

Strategic Plan

of

Maharshi Dayanand University, Rohtak

The University has come a long way since its inception in 1976 and what was envisioned as an institution, primarily dedicated to the teaching and learning in the field of life sciences. Marching ahead on the path of progress, the University envisages to assume the status of a leading ‘transformative learning community’ by maintaining highest standards of transparency, accountability and efficiency. The University seeks to ensure equity, access and quality in learning experience and role of teachers at paramount to be instrumental in achieving the intended success.

Engaging of the students in high-impact value-based education, benchmarked against highest global standards and leading-edge research within and across disciplines, and creation of congenial, academically challenging and supportive environment conducive to personal growth and time-lined infrastructural improvements to the campus are some aftermaths of good governance, excellent administration and a trustworthy leadership within the University. The University endeavors to provide good governance and leadership with intellectual honesty by optimally utilizing its resources to stand with sustaining principles of ethical standards, mutual respect, student-centric interdisciplinary, multidisciplinary, collaborative and innovative environment and responsiveness to the society through community care and outreach services.

Highly qualified and competent leaders at different levels of the University in the light of a well-defined system and organizational structure consistent with the Act, Statutes and Ordinances of the University are striving with high commitment to improve the academic and administrative effectiveness.

Vision

The University aspires to be a leading ‘transformative learning community’ recognized world-wide for excellence in teaching, research and service and as a catalyst for intellectual, social, cultural and economic development.

Mission

The University is committed to transform lives and serve the society through pursuit of excellence in teaching, innovation, lifelong learning, cultural enrichment and outreach services.

Core Values

Academic Excellence: University strives for the uncompromising quality and highest standard of excellence in teaching, learning, research and scholarship across various disciplines.

Pursuit of Excellence in Research and Innovations: University is driven by research and innovation and ensures continuous engagement in the scholarly activities in the pursuit of innovation, creativity and excellence

Morality and Ethics: University upholds the highest ethical values, integrity and professionalism and an unwavering commitment to academic freedom, transparency and accountability.

Social Commitment and Inclusiveness: University commits to nurture and preserve an environment of safety, trust, mutual respect, equality and diversity in its all endeavors to ensure fairness and inclusiveness.

Environmental Sustainability: University is aware of its environmental responsibilities and embraces principle of sustainable development to ensure that any adverse environmental impact of its activities is minimized.

Service: University seeks to serve the diverse, personal and professional development needs of its constituents and encourage habit of engagement, caring, and civic responsibility by emphasizing a connect between service, excellence, and career growth.

To achieve its vision and mission, the University is committed to:

- Provide intellectually inspiring, academically challenging and supportive environment conducive to positive personal growth;
- Provide a comprehensive education, benchmarked against the highest global standards;
- Engage in innovative, high-impact and leading-edge research within and across disciplines;
- Produce graduates of distinction committed to academic/professional excellence and lifelong learning;
- Provide a safe, healthy and sustainable workplace;
- Act in partnership with the community over the generation, dissemination and application of knowledge; and
- Act as a gateway and forum for scholarship with rest of the world.

To actualize its vision thoughts, the University has developed a perspective/strategic plan by taking into account the broad based goals articulated from its objectives and consistent with its mission as a blueprint for setting targets and obtaining reckonable aftermaths in the light of the University's core values.

Strategic Plan

Perspective/Strategic Plan is to move further with determined efforts towards excellence of reckoning in teaching and research, and become a leading contributor to the intellectual, social, cultural and economic development of the nation under the University's broad based goals consistent with the objectives and mission, strictly employing the following strategic directions:

1. Academic Excellence

Providing intellectually inspiring, academically challenging and supportive environment conducive to positive personal growth and producing graduates of distinction committed to academic/professional excellence. The University will take actions in order to mark academic excellence, as given below:

Strategic Initiatives

- Introduce/enhance skill based, online and add-on courses/programmes of current and future relevance on need basis.
- Expand ICT capabilities to deliver the core academic activities and lifelong learning
- Appoint a good mix of Indian and foreign / foreign qualified / industry experienced faculty.
- Reduce the faculty-student ratio to an extent 1:10.
- Make the activity based and experiential learning as the major components of the learning pedagogy.
- Strengthen career guidance and placements.
- Consistent augmentation of the existing infrastructure and other facilities.

