



Strategic Development Plan - (2018-2023)



AJEENKYA
D Y PATIL UNIVERSITY
THE INNOVATION UNIVERSITY



A handwritten signature in blue ink, appearing to be 'S. Patil', is located in the bottom right corner of the page.

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Vice chancellor's message:

A Warm Welcome from Ajeenkya DY Patil Group!

On behalf of Ajeenkya DY Patil University (ADYPU), I am honoured to welcome you to our esteemed institution. ADYPU is a private university, flagship institution of the prestigious D.Y. Patil group. It is located in Pune, Maharashtra, India, and is renowned for its innovative academic programs, emphasis on research and development, and global perspective.

Our vision is to be a Centre of excellence for education, fostering social transformation through dynamic education in various fields including engineering, management, design, hotel management, law, liberal arts, architecture and film & media.

ADYPU is committed to providing students with a transformative learning experience that equips them with the knowledge, skills, and critical thinking abilities to excel in their chosen fields. Our faculty members are experts in their fields and are passionate about sharing their knowledge with our students. We offer a wide range of undergraduate, postgraduate, and doctoral programs, and our curriculum is designed to be rigorous, challenging, and relevant to the needs of the 21st century.

In addition to our academic programs, we are committed to creating a strong sense of community on campus. We offer a variety of extracurricular activities, clubs, and organizations that provide opportunities for students to connect with their peers, explore their interests, and develop leadership skills.

We are also working diligently to establish ADYPU as a respected brand in the global higher education landscape. We are continually investing in our facilities, expanding our research capabilities, and building strong partnerships with leading institutions around the world.

With this Strategic development plan, ADYPU plans to channelise it's sources into a journey embarking higher level of excellence, establishing itself as a brand and giving back to the society in the best possible way. Implementing the SDP will ensure the work planned is moving in the right direction, for which an expert panel, as well as proper measurement plans will also be laid.

It takes immense pleasure in knowing that the dynamic team of professionals ADYPU has are ready for this new challenge of envisioning and implementing the organisation's progress. Wishing them all great success for this long journey spanning from 2018-2023.

Sincerely,

Vice Chancellor | Ajeenkya DY Patil University


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Drafting Committee:

Name Of School	Dean
Dean (SOE)	Dr. Biswajit Champaty
Dean (SOL, SLA)	Dr. Samraggi Chakrborti
Dean (SOFM)	Dr. Manju Rughwani
Dean (SOD)	Prof. Chandraprakash Naluru
Dean (SOM)	Dr. Makarand Joshi

Preface:

The SDP is a collaborative effort involving the various stakeholders, like the deans of different departments, faculties, staff, students, alumni, community partners, and the IQAC department. Through extensive consultation and analysis, the plan helped achieve its desired outcomes. The SDP outlined a series of strategic initiatives, helping the university foresee the futuristic goals and achieve them.

Over the past five years, ADYPU has made significant strides in the key areas like Research and Development, International division, Entrepreneurship and innovation, and many others. This progress description will delve into the specific outcomes of these initiatives, analyzing their impact on the university's overall performance and positioning.

About ADYPU:

Ajeenkya DY Patil University (ADYPU), known for its strong emphasis on innovation, is a renowned hub for young learners with entrepreneurial aspirations. The ADYPU advantage is a holistic student jumpstart towards meaningful and successful careers. We provide an ideal environment for young learners and aspiring entrepreneurs to develop skills for the ever-evolving world and nurture the growth of your startup ventures!

Our logo gives an idea of our identity. The Eagle with the spread wings denotes the flight towards the sky that is consistently Soaring and rising higher. The Saluting Elephants signify the strength of the Team members and abundance. The Green Earth and the Green Vines in the background represent the Eco friendliness of the Group. The Rising Sun signifies the source of all life and light. The word "AJEENKYA" on the flying banner means Undefeated, Unconquerable and Victorious.


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Our Vision:

Our vision is to equip students to confront the uncertain challenges presented by a fast-changing and intricate world. We strive to achieve this by offering experiential programs, integrating modern technologies, and fostering entrepreneurial thinking. Our dedicated faculty and state-of-the-art infrastructure ensure a holistic learning experience. Our constant endeavor is to instill a spirit of innovation, encouraging the development of novel solutions that contribute to the betterment of society.

