INSTITUTIONAL DEVELOPMENT PLAN

2023-2028

IIMT UNIVERSITY, MEERUT

Transforming Education System, Transforming Lives

UGC Recognised | Section 2(f) & 12(B) | Meerut, Uttar Pradesh

PERSPECTIVE STRATEGIC PLAN



Twelve perspective themes - Academic Excellence, Research and Innovation, Holistic Development, Services, Sustainability, Branding and Communication, Infrastructure, Governance and Integration, Self-Reliance, Capacity Building, Globalization and Collaborations - anchor the thrust areas of this plan.

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1. Executive Summary

IIMT University, Meerut, established in 2016, has received UGC recognition under Sections 2(f) and 12(B) and has built a green campus of about 47 acres with ICT-enabled classrooms, laboratories, a central library, an incubation centre and research facilities. This Institutional Development Plan (IDP) sets out the University's strategic direction for 2023-2028 in line with the National Education Policy (NEP) 2020, UGC regulations, and the quality frameworks of NAAC, NBA and NIRF.

The plan is organised around **fifteen thrust areas**, each with objectives, strategies, measurable targets, timelines, responsible bodies and budget. It is monitored by the IQAC and a dedicated IDP Monitoring Committee, with annual review and mid-term revision.

Perspective themes: Academic Excellence, Research & Innovation, Holistic Development, Services, Sustainability, Branding & Communication, Infrastructure, Governance & Integration, Self-Reliance, Capacity Building, Globalization and Collaborations.

Note to reader: Items marked **[___]** are institutional data points (numbers, dates, amounts) to be filled from the University's own records before submission. Targets are proposed and indicative, to be validated by the IQAC and the Board of Management.

2. Profile of the University

Item	Details
Name	IIMT University, Meerut, Uttar Pradesh
Type	State private university
Established	2016 (State Act: **U.P. Act no. 32 of 2016**)
UGC status	Section 2(f) and 12(B)
Campus	About 47 acres, near NCR
Schools / Faculties	**17**
Programmes (UG / PG / Ph.D. / Diploma / Certificate)	**ALL**
Students (total / women / international)	**4060** [UG/PG/DIPLOMA/CERTIFICATE]
Non-teaching staff	**501**
Accreditation / rankings (NAAC, NBA, NIRF, ARIIA)	**NAAC "A"**
Alumni network	**"Alma Shine"**
Innovation ecosystem	Institution's Innovation Council (IIC) established 2018 with MoE; institution-level innovation cells

3. Vision, Mission, Objectives and Values

VISION

To be a world-class university imparting knowledge and values and providing students an excellent learning experience through research and innovation in Science, Technology, Management and other areas that meet the aspirations of the world community.

MISSION

To stand for the academic, professional and ethical empowerment of youth by using state-of-the-art technology, time-tested and innovative concepts, excellent infrastructure and internationally acclaimed facilitators.

Strategic Objectives (2023-28)

1. Deliver multidisciplinary, outcome-based, flexible education aligned with NEP 2020.
2. Build a research and innovation culture with measurable output and societal impact.
3. Improve employability, entrepreneurship and skill outcomes of every graduate.
4. Strengthen faculty quality, welfare and retention.
5. Develop world-class, green, accessible and digitally enabled infrastructure.
6. Internationalise teaching, research and student mobility.
7. Ensure equity, inclusion and student well-being.
8. Achieve strong governance, financial sustainability and quality accreditation.
9. Serve the community and promote Indian Knowledge Systems and values.

Core Values

Governance - custodianship and responsible use of authority and resources. **Excellence** - consistent quality in all aspects of performance. **Equality** - equal opportunity for all segments of society. **Authenticity** - truthful and righteous conduct. **Respect** - towards the organisation, its people and beneficiaries. **Innovation** - ongoing search for novel concepts. **Sustainability** - concern for nature, environment and resources for a safe, prosperous future.

Workplace Values

Proficiency in education, research and innovation; Transparency and honesty; Discipline; Resilience; Competency; Empathy; Teamwork; and Conservation (minimise, reuse, recreate, rethink, recycle).

