



Karunya

DEEMED UNIVERSITY
SOLVING HUMAN PROBLEMS

STRATEGIC PLAN 2022-2027



Food
Water
Health
Energy

STRATEGIC PLAN 2022 - 2027

NEED FOR A STRATEGIC PLAN

The need for a strategic plan has been recognized considering the following:

1. To attain the Vision
2. To implement the Mission
3. To achieve the Goals
4. To uplift the Institution to the Global level
5. To satisfy the requirements of Accreditation
6. To obtain national and world Rankings
7. To fulfill the overall idea of the University

The five-year strategic plan was revised immediately after the Second Cycle of the NAAC accreditation with the highest grade of A++. The present plan is for the period 2022 – 2027.

THE VISION

True to its name, Karunya, which means 'Compassion', shall be an institution with social concern to address humanity's problems through technical education, research and development, products, patents and extension. The faculty and students of Karunya will be nurtured in character, ethics and spiritual discernment to serve society with enthusiasm and zeal.

THE MISSION

- To raise students to serve humanity by attaining high levels of academic excellence and professional competence with exemplary values and social concern.
- To solve human problems relating to water, food, healthcare and sustainable energy through scientific, social and technological research.
- To set up care homes for the physically and mentally challenged, older people, and the terminally ill, enabling students to understand human needs through participation and dedication and solving problems through research, development, innovation, and spiritual care.

THE GOALS

The Goals of the Institution are:

1. Innovative and socially relevant Research and consultancy
2. Building on teaching and learning environment
3. Providing a unique student experience
4. Involvement with other communities
5. Enhancement of overall staff capabilities
6. Networking with reputed organizations
7. Introducing efficient management practices
8. Emphasis on sustainability considerations

Statement of Goal 1:

Innovative and Socially Relevant Research and Consultancy: "To enhance the research initiatives in the university leading to creative thinking, discovery and innovation in emerging areas, thereby making a lasting contribution to science, technology, environment and society."

Statement of Goal 2:

Building on Teaching and Learning Experience: "To develop curricula and syllabi rooted in current advancements in respective areas and to provide teaching and learning programmes attractive to the students, to introduce modern evaluation techniques, and also to give stress on product and process development, thereby moulding a learned community of young citizens capable of contributing to humanity and human welfare."

Statement of Goal 3:

Providing Unique Student Experience: "To inculcate moral and ethical values among the student community and to expose them to various cultural and social experiences, thereby developing a socially conscious and caring community of youth on a spiritual foundation with professional excellence."

Statement of Goal 4:

Involvement with Other Communities: "To engage and interact with the government, non-government and business communities in India and abroad and to establish partnerships aiming at mutual benefit and also benefit to wider society."

Statement of Goal 5:

Enhancement of Overall Staff Capabilities: "To develop excellence among the staff by giving them opportunities to improve their qualification and experience and providing them with a better working environment, thereby attracting and sustaining the best staff members and converting the university to an employer of choice."

Statement of Goal 6:

Networking with Reputed Institutions: "To establish collaborative academic, research and industrial programmes with other reputed institutions for sharing the strengths aiming at mutual benefit and attainment of common goals."

Statement of Goal 7:

Introducing Efficient Management Practices: "To introduce best practices in governance through leadership supported by well-conceived policies and bylaws and implementation strategies best suited for the region's academic institutions."

Statement of Goal 8:

Emphasis on Sustainability Considerations: "To ensure the sustainability of the university and environment through good governance and financial management, collective efforts of staff, excellent infrastructure, academic accomplishments, and research contributions of the highest quality."

METHODOLOGY FOR EVOLVING THE STRATEGIC PLAN

Immediately after the Second Cycle of NAAC accreditation, actions were initiated to revise and revamp the existing strategic plan to cater to all stakeholders' current and future requirements.

A participatory approach and brainstorming mode were adopted to evolve this strategic plan. All stakeholders were involved, namely students, faculty and staff members, administrators and managers, alums and parents, academicians and researchers from outside the Institution, and experts from industry and policymakers.

As an initial step, a SWOT analysis was carried out to understand the strengths, weaknesses, opportunities and threats of the Institution in particular and similar other higher education institutions. After this exercise, an LFA was carried out by revising and re-revising the Goal, Purposes, Input and Activities. The targets, outcomes and outputs were arrived at, and quantifiable indicators evolved. After that, the sources of verification were defined to help monitor and evaluate the progress at each stage and carry out mid-course corrections, if needed. The assumptions took care of opportunities and risks envisaged in this process covering five years. The LFA Matrix was found to be one of the robust tools for developing and monitoring this strategic plan.

Great care was taken to consider the current and future trends in the education field by debating, consulting, weighing and evaluating by following all available materials, sources and tools. The requirements of national and global agencies for accreditation and ranking were incorporated into this strategic plan to help in the Institution's future ranking and accreditation.

The strategic plan is developed for three major areas, namely research, teaching and learning processes, and good governance and administration. The four socially relevant thrust areas of research, namely water, food, healthcare and sustainable energy, along with the 25 Technology Missions, were emphasized while preparing the research plan. The Teaching-Learning Policy of the Institution and other reputed institutions were consulted while preparing the Teaching and Learning Process plan. The existing policies, rules and regulations, as well as the best practices of the Institution, were considered while developing the strategy for Good Governance and Administration.