Our Mission:

To be a transformative university with a quest for excellence through innovation in teaching-learning, research, and entrepreneurship, developing transformative global competencies amongst students for national development.

To cultivate a transformative university community committed to creating a collaborative environment open to the free exchange of ideas, where research, creativity, innovation, and entrepreneurship can flourish, impacting society regionally, nationally, and globally beyond the traditional borders.

Core values:

Core values are the fundamental beliefs and principles that guide a university's mission, decisions, and actions. They serve as a compass, ensuring that the institution remains true to its purpose.

We at ADYPU adhere to the major core values that lay the foundation of our empire!

Academic excellence: Striving for the highest standards of teaching, learning, and research, we leave no stone unturned to provide the best-in-class academic education to our students.

Innovation: Fostering creativity, critical thinking, and a spirit of inquiry, ADYPU welcomes all sorts of innovative ideas in various streams from faculties as well as students.

Diversity and inclusion: Celebrating diversity and creating an inclusive environment for all is what ADYPU culture is known for.


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Ethics and integrity: ADYPU holds immense pleasure in upholding the highest standards of honesty, integrity, and ethical behaviour in all vertices of academic and non-academic conduct.

Community engagement and collaboration: Serving the local community and contributing to the betterment of society is what helps ADYPU to grow radially in all directions along with upliftment of the society.

Sustainability: Promoting environmental responsibility and sustainable practices.

Rising above the ordinary:

ADYPU offers knowledge through a range of high-quality and student-centered academic programs designed to motivate learners with the skills and insights needed for success in their chosen fields.

Innovation is a dimension of creativity at ADYPU. We actively encourage creative thinking and an enterprise mindset to innovate and excel in the rapidly evolving world and life.

Collaboration plays a crucial role in bringing together students from diverse backgrounds, inspiring teamwork, and enhancing their ability to tackle complex challenges collectively.

ADYPU offers a well-rounded education that goes beyond academics, focusing on creativity, critical thinking, and an entrepreneurial spirit. So, students can make informed choices to kick start a successful career with a wide range of world-class courses spread across various schools.

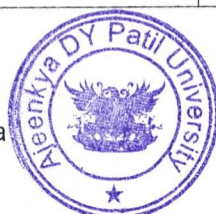
These pillars help us lay a solid foundation for our students' careers and help them rise above the ordinary.

List of Honors:

Year	Award Title	Conferred by
2018	Best Private University of the Year	The Associated Chamber of Commerce and Industry of India (ASSOCHAM)
2018	62nd Nationally Amongst Private Institutions	Business World
2018	School of Engineering ranked 4th Top Engineering Institute (Emerging)	Times Engineering Survey - 2018


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Strategic development Plan Progress Description:

ADYPU's Strategic Development Plan (SDP) is a comprehensive roadmap designed to guide the institution towards its vision.

Implemented in 2016, the SDP outlines a series of ambitious goals aimed at enhancing key segments like Teaching and Learning, Collaboration and Co-creation, Community engagement for social impact, physical and digital infrastructure, Global recognition and accreditation Human capacity building and retention.

This progress description provides a comprehensive evaluation of the SDP's implementation, highlighting key achievements, challenges encountered, and lessons learned. By examining the progress made against the established objectives, we aim to assess the effectiveness of the SDP in driving ADYPU's growth and development.

Stakeholder expectations:

Stakeholders form the pillars of any organization. As much as they are invested in the institute, the university is equally responsible for keeping at par their expectations. For this symbiosis relation to work in harmony, ADYPU has focused on the following major expectations of its various stakeholders:



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Strategic Development Plan (ADYPU - 2018-2023)

Students and Parents	<ul style="list-style-type: none"> ▪ Academic Excellence with industry relevant learning ▪ Career growth ▪ Career guidance and qualitative placements ▪ Encouragement for co-curricular activities ▪ Excellent and latest infrastructure ▪ Well designed and equipped laboratories ▪ Excellent student life on campus
Faculties	<ul style="list-style-type: none"> ▪ Supportive environment for experimental teaching ▪ Acceptance of new strategies and innovative teaching methods ▪ Freedom of research ▪ Transparency in the system ▪ Conducive and encouraging environment ▪ Financial incentives and support for academic research ▪ Professional environment
Staff	<ul style="list-style-type: none"> ▪ Job satisfaction ▪ Job security ▪ Uniformity in processes ▪ Fair and conducive environment ▪ Growth opportunities
Board members	<ul style="list-style-type: none"> ▪ Excellent governance ▪ Innovative strategies for teaching ▪ Excellent academic research initiatives ▪ Building new schools of excellence in different streams of learning ▪ Financial stability ▪ Building a global and sustainable brand
Alumni	<ul style="list-style-type: none"> ▪ Strong alumni network ▪ University recognition as a Brand ▪ Entrepreneurial community building ▪ Access to exclusive resources
Government & Regulatory bodies	<ul style="list-style-type: none"> ▪ Social welfare ▪ Compliances ▪ Implementation of new education policies
Community	<ul style="list-style-type: none"> ▪ Economic development by opening job opportunities ▪ Skill development programs for under-privileged ▪ Social service initiatives