4. Approach and Alignment

The IDP was prepared through situational analysis (SWOC), stakeholder inputs (students, faculty, alumni, employers, parents, community), benchmarking against peer institutions, and a review of regulatory frameworks. It is aligned with:

- National Education Policy 2020 and the National Higher Education Qualifications Framework (NHEQF)
- UGC regulations on curriculum, faculty, Ph.D., ODL/online, internationalisation and equity
- NAAC (seven criteria), NBA, NIRF and ARIIA parameters
- Academic Bank of Credits (ABC), multiple entry-exit, four-year UG programme, Indian Knowledge System, Skill India, Viksit Bharat 2047 and the UN Sustainable Development Goals

5. SWOC Analysis

STRENGTHS

- UGC 2(f)/12(B) recognition within five years of inception
- Green, ICT-enabled 47-acre campus with labs, central/digital library, auditorium, incubation and research centres
- Diverse programmes; industry-aligned, interdisciplinary curriculum
- Active IIC (since 2018), incubation facilities, entrepreneurship minor/UG programmes
- Mandatory research/dissertation/internship in over 80% of programmes
- Industry collaborations, internships and placements; regular interaction with country ambassadors
- Student support: clubs, career guidance, counselling, ideathons, hackathons
- E-governance in admission, administration, finance, examination and LMS
- Strategic location near NCR; NSS, NCC and Unnat Bharat Abhiyan; alumni network 'Alma Shine'
- Demonstrated adaptability (rapid shift to online learning in the pandemic)

WEAKNESSES

- Dependence on tuition fees; limited funding for research, hiring and infrastructure
- Difficulty attracting and retaining highly qualified faculty
- Affordability concerns for students; limited financial aid
- Time needed to build and sustain reputation
- Continuous demands of regulatory compliance and accreditation
- Balancing tradition with cutting-edge pedagogies
- Intense competition among private universities

OPPORTUNITIES

- NEP 2020 implementation: multidisciplinary, flexible, credit-based learning, ABC
- Online, hybrid and micro-credential programmes
- Industry and government partnerships; start-up ecosystem
- Growing demand for employability-focused education
- Internationalisation, twinning and study-abroad collaborations
- Sustainability leadership and Indian Knowledge Systems
- Data-informed decision-making and analytics
- Alumni engagement and CSR funding

CHALLENGES

- Financial pressure from enrolment fluctuation and competition
- Technology investment and faculty readiness for blended learning
- Maintaining quality parameters and accreditation
- Global mobility restrictions affecting international enrolment
- Employability expectations in a changing economy
- Research disruptions and funding constraints
- Changes in government policy and regulation
- Cost management without compromising quality
- Student diversity, including English communication for Hindi and regional-language learners

Strategic response. Strengths are used to capture opportunities (for example, IIC and incubation capacity to build start-ups; ICT infrastructure to scale online and hybrid learning). Weaknesses and challenges are addressed through the faculty, financial, quality-assurance and communication-skills goals that follow.

6. Baseline Status

To be completed from University records.

Parameter	Baseline (2022-23)	Latest (2025-26)
Student-teacher ratio	**1:18**	**1:18**
Faculty with Ph.D. (%)	**60%**	**70%**
Ph.D. scholars enrolled	**48** [2022-23] **33** [2023-24]	**2** [2024-25] **9** [2025-26]
Research papers (Scopus/WoS) per year	**76** [2022] **326** [2023]	**346**
Patents filed / granted	**90** [2023-24] **27** [2024-25]	**28**
Funded research projects and amount	**28**	**91**
Placement rate (%) and median package	**57**	**78**
Start-ups incubated	**18**	**70**
MoUs (national / international)	**12**	**16**
NAAC / NBA / NIRF status	**NIRF**	**NAAC**
Library holdings (print / e-resources)	Books: **201950** Journals: **147** E-resources: **4**	Books: **2019200** Journals: **154** E-resources: **8**
Renewable energy share (%)	**25%**	**35%**

7. Strategic Goals, Strategies and Targets

Each thrust area lists the goal, key strategies and indicative targets for 2027-28.

7.1 Multidisciplinary and Flexible Academic Programmes (NEP 2020)

> ***Goal:*** *Move from single-stream programmes to multidisciplinary, credit-based, flexible learning.*

- Implement the four-year UG programme, multiple entry-exit and Academic Bank of Credits for all eligible programmes
- Introduce major-minor structures, open electives and cross-school courses
- Launch programmes in emerging fields (AI/ML, data science, cyber security, sustainability, health sciences, entrepreneurship) after demand analysis
- Offer stackable credentials, micro-credentials and modular courses

Target	2027-28
UG programmes on NEP-compliant structure	100%
Minor / interdisciplinary electives open to every student	Yes
New programmes launched during plan period	**40**

7.2 Curriculum Design and Outcome-Based Education

> ***Goal:*** *Dynamic, industry-relevant curriculum with defined Programme and Course Outcomes.*

