training workshops on stress management and emotional regulation.

3.   **Faculty and Researcher Enablers:**

   i.   Transparent Recruitment and Appointment that prioritize excellence and diversity in educational backgrounds, research expertise, and pedagogical skills. A mechanism to attract global faculty is being contemplated.

   ii. Continuous Professional and Pedagogical Development programs for faculty to advance their pedagogical skills, research methodologies, and leadership capabilities.

   iii. Establishing a Pedagogical Innovation Lab for experimenting with new teaching methods and technologies under CALEM.

   iv. Incorporating Cross-Functional Enablers: Establishing a Continuous Professional Development (CPD) program with regular training, online courses, and certifications for faculty, technical as well as non-teaching staff.

   v.   Developing a career pathway framework outlining progression opportunities and skill requirements.

   vi. PU plans to establish leadership development centre offering programs focusing on strategic planning, team management, and decision-making.

4. **Strategic Funding and Emotional Support Enablers:**

    i. State-of-the-Art Facilities and Innovation Hubs for promoting entrepreneurship, employability, innovation, and training through grants such as SAP/CAS, RUSA, PURSE and TEC. PU aims to provide a collaborative space where students and researchers can work and creative communities to develop business and entrepreneurial skills.

    ii. Further strengthen Panjab University Incubation Centre and Pre-Incubation Centres.

5. **Strategies for Enablers for Pedagogical Innovation at Panjab University:**

    i. Pedagogical Excellence Initiatives:

        a. Offer faculty development programs for innovative curriculum design and advanced pedagogical techniques, technologies and Measurement tools.

        b. Enhance curriculum to focus on skill development and practical application, aligning course outcomes with industry requirements to improve employability.

        c. Develop online modules and certification programs for continuous learning.

        d. Develop joint courses and projects integrating diverse perspectives, to learn global teaching practices.

    ii. Innovative Tools: Introduction to new educational technologies, such as virtual labs, simulation tools, and interactive learning modules.

    iii. LMS Training: More Comprehensive training on Learning Management Systems (LMS) for efficient course management and delivery.

    iv. Design Pedagogical Development Programs.

    v. Learning Resource Centres: Access to teaching materials, technological tools, and instructional design assistance.

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