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SWOT Analysis:

A SWOT analysis as we know, is a strategic planning tool used to identify an organisation's Strengths, Weaknesses, Opportunities, and Threats/Challenges. This analysis framed and forecasted by ADYPU's internal board, helps understand its current position and develop a strategic plan to capitalize on its strengths, address its weaknesses, seize opportunities, and mitigate threats.

Here are the few pointers highlighting the SWOT for our university:



Strategic Goals of ADYPU:

ADYPU, a nascent institution in the realm of higher education, embarked on a journey to define its strategic goals around the year 2018. This endeavor was fraught with challenges, given the university's nascent state. The absence of a clear historical context, coupled with the dynamic nature of the higher education landscape, made it difficult to envision a definitive roadmap.

The process of defining ADYPU's strategic goals was a collaborative effort involving various stakeholders, including faculty, students, administrators, and industry experts. Through extensive discussions, brainstorming sessions, and market analysis, a set of overarching objectives emerged. These goals were designed to position ADYPU as a


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leading institution, capable of providing quality education, fostering innovation, and contributing to societal progress.

However, it had become evident that the path to achieving these goals was not without its obstacles. The rapidly evolving higher education landscape presented new challenges, such as increasing competition, technological advancements, and changing student expectations.

Despite these challenges, ADYPU recognized the importance of maintaining a balanced perspective. While the future was uncertain, the university's strategic goals offered a guiding framework. By carefully considering both opportunities and challenges, ADYPU aimed to navigate the uncharted waters of higher education and establish itself as a respected institution.

Here is a look at the major strategic goals laid and achieved by ADYPU.

Strategic goal 1: Teaching and Learning

Objectives:

- Improve the quality of education with each upcoming year
- Meet the needs of the learners from all verticals
- Prepare students for the future
- Increase access to education to all types and classes of students
- Promoting investigation rate making the university rich in research for all fields

Short-term goals (1-3 years)

1. **Enhance faculty development programs:**
 - **Target:** Organise training programmes. Provide financial assistance for attending faculty development programmes.
 - **Measure:** Number of faculty who successfully complete faculty development programmes in teaching methodology.
2. **Implement new technologies in the classroom:**
 - **Target:** Introduce interactive technology tools in 100% of classrooms by Year 3.
 - **Measure:** Student engagement surveys, technology usage logs, and improvements in student grades and participation levels.
3. **Develop and implement a plan to assess student learning outcomes:**
 - **Target:** 100% of programs will have measurable learning outcomes established by the end of Year 1, with annual reviews thereafter.


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- **Measure:** Percentage of academic programs with defined learning outcomes and yearly assessment reports evaluating student performance against these outcomes.

Long-term goals (3-5 years)

1. **Become a nationally recognized leader in teaching and learning:**
 - **Target:** Obtain at least one national-level recognition or award for teaching and learning excellence by Year 5.
 - **Measure:** Rankings in national educational reviews, awards, or certifications received by the institution.
2. **Increase the graduation rate of students:**
 - **Target:** Increase the overall graduation rate by 15% by the end of Year 5.
 - **Measure:** Annual tracking of graduation rates, retention rates, and analysis of the factors contributing to improved student completion.
3. **Create a culture of innovation in teaching and learning:**
 - **Target:** At least 50% of faculty will implement innovative teaching practices (e.g., flipped classrooms, problem-based learning) by Year 5.
 - **Measure:** Faculty self-reports, peer evaluations, student feedback on innovative methods, and external recognition for innovative programs.