- Revise curricula every 2-3 years with industry, alumni and employer feedback
- Map all courses to Programme Outcomes with measured attainment (CO-PO analysis)
- Embed ethics, environment, constitutional values, Indian Knowledge System and design thinking
- Mandatory internships, projects and dissertations in all programmes

Target	2027-28
Programmes with documented CO-PO attainment	100%
Boards of Studies with industry/employer representation	100%
Students completing internship / project	100%

7.3 Teaching-Learning and Assessment

> ***Goal:*** *Student-centric, technology-enabled pedagogy and fair, transparent assessment.*

- Experiential learning: case studies, field work, labs, simulations, project-based and flipped learning
- Advanced LMS, virtual labs, MOOCs (SWAYAM) and blended learning at scale
- Continuous internal assessment, question-bank reform, competency-based assessment and online proctored examinations
- Bridge courses, mentoring and remedial support; enrichment for advanced learners
- English, Hindi and communication-skills programme for students from diverse linguistic backgrounds

Target	2027-28
Courses delivered with active-learning elements	**80%+**
Students completing at least one MOOC / online credential	**60%+**
Pass percentage / on-time graduation	**90%+**

7.4 Research, Innovation and Extension

> ***Goal:*** *Establish IIMT University as a research-active institution with national and international significance.*

- Interdisciplinary research centres and centres of excellence in priority areas: AI and Machine Learning; Sustainable Development and Climate Change; Drug Discovery, Infectious Diseases and Genetic Engineering; Indian Knowledge System; Advanced Materials; Technology Incubation and Entrepreneurship; Corporate Governance
- Research and Development Cell, seed-money scheme, and incentives for quality publications and patents
- Strengthen the Ph.D. programme: RAC/DRC processes, plagiarism checks, research ethics committee
- Pursue external funding (DST, ICMR, DBT, CSIR, AICTE, ICSSR, industry, CSR)
- Core instrumentation facility, research-methodology workshops and database access
- Health and well-being research covering physical, mental and social health and equitable healthcare

Target	2027-28
Scopus / WoS-indexed publications per year	**1000**
Faculty with funded projects	**100**
Patents filed per year	**200**
Interdisciplinary research centres operational	**15**
Ph.D. awarded per year	**25**

7.5 Innovation, Incubation and Entrepreneurship

> ***Goal:*** *Build a vibrant start-up ecosystem.*

- Strengthen IIC, pre-incubation and incubation facilities; seek recognition under DST / AICTE / Startup India schemes
- Entrepreneurship and Innovation minors; hackathons, ideathons and innovation challenges
- Mentor network of alumni and industry; seed funding and angel linkages
- Permit student start-up internships with other accredited incubators

Target	2027-28
Start-ups incubated (cumulative)	**100**
Student ideas converted to prototypes per year	**200**
IIC rating	**5 star**

7.6 Faculty Development, Recruitment and Welfare

> ***Goal:*** *Attract, develop and retain high-quality faculty.*

- Recruit per UGC norms; target Ph.D. qualification for all eligible faculty
- Annual faculty development programmes: pedagogy, outcome-based education, research writing, digital tools, stress management and well-being
- Performance appraisal linked to teaching, research, service and mentoring; clear career advancement scheme
- Staff welfare policy: competitive compensation, housing/transport support, research time, health and insurance cover
- Training for non-teaching staff in e-governance and service skills

Target	2027-28
Faculty with Ph.D.	**100%**
Faculty attending at least one FDP per year	**100%**
Faculty attrition	Reduce by [**100**]%

7.7 Student Support, Progression and Holistic Development

> ***Goal:*** *Support every student from admission to career.*

- Mentor-mentee system, academic counselling and psychological well-being centre
- Scholarships and financial aid (merit, merit-cum-means, state/central schemes, alumni and CSR-funded)
- Clubs, sports, cultural, NSS, NCC, yoga and wellness activities
- Career guidance and Training & Placement Cell: aptitude, soft skills, domain skills, certifications
- Grievance redressal, anti-ragging, ICC/POSH and student feedback systems
- Competitive-exam coaching (UPSC, GATE, NET, CAT and others)

Target	2027-28
Placement / higher studies / entrepreneurship progression	**90% +**
Students receiving scholarships / financial aid	**25%**
Grievances resolved within stipulated time	**100%**

7.8 Employability, Skills and Academia-Industry Interface

> ***Goal:*** *Make every graduate job-ready.*

- Industry-Academia Interface Cell; MoUs for curriculum, live projects, internships and apprenticeships
- Skill courses aligned with NSQF / Sector Skill Councils; industry certifications
- Industry-specific workshops, seminars, guest lectures and industry-in-residence
- Employer advisory board and annual employer survey