Targets

- More professional and vocational courses are to be designed as per needs of the industry and other organizations offering employment to the students.
- Periodic review of the curriculum in all streams of the University for updating/designing courses with an emphasis on activity based and experiential learning in the teaching pedagogy to help learners perform effectively in their professional and social life.
- Making the learners proficient in vital professional and soft skills, and inculcating human values and professional ethics among them.
- Revitalizing the innovative, entrepreneurial and critical thinking ability of the students and facilitating them with proper career guidance by appointing mentors.
- Making augmentation of infrastructure like hostels, class rooms and other infrastructural facilities a regular phenomenon to satisfy the academic and administrative needs.

- Access to information through creation/expansion of digital library, providing large-scale access to and enhancement of the quality of education through ICT, and periodic training to teachers and working professionals at their work-place to maintain and upgrade their IT and related skills.
- Lowering the faculty-student ratio to an extent 1:10 during the five 5 years of the strategic plan and having a composition of diverse faculty in terms of national/international qualification and academic/industry experience to foster a progressive work culture in which performance is the most cherished value and accountability is the cornerstone of efficient administration

2. World Class Research

Strengthening and sustaining world class research with continuous engagement in the scholarly activities in the pursuit of innovation, creativity and leading-edge research within and across disciplines. The University to be recognized at global level for its high quality research will take actions as given below:

Strategic Initiatives

- Enhance the present infrastructure and research facilities
- Enter into collaborations with world class institutions.
- Promote the new research projects based on industry demands.
- Infuse the new faculty with foreign / foreign qualified / industry experience to further sustain the research environment in the University.
- Make efforts to translate the laboratory research into commercial products.
- Take care to preserve and expand the IPRs.
- Improve the rate publications of the research papers in Scopus / Web of Science indexed journals.
- Have the target to be among the top 500 institutions of the world.

Targets

- Promoting research in the entire gamut of inter-disciplinary development studies in all areas of societal and national concern. Also, taking up research on the lives and works of eminent persons of national status. Bagging more research projects funded by Govt., Industry and Informational agencies and the IPRs.
- Students in all disciplines shall be engaged in scholarly activities by embedding research oriented courses in their curriculum that starts from the fundamental levels of knowledge and comprehension and move towards the advance levels of analysis and synthesis as the programme progresses. All types of research work either by faculty or students shall undertake plagiarism check.
- Attracting international faculty, empaneling prolific experts as visiting professors/honorary professors to be actively engaged in research guidance and

appoint of distinguished and eminent scientists/academicians as professor emeritus.

- The University will undertake to sufficiently train, equip and sensitize the faculty members to focus on creating meaningful research output to contribute towards creating theory and influencing practice.
- All faculty members will be encouraged to increase their research publications in A-category journals and citations in journals listed in like Scopus, Elsevier, Thomson Reuters, Web of Science or any other indexed journals having exemplary reputation and high impact. They should be less attentive about their total number of publications and more focused on rigor and relevance of their research in their field of study.
- Ink MoUs with reputed educational and research organizations both at national and international level for collaborative research and joint-PhD programmes, and improve percentage of international students (exchange students and regular students).
- Augmentation of IT infrastructure and upgradation of infrastructural facilities such as strengthening of the Central Instrumentation Lab by the introduction of specific and sophisticated equipment to match with the changing scenario on the academic front.

3. Safe, Healthy and Sustainable Workplace

Creating hassle free, stress free healthy environment by providing various amenities at the workplace, not only to take care of personal health, but also to increase efficiency in their work. The University to provide safe, healthy and sustainable work environment will take the following actions:

Strategic Initiatives

- Continue to have eco-friendly, energy conserving workplace.
- Continue to have campus based health centre for providing support to the staff.
- Enhance and maintain the existing ample greenery, playgrounds, residential blocks, day care centre, campus school, faculty club, guest house, community centre, teaching and research blocks.
- Ensure that all the buildings and pathways are friendly for “differently-abled persons”.