Strategic goal 2: Collaboration and Co-creation

Objectives:

- Increase collaboration between faculty and staff
- Increase collaboration between faculty and industry partners
- Increase collaboration between students and industry partners
- Develop new and innovative educational programs through co-creation

Short-term goals (1-2 years)

1. **Establish clear guidelines and procedures for faculty to collaborate with industry partners:**
 - **Target:** All the schools will appoint Industry representatives on their Board of Studies
 - **Measure :** Number of Industry representatives on Board of Studies
2. **Create opportunities for students to participate in co-creation projects with external partners:**


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- **Target:** 30% of students will participate in at least one co-creation project or internship with external industry partners by Year 2.
- **Measure:** Number of student-led co-creation projects, student participation rates, and feedback from both students and industry partners.

Long-term goals (3-5 years)

1. **Become a recognized leader in collaborative research and co-creation:**
 - **Target:** Obtain at least one national or international recognition for collaborative research and co-creation projects by Year 5.
 - **Measure:** National and international awards, rankings, or recognitions received for collaborative efforts, as well as external partnerships formed.
2. **Develop a culture of collaboration and co-creation among faculty, students, and external partners:**
 - **Target:** faculty and students will be actively engaged in collaborative or co-creation projects with external partners by Year 5.
 - **Measure:** Surveys on collaboration participation rates, number of collaborative research initiatives, and external partner feedback.

Strategic goal 3: Community engagement for social impact

Objectives

- Identify community needs through needs assessments.
- Develop programs and initiatives that address community needs.
- Increase community participation in university activities.
- Enhance the reputation of the university as a leader in social responsibility.
- Improve the quality of life in the community.

Short-term goals (1-2 years)

1. **Develop and implement a plan for community engagement:**
 - **Target:** Complete a comprehensive community engagement plan aligned with the university's mission by the end of Year 1.
 - **Measure:** Completion and approval of the plan by university leadership, feedback from community stakeholders, and alignment with institutional goals.
2. **Identify and partner with community organizations on projects that address local needs:**


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- **Target:** Establish at least 5 new partnerships with local community organizations (e.g., NGOs, smaller institutes) by the end of Year 2.
 - **Measure:** Number of community partnerships formed, scope of projects initiated, and feedback from community partners.
3. **Increase the number of service-learning opportunities for students:**
- **Target:** Students will participate in at least one service-learning project by the end of Year 2.
 - **Measure:** Number of students enrolled in service-learning courses or projects, impact reports from service-learning activities, and student satisfaction surveys.
4. **Develop and implement a plan to measure the impact of the university's community engagement activities:**
- **Target:** Launch a community engagement impact assessment plan by Year 2.
 - **Measure:** Creation of the plan, frequency of impact assessments, and data collected on community satisfaction and improvements from engagement activities.

Long-term goals (3-5 years)

1. **Become a beacon of social responsibility in the community:**
- **Target:** Receive at least one local or national award for social responsibility or community engagement by Year 5.
 - **Measure:** Awards, recognitions, or certifications received for community-based initiatives, and media coverage highlighting the university's social impact.
2. **Prepare students to be engaged citizens who can make a positive difference in the world:**
- **Target:** students will report an increased sense of social responsibility and civic engagement upon graduation by Year 5.
 - **Measure:** Graduate follow-up surveys, student reflections, and employer feedback on the social engagement skills of graduates.
3. **Foster a culture of service and social responsibility among faculty, staff, and students:**
- **Target:** At least 20% of faculty, staff, and students will participate in community service or socially responsible projects by Year 5.
 - **Measure:** Participation rates in community service activities, faculty/staff involvement in social responsibility initiatives, and satisfaction surveys on the university's culture of service.


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Strategic goal 4: Physical and Digital infrastructure

Objectives

- Upgrade existing digital infrastructure, including classrooms, labs, and administrative offices. Making the complete campus one-of-a-kind technology oriented one.
- Expand access to digital resources for students, faculty, and staff.
- Improve the quality and reliability of the university's internet connection.
- Develop a comprehensive plan for the maintenance and upkeep of the university's physical infrastructure.
- Construct new facilities to meet the growing needs of the university.