Target	2027-28
Active industry MoUs	**100**
Students with industry-certified skills	**60%**
Recruiters visiting per year	**100-150**

7.9 Internationalisation and Global Collaboration

> ***Goal:*** *Build global presence and partnerships.*

- Academic exchange, twinning, joint/dual degrees and credit transfer with foreign universities
- International Student Office for admissions, visas, accommodation and support
- Joint research with international institutions; participation in global conferences
- International gatherings, cultural exchange and country-ambassador interactions
- Courses taught in English and global-standard communication training

Target	2027-28
International MoUs active	**25**
International students enrolled	**10%**
Students / faculty on exchange per year	**100**

7.10 Indian Knowledge System, Values and Culture

> ***Goal:*** *Integrate India's knowledge traditions and ethical values with modern education.*

- IKS courses and a research centre; Indian languages and arts initiatives
- Value-based education: ethics, constitutional values, civic responsibility, yoga and mental wellness
- Promote Hindi and regional languages alongside English in teaching-support materials

Target	2027-28
IKS course available to all UG students	**Yes**
IKS research centre operational	**Yes**

7.11 Digital Transformation, ODL and Online Education

> ***Goal:*** *Build a digitally enabled university.*

- Complete automation of admissions, finance, HR, examination, library and alumni through an integrated ERP
- Campus-wide high-speed Wi-Fi, smart classrooms, virtual labs and learning analytics
- Online and ODL programmes per UGC regulations, after eligibility and quality requirements are met
- Cyber-security, data privacy and ethical-technology policy including AI-use guidelines

Target	2027-28
Processes digitised through ERP	**100%**
Classrooms with smart / ICT facilities	**100%**
Cyber-security audit completed annually	**Yes**

7.12 Infrastructure, Library and Facilities

> ***Goal:*** *Modern, accessible and sustainable infrastructure.*

- Expand and modernise laboratories, research facilities, centres of excellence and workshops
- Digital library with national and international e-resources, institutional repository and plagiarism-check software
- Hostels, sports complex, health centre, cafeteria, transport and student zones
- Barrier-free campus for Divyangjan: ramps, lifts, accessible washrooms and assistive technology
- Safety: fire, CCTV, security, emergency response and campus health protocols

Target	2027-28
Planned infrastructure projects completed	**25**
Barrier-free access across all buildings	**100%**
Laboratory modernisation completed	**100%**

7.13 Sustainability and Green Campus

> ***Goal:*** *Lead in environmental stewardship.*

- Annual green, energy and environment audits; solar and other renewable energy generation
- Rainwater harvesting, waste segregation and recycling, e-waste management, plastic-free campus
- Sustainability-focused courses and research; Mission LiFE and SDG-linked projects
- Green transport, tree plantation and biodiversity initiatives

Target	2027-28
Renewable energy share of consumption	**35%-40%**
Annual green / environment / energy audit	**Completed**
Waste recycled	**75%**

7.14 Governance, Finance, Quality Assurance and Branding

> ***Goal:*** *Transparent governance, financial stability and a strong reputation.*

- Statutory bodies (Board of Management, Academic Council, Finance Committee, Planning Board) function on schedule; decentralisation of powers to Schools and Departments
- Robust policies: service rules, code of conduct, conflict of interest, anti-corruption, data privacy, IP and research ethics
- Internal and external audit; mandatory public disclosure on the website as per UGC norms
- IQAC-driven quality culture: Academic and Administrative Audit, AQAR, feedback, NAAC accreditation, NBA for eligible programmes, NIRF participation
- Financial sustainability: diversify revenue (research grants, consultancy, CSR, alumni giving, online programmes, executive education), corpus fund, scholarship fund and cost-management plan
- Branding and communication: accurate, verifiable claims in prospectus and media; strong website and social media; transparent communication with parents, alumni, community and staff
- Crisis and business-continuity plan for pandemics, disasters and disruptions

Target	2027-28
NAAC accreditation	Achieved **NAAC "A"**
NBA-accredited programmes	**N.A.**
NIRF ranking band	**1-50**
Non-tuition revenue share	**20%-25%**
Statutory disclosures current on website	**100%**

7.15 Equity, Inclusion and Community Engagement

> ***Goal:*** *Education that is accessible, inclusive and socially responsive.*

- Equal Opportunity Cell and support for SC/ST/OBC, minority, women and PwD students; gender sensitisation and a safe campus
- Fee concessions and scholarships for economically weaker students
- NSS, NCC, Unnat Bharat Abhiyan, village adoption, health camps, literacy and skill drives
- Community-based research and service-learning credits
- Alumni engagement ('Alma Shine'): mentoring, placements, endowments and regional chapters

Target	2027-28
Villages / communities adopted	**5 and target 2 more**
Students in community / service-learning	100%
Active alumni chapters	**2**

8. Year-wise Action Plan

Years 2023-24 to 2025-26 should be updated with achievements already recorded; 2026-27 and 2027-28 carry forward the remaining actions.