Targets

- Creating a close-knit and integrated residential community by guarantying an on campus housing facility for students, faculty and staff allowing for a blending of academic and residential life.
- Growing sustainably as a model clean, green, and echo-friendly campus with a variety of trees and plants by involving representatives from students, faculty and staff to promote ecological practices to maintain the flora and fauna of the campus despite discouraging survival rate.

- The University will work towards a reduced energy and carbon footprint (low carbon campus) and a zero discharge campus. New innovative technologies for energy, waste management and emissions control will be showcased on the campus and their viability assessed.
- Preparing a highly student-friendly environment giving 24-hour support service system (Call Centre) to benefit students living at far off places.
- Creating awareness and sensitization of women employees and students on their rights and making the system more robust for prevention of Sexual Harassment of Women at Workplace to address the complaints of girl students as per guidelines and directions issued by the law courts, and also in the manner the situation may demand.
- Besides, a detailed Citizen Charter in consultation with the stakeholders will be worked out to addressing any of the complaints of all sections of the participants.

4. Community Engagement and Extension Activities

The University Community engages itself in partnership with the outside community over the generation, dissemination and application of knowledge to execute its stated mission as well as its activities. To understand the societal needs and issues as well as to inform, educate and share best practices, the University endeavors to take following actions:

Strategic Initiatives

- Conduct various schemes and programmes like University Youth Red Cross, University Outreach Program, National Service Scheme(NSS), Centre for Haryana Studies, Women Study Centre etc. through its departments/ offices.
- Organise Blood donation camp and create awareness about healthy life style and work for the promotion of health by going to masses through “The *University Youth Red Cross*”
- Organise free health checkup camps in the villages and distribute literature relating to how they can keep themselves healthy.

Targets

- Adequately training and motivating the faculty and students to realize the societal needs and issues for creating sufficient awareness among local communities regarding their abilities and potential to handle the critical situations in the face of rampant commercialization and industrialization.
- To achieve sufficient success in community development and their capacity building, the sphere of community engagement and development is to be broadened beyond immediate vicinity of the University.

- Offering maximum opportunity to our students to engage with the community through community-specific social projects and assignments as part of the academic requirement.
- The University will be offering students opportunity to understand the community requirements and concerns and come up with sustainable solutions for the same through classroom learning and giving a chance to students to interact with established social entrepreneurs and NGOs.
- Students will be encouraged to help the local communities in solving community problems related to pollution, illiteracy, excessive drinking, unemployment, cleanliness, poverty, etc. Faculty members also help students in this regard.
- Individually, the University departments will also contribute to serving social concerns and community needs in their own humble way. The Department of Psychology will organize health awareness camps for the promotion of their Positive Health agenda. Likewise, the Department of Sociology will organize field trips for social sensitization of their students. The Department of Environmental Science will organize environmental awareness campaigns to address the emerging environmental challenges which work as a threat to achieving the goal of sustainable development. Similarly, the Department of Genetics will be organizing awareness camps against AIDS, Cancer, and other dreaded diseases from time to time. Other departments will also engage themselves in varied socially constructive and meaningful interactions beneficial to themselves and the society.
- Moreover, the Women Study Centre, Department of Environmental Science, and Dean Students' Welfare of the University will involve the community in their outreach programmes like Gender sensitization, Imbalance sex-ratio, Female foeticide, Domestic violence, Health awareness, Environmental protection, and Promotion of folk music.
- The Youth Welfare Office is also going to facilitate by holding of Blood Donation Camps, Eye Donation Camps, and engages itself in other useful activities in social cause.
- Promoting the cause of social and community concerns, environmental health, social awareness against dreaded diseases, and nation building taking the services of the National Service Scheme (NSS) Unit, the Red Cross Club under the aegis of the Youth Welfare Department.
- To ignite moral and spiritual thinking among the students, weekly moral lessons will be imparted and Yajnas will be conducted in the Ch. Matu Ram Yajnashala which stands unique activity point on the campus.