Short-term Goals (1-2 Years) and Measurable Outcomes

1. **Conduct a comprehensive assessment of existing infrastructure**
 - **Target:** Complete an audit of digital and physical infrastructure within 6 months, with detailed reports identifying gaps and improvement areas.
 - **Measure:** Audit Reports, Student Infrastructure Ratio
2. **Develop a plan for routine maintenance and upgrades**
 - **Target:** Implement a quarterly review process for infrastructure upkeep with a 95% on-time compliance rate in the first year.
 - **Measure:** Quarterly Review Reports
3. **Improve accessibility for students with disabilities**
 - **Target:** Achieve 100% accessibility compliance for all key facilities by the end of year 2.
 - **Measure:** Accessibility Audit
4. **Plan for secure storage and disposal of electronic waste**
 - **Target:** Develop and implement an electronic waste policy with secure disposal practices for 100% of digital equipment by the end of year 2.
 - **Measure:** Disposal Management

Long-term Goals (3-5 Years) and Measurable Outcomes

1. **Construct new buildings or renovate existing ones**
 - **Target:** Increase total campus space by 30% with new or renovated buildings by year 5 to accommodate growing student numbers and academic programs.
 - **Measure:** Incremental Infrastructure added

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2. **Develop a sustainable campus plan**

- **Target:** Reduce energy consumption by implementing energy-efficient measures and integrating renewable energy sources by year 5.
- **Measure:** Energy Audits

Strategic goal 5: Global recognition and Accreditation

Objectives:

- Enhance the University's International Reputation.
- Achieve Accreditation from Internationally Recognized Bodies.
- Foster International Partnerships.
- Advance Internationalization within ADYPU.
- Align with National Policies on Internationalization.

Short-term goals (1-2 years)

1. **Conduct a self-assessment of the university's strengths and weaknesses in relation to international accreditation standards:**
 - **Target:** Complete a comprehensive self-assessment report by the end of Year 1.
 - **Measure:** Timely completion of the report, identification of key areas for improvement, and feedback from external consultants on alignment with international standards.
2. **Develop a strategic plan for achieving accreditation from a recognized international accrediting body:**
 - **Target:** Finalize a strategic plan for international accreditation by Year 2.
 - **Measure:** Approval of the plan by university leadership, progress toward application submission, and engagement with international accrediting bodies.
3. **Increase the number of faculty members with international experience:**
 - **Target:** increase in faculty members with international experience (e.g., teaching, research, or partnerships) by Year 2.
 - **Measure:** Number of faculty with international experience, international collaborations initiated, and faculty participation in global conferences or research projects.
4. **Develop and implement programs to improve the English language proficiency of students:**
 - **Target:** Launch at least 3 language enhancement programs to improve students' English proficiency by Year 2.


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- **Measure:** Student participation rates in English proficiency programs, pre- and post-program language assessments, and student satisfaction with program quality.
- 5. **Increase the number of international students and faculty members:**
 - **Target:** Achieve a 10% increase in international student and faculty enrollment by Year 2.
 - **Measure:** Number of international students and faculty recruited, diversity of countries represented, and retention rates of international participants.

Long-term goals (3-5 years)

1. **Attract top students and faculty from around the world:**
 - **Target:** Increase the proportion of international students and faculty by Year 5.
 - **Measure:** Number of top-tier international students and faculty recruited, international application rates, and international faculty retention.
2. **Increase the university's research productivity and impact:**
 - **Target:** Achieve a 30% increase in the number of internationally recognized research publications and citations by Year 5.
 - **Measure:** Number of peer-reviewed publications, citations, international research grants received, and research collaborations with global institutions.
3. **Foster a global perspective among students, faculty, and staff:**
 - **Target:** Students and faculty will participate in global learning opportunities (e.g., exchange programs, international internships) by Year 5.
 - **Measure:** Participation rates in global programs, student and faculty feedback on global experiences, and the number of new international partnerships and collaborations.

Strategic goal 6: Human Capacity building and Retention

(Registrar, VC, Director IQAC)

Objectives:

- Enhance Faculty Expertise.
- Improve Staff Skills and Morale.
- Increase Student Success Rates.
- Enhance Student Employability.
- Foster Student Engagement.


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- Overall Capacity Building.
- Short-term goals for faculty and staff:
- Conduct a needs assessment to identify areas for faculty and staff development.
- Develop and implement professional development programs to improve teaching skills, research productivity, and service expertise.
- Provide opportunities for faculty and staff to participate in conferences and workshops.
- Offer competitive salaries and benefits packages to attract and retain top talent.
- Improve communication and collaboration between faculty and staff.
- Implement a mentoring program for new faculty and staff.
- Increase faculty and staff satisfaction with their work environment.
- Short-term goals for students:
- Implement academic advising programs to help students succeed academically.
- Provide opportunities for students to participate in co-curricular activities and internships.
- Develop a student support services program to help students with financial aid, mental health, and other needs.
- Increase student satisfaction with their academic experience.