Year	Key actions	Responsible
2023-24	IDP approval; NEP-aligned curriculum framework; ABC registration; IQAC restructuring; ERP gap analysis; faculty development calendar; research policy and seed-grant scheme; MoU drive	**Vice-Chancellor, Registrar, IQAC, Deans, Dean Research**
2024-25	Four-year UG roll-out; centres of excellence set up; incubator strengthening; NAAC preparation and SSR; solar project; international office; scholarship fund; accessibility audit	**Deans, R&D Cell, IIC, IQAC, Registrar Office, Auditors**
2025-26	Launch of new programmes; research-funding push; industry certification programmes; online/hybrid expansion; NBA/NIRF data discipline; alumni chapters; green audit	**Deans, Placement Cell, IT, Alumni Cell, Auditors, ISO**
2026-27	NAAC assessment / re-assessment; international twinning and exchange; patents and consultancy drive; IKS centre; mid-term IDP review and revision	**VC, IQAC, R&D, International Office**
2027-28	Consolidation of outcomes; accreditation of eligible programmes; financial-sustainability review; preparation of IDP 2028-33	**VC, Planning Board, IQAC**

9. Implementation, Monitoring and Review

- **Planning Board / apex body:** approves the IDP, budget and annual revisions.
- **IDP Monitoring Committee** (chaired by the Vice-Chancellor; Registrar, Deans, IQAC Director, Finance Officer, Controller of Examinations, student and alumni representatives, external expert): meets at least quarterly.
- **IQAC:** tracks KPIs, compiles the AQAR and runs the Academic and Administrative Audit.
- **School / Department action plans:** each unit prepares an annual plan linked to IDP goals with named owners.
- **Review cycle:** quarterly progress review; annual IDP review report to the Board of Management; mid-term review; external peer review.
- **Dashboard:** a consolidated KPI dashboard (Section 6 baseline versus Section 7 targets) published internally every semester.
- **Stakeholder feedback:** annual surveys of students, faculty, alumni, employers and parents inform course corrections.

10. Risk Analysis and Mitigation

Risk	Mitigation
Declining or volatile enrolment	Programme diversification, outreach, scholarships, strong placement record, accurate branding
Faculty attrition	Welfare policy, career progression, research support, workload balance
Funding shortfall	Diversified revenue, phased capital plan, grants and CSR
Regulatory change	Compliance cell; regular monitoring of UGC / AICTE / NCI / state circulars
Technology and cyber risk	Cyber-security policy, audits, backups, training
Quality dilution while scaling	IQAC monitoring, external academic audit
Reputation risk	Verifiable public claims, grievance redressal, proactive communication
Disruptions (pandemic, disasters)	Business-continuity plan, online readiness, insurance

11. Mapping of Perspective Themes to Thrust Areas

Perspective theme	Thrust areas
Academic Excellence	7.1, 7.2, 7.3
Research and Innovation	7.4, 7.5
Holistic Development	7.7, 7.10
Services	7.7, 7.12
Sustainability	7.13
Branding and Communication	7.14
Infrastructure	7.12
Governance and Integration	7.11, 7.14
Self-Reliance	7.5, 7.14
Capacity Building	7.6, 7.8
Globalization	7.9
Collaborations	7.8, 7.9, 7.15

12. Conclusion

Through this IDP, IIMT University commits to building on its foundations - a green campus, an innovation ecosystem, industry linkages and a student-centric culture - to deliver multidisciplinary, high-quality, inclusive and globally engaged education. Successful implementation depends on disciplined monitoring, transparent governance, financial prudence and the collective effort of faculty, staff, students, alumni and partners.

Annexures (to be attached)

1. Constitution of IDP Preparation and Monitoring Committees
2. Stakeholder consultation summary
3. Programme-wise intake and enrolment data
4. Faculty profile and recruitment plan
5. List of MoUs and collaborations
6. Capital expenditure plan with timelines
7. NAAC / NBA / NIRF readiness checklist



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Institutional Development Plan 2023-2028