- Engaging faculty members to drive their attention on areas like technology and development in rural areas, teacher training for colleges and Massive Open Online Courses (MOOC) for students etc.
- Increasing the scale and scope of interactions by making collaborations with industry in several modes, including consultancy, sponsored research projects, technology transfer and continuing education.
- Building collaborations in education through well-structured student internships (up to six months) as well as appointment of industry professionals as Adjunct Faculty.
- Representation of the community (like Members of Parliament and State Assemblies) as members of important bodies of the University will be ensured to have their viewpoints about issues concerning national development that often prove a good source of inspiration to enhance curricula and improve delivery.

5. Infrastructural Facilities and World Class Amenities

Augmenting infrastructural facilities and world class amenities are proved to be the crucial determinants of the productivity of higher education and their quality considerably affect the work culture and organizational climate of the University. The demand for technology upgradation of infrastructure have increased significantly and major investments are necessary to upgrade and modernize them. In order to implement proposals for expansion of educational programmes received from various teaching departments, the University seeks to take following actions towards the expansion of infrastructural facilities and amenities:

Strategic Initiatives

- Creation of new infrastructure, keeping in view the emerging technological options for a world class institution in education, research and services.
- Augmentation of its teaching, research and residential facilities for students by way of providing new teaching blocks, research centres, library facilities, hostels (including for international students), sports facilities and general amenities.
- State-of-the-art educational technologies have to be used to provide instruction in classrooms. The corresponding hardware and software to enable effective instruction will also be provided.
- A state-of-the-art digital library that provides information for education and research in engineering, technology, sciences and management, with state-of-the-art information service capabilities/facilities has to be developed.
- Investments will be made in water harvesting and renewable energy applications.
- Efficient utilization, maintenance, and upgrading of existing infrastructure.

Targets

- Creation of amenities and facilities such as cafeteria, cyber café, bookshop, photocopying facilities, etc. for the learners and the faculty on the university campus is a rendezvous to shift them from closed traditional teaching-learning process to open environment learning. The University will continuously improve these on campus amenities and facilities.
- Investments will be made to improve the educational technology infrastructure in order to improve the learning environment. Modernizing of educational facilities like audio-visual and multimedia equipment, on-line networking with other selected national and international instruction site to enhance the efficiency of the teaching learning processes in the University along with a wider availability of educational software.
- The University will increase the content of Digital Library which is freely accessible to all through the intranet to retrieve relevant information from inside books, manuscripts and journals in much easier and far more reliable way. More than one individual will be able to use the same book at the same time. The role of the 'Vivekananda' library has to move beyond the traditional role to one of being an active participant in the dissemination, multiplication and validation of knowledge.
- The University will improve the accommodation and facilities in terms of communication, recreation and sports and ensure to maintain in a well manner. Also, on-campus commercial facilities will be strengthened and modernized.
- The basic amenities such as kitchens, dining halls, geysers for supply of hot water, water coolers with water purifiers, ceiling fans, inverters for uninterrupted power supply to messes, STDs, canteens, visitors' rooms, etc. in the hostels will also be furnished with new generation equipment.
- Friendly environment, well-maintained grassy lawns with beautiful flowerbeds, help in making the students' hostel stay quite enjoyable will be ensured. The Girls Hostel complex will soon have a small Health Centre, and a dedicated guest house, apart from shops for essentials for the residents. Provision of timely medical attention and transportation will also be explored in case of emergencies.
- Laboratories, particularly in science teaching departments, need further strengthening by addition/upgradation of equipments as per the dynamic work scenario.
- Language Lab may be established to improve the communication skills of the students.