Short-term Goals for Faculty and Staff (1-2 years)

1. **Conduct a needs assessment to identify areas for faculty and staff development:**
 - **Target:** Complete a comprehensive needs assessment for faculty and staff development by Year 1.
 - **Measure:** Completion of the assessment, identification of priority areas for development, and feedback from faculty and staff.
2. **Develop and implement professional development programs:**
 - **Target:** Launch at least 3 professional development programs focusing on teaching, research productivity, and service excellence by Year 2.
 - **Measure:** Number of programs implemented, participation rates, and post-program evaluations showing improvements in skills.
3. **Provide opportunities for faculty and staff to participate in conferences and workshops:**
 - **Target:** 50% of the faculty and staff will attend at least one professional conference or workshop annually.
 - **Measure:** Number of faculty and staff attending professional events, feedback from participants, and increased collaboration resulting from these opportunities.


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4. **Improve communication and collaboration between faculty and staff:**
 - **Target:** Increase faculty and staff collaboration on interdisciplinary projects by Year 2.
 - **Measure:** Number of interdisciplinary collaborations initiated, satisfaction surveys on communication, and project outcomes.
5. **Increase faculty and staff satisfaction with their work environment:**
 - **Target:** Achieve a 15% increase in faculty and staff satisfaction scores related to work environment by Year 2.
 - **Measure:** Annual employee satisfaction surveys and action plans addressing areas of improvement.

Long-term Goals for Faculty and Staff (3-5 years)

1. **Increase the number of faculty and staff with doctoral degrees:**
 - **Target:** Increase the percentage of faculty and staff with doctoral degrees by 20% by Year 5.
 - **Measure:** Number of faculty and staff obtaining doctoral degrees, and the recruitment rate of doctoral holders.
2. **Foster a culture of continuous learning and professional development:**
 - **Target:** 50% of faculty and staff will participate in at least one professional development activity annually by Year 5.
 - **Measure:** Participation rates, completion of development activities, and feedback on the impact of these activities on job performance.
3. **Create a diverse and inclusive workplace:**
 - **Target:** Increase the diversity of faculty and staff by 15% by Year 5.
 - **Measure:** Diversity statistics on faculty and staff recruitment and retention, and employee feedback on inclusivity.

Strategic Implementation and Monitoring:

The successful implementation of ADYPU's strategic development plan is paramount to achieving its overarching goals. To ensure effective execution, a robust monitoring and evaluation framework is essential. Also, a team of experts monitoring the goals set and measuring if and how the goals are met becomes very crucial with each passing year. The following table gives us an idea as to which panel was in charge of which of the goals.


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Strategic Goal	Panel in charge
1. Teaching and Learning	Deans of schools, IQAC, Dean - academic planning, COE
2. Collaboration and Co-creation	Dean - corporate relation, Dean - international affairs, Deans of schools
3. Community engagement for Social impact	Deans of schools, Director NSS, Dean – student services
4. Physical and Digital infrastructure	Dean - academic planning, Senior manager - IT, Registrar
5. Global recognition and Accreditation	Dean - accreditation, Dean - international affairs
6. Human Capacity building and Retention	Vice Chancellor, Director IQAC, Registrar

Conclusion:

ADYPU's strategic development plan, meticulously crafted using a scientific approach, serves as a comprehensive roadmap for the institution's future. Recognizing the pivotal role of strategic planning in effective governance and management, the university has invested significant effort into analyzing the educational landscape and understanding the expectations of its stakeholders.

Aligned with the visionary goals of the New Education Policy 2020, ADYPU's strategic plan outlines a series of strategies designed to propel the institution towards excellence. By successfully implementing these strategies, the university anticipated achieving the criteria for accreditation and fulfilling many of the attributes outlined in the NEP 2020.

Through its strategic plan, ADYPU demonstrates its commitment to providing quality education and contributing to the advancement of the higher education sector. As the university progresses on this journey, it is poised to become a leading institution, setting new benchmarks for academic excellence and innovation.



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