6. Diversity and social inclusiveness

The university continuously makes efforts to enhance diversity in all parts of the on campus life by attracting students, faculty and staff members from all over India and the international students. The presence of international students will enrich the experience of all students as well as build alumni links in different countries. A special emphasis is laid on the promotion of gender sensitive environment at the campus. The Department of Sociology, Psychology, Law and the Women Study Centre organize programmes to sensitize the students and the faculty members on several gender sensitive issues. Apart from, ensuring of social inclusiveness is another high point of the University. Realizing the importance of the diversity and social inclusiveness, the University furthers the following actions:

Strategic Initiatives

- Continue to follow the State Government Policy of reservation of seats in each programme for students belonging to different strata of the society.
- Ensure social inclusiveness in staff recruitment.
- Make efforts to attract students from international community.
- Continue to promote cultural, social and sports activities.
- Continue to address issues related to social and cultural diversity through its highly vibrant Students' Welfare Department, SC/ST Cell and Women Study Centre.

Targets

- Encourage diversity and strive to provide an inclusive and supportive environment to physically handicapped, minorities and weaker sections of the society.
- Strives for equal representation from men and women among its faculty, students and staff members. The Institute would like to create an enabling environment and take initiatives to move towards greater number of women in the campus.
- Number of outreach programs will be increased to attract female students

7. Education System in Global Perspective

The University is consistently striving to give global perspective to the students using practices like world class course content, engaging faculty of repute from national/international institutes/universities for delivering lectures to the on-campus students. Research is another core activity of the University and forms the basis of its ability to advance knowledge and to address the challenges of global industry and society. In pursuit of global reputation, the University links itself directly to the quality of comprehensive education, benchmarked against the highest global standards and undertakes the following actions:

Strategic Initiatives

- Enter into new research and teaching collaborations with leading national and international institutions of repute.
- Establish Global Committees and Task Forces to initiate, monitor and assess the internationalization plans.
- Provide professional development opportunities for the faculty to develop global competence and to incorporate global perspectives.
- Take the measures to promote geographic, linguistic and cross-cultural learning on priority basis.
- Identify strategic regions and countries as potential partners based on its vision and mission.
- Provide comprehensive support for the enrollment of international students through advising peer support and programmes at University level.
- Ensure to increase the number and variety of curricular and co-curricular activities to encourage global research and competence.

Targets

- To ensure global perspective of education to the students, the University will be making efforts to reorient and rebuild the course curriculum and pedagogy by introducing international specializations, inclusion of academic concepts with examples from the globe, case studies highlighting experiences and decision-making situations faced by global corporations and reviewing the content of every course periodically in order to incorporate internationally relevant concepts.
- Having international tie-ups with institutes/universities of repute to establish faculty and student exchanges as well as joint research programmes. Such links would establish the credibility of the University for education and research destination at the national and international level.
- Encouraging the students to take up overseas internship opportunities and faculty members to participate in international events and take up international assignments to get a global perspective.
- Special programmes like GIAN would be exploited to attract international faculty to deliver lectures.

8. Governance

To ensure the strict adhering of the processes and policies by the stakeholders, the University has a good governance mechanism majorly fueled with transparency and accountability at all levels that provides an ethical grounding and the governance system is evaluated with reference to predetermined goals and objectives. Revisiting the governance system of the University with an agenda to advance the organizational strategies on education, research, services, and administration, following are the action points to ponder on that directly lead to improvement in its work culture, decision-making, operations, and performance, as given below:

Strategic Initiatives

- To transparent work ethos for discharge of the University's functions and responsibilities as a responsible public institution.
- To promote and empower the students, faculty and other staff members for dynamic administrative functioning and work delivery.
- To improve its ambitious e-governance project to make its working more efficient, responsive, transparent and convenient.
- To put in place a fair and equitable mechanism to allocate resources and resolve problems promptly and effectively.

Targets

- Compliance with agreed policies will be ensured by monitoring and recording, what is going on, and to provide corrective action in cases where the rules have been ignored or misconstrued.
- The meetings to be conducted in a highly democratic environment, resulting in freely consultative, participative, and collective decision-making.
- To hold the meetings of Board of Studies, Faculties, and IQAC, etc. on regular basis for prompt decision-making on all time-bound academic matters.
- Scanning the University functioning as a whole from the point of view of all stakeholders and beneficiaries involved to confirm that it must have firm moorings to moral values and principles.
- To work out a detailed Citizen Charter in consultation with the stakeholders to address their complaints and to apprise the students and other stakeholders of their rights.