Strategic Plan: Research, Consultancy, Transfer of Technology and IP (2022-2027)

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
Goal: Socially relevant research towards knowledge enhancement and livelihood improvement (Thrust Areas of KITS: Water, Food, Healthcare and Sustainable Energy)	1. Scopus and WoS indexed publications	1. SCIVAL or Scopus and Web of Science portals	Scientific infrastructure development, incentives, faculty and student participation. Interaction with relevant Govt. and private agencies and development of practical-oriented R&D.
	2. Patent filing, publishing and granting	2. Websites of Indian/International Patent Offices	
	3. Consultancy assignments	3. Finance Section of KITS	
PURPOSE: To improve the research output of KITS through: 1. Publications 2. Filing and granting of patents 3. Transfer of technology / Dissemination of knowledge 4. Consultancy assignments 5. Dissertations / Theses 6. Funded research projects 7. Incubation and start-ups 8. Books / Book Chapters 9. Research and Allied Collaborations (Institutional/ Divisional /Individual)	1. No. of publications	1. SCIVAL, Scopus or Web of Science portals, ISSN	Under normal functioning of the system. Scientific infrastructure development, incentives, faculty and student participation. Interaction with relevant Govt. and private agencies and development of practical-oriented R&D.
	2. No. of patents filed, published and granted	2. Portal of Patent Office / IPR Cell	
	3. No. of conferences / seminars / industry interactions and technology transfers	3. Papers/Proceedings, ISSN, MoU/MoA, Periodic reports, Finance Section, KITS	
	4. No. of consultancy assignments	4. Contracts, MoA/MoU, NDA, Office order/ PO from Clients, Finance Section, KITS	
	5. No. of theses and dissertations	5. Controller of Examinations, KITS	
	6. No. of externally funded projects	6. Orders of Funding Agencies / Finance Section, KITS	
	7. No. of incubates and entrepreneurs	7. Registrar of Companies / Directorate of (IIE), KITS	
	8. No. of books/book chapters	8. SCIVAL, Scopus or WoS, Publisher Index, ISBN Database	
	9. No. of institutional, divisional and individual collaborations with national, international and industrial agencies	9. Publications and patents with the collaborators	

OUTPUT / ACTIVITIES**Targets:**

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
1. Project mobilization meetings (120/Division in 5 years, once in every fortnight and 4 RAC meetings/year)	1. Meetings of SRC/DRC per month and 4 Research Advisory Council (RAC) meetings/year	1. Divisional/Institutional records	Under normal functioning of the system in the light of the existing and future policies, norms, regulations and research culture.
2. Empowering the faculty (60 meetings/Division in 5 years, once every month)	2. Motivation sessions/Training programs/FDPs/Orientation programs	2. Records of IQAC, Divisional records / School records	
3. Professional incentives (PDA) (Rs. 25 lakh for 5 years)	3. Incentives for professional performance, publications, funded projects, consultancy assignments	3. Records of IQAC and Finance Section	
4. Providing seed money for research (Rs. 500 lakh for 5 years, minimum of Rs. 1 crore/year)	4. Seed money for faculty members, students (UG/PG) and IAESTE	4. Research Office, Finance Section, KITS	
5. Applying for consultancy works (50 proposals/EoIs for 5 years) and acquire 3 consultancy projects by all STEM and Agri. Divisions	5. EoIs submitted for consultancy / Consultancy contracts	5. Records in the Divisions, Registrar's Office, Finance Section, IQAC	
6. Conducting conferences/seminars/major technical events (3 International conferences/year by STEM & Agri. Divisions, with proceedings and papers published)	6. Proposals for conducting conferences, seminars and events and proceedings	6. Divisional records / IQAC and annual reports	
7. Proposals for establishing scientific infrastructure (Rs. 500 lakh/year)	7. Yearly expenditure statements and budget allocations	7. Finance Section, IQAC, Registrar Office	
8. Promoting students and faculty incubations/start-ups (Effective functioning of Section 8 Company/Enhancement of budget provision as per New Policy)	8. Records of Section 8 Company and Incentives made available	8. Section 8 Company records / Finance Section, KITS	
9. Providing research incentives to scholars and post-doctoral Fellows (total of 300 in 5 years)	9. Number of research associateship and post-doctoral Fellowship offers issued	9. HR Section, Research Office, Finance Section	
10. Recruiting Faculty with National and International Fellowships (40% of the total faculty strength)	10. Number of faculty with post-doctoral research experience, and / or having national or international Fellowships	10. HR Section	

11. Project Associates/JRF/SRF/Post-Doctoral Fellowships /Research Associates (A total of 90 staff in STEM and Agri. Divisions in five years, an average of 2 staff/Division/year)	11. Number of project associates, JRFs, SRFs, PDFs and RAs	11. HR Section, Research Office, Finance Section
12. Departments/Divisions with national and international recognition/funding (25 recognitions/funding in five years for STEM and Agri. Divisions, average of 1 recognition/Division/year)	12. Number of major projects submitted to funding agencies	12. Divisional records / IQAC and annual reports, Research Office
13. Training programs / workshops / seminars / corporate training programs (1000 programs in five years by all Divisions, average of 13 programs/Division/year)	13. Number of major or minor events conducted by the Division / Schools	13. Divisional records / IQAC and annual reports
14. MoUs with national and international institutions (250 MoUs / MoAs / LoIs with national and international institutions and industries in five years, average of 3 MoUs /Division/year)	14. Number of MoUs signed and activities completed through those MoUs (only functional MoUs to be reported)	14. Divisional records / IQAC and annual reports
15. Awards and recognitions for innovations (250 awards and recognitions in five years, average of 3 awards/Division/year)	15. Number of awards and recognitions received by Division, individuals, Institution as a whole	15. Divisional records / IQAC and annual reports / Director (IIE)
16. e-Contents by Faculty Members (6 full courses in Swayam / NPTEL / MOOC platforms, average of 1 e-course/Division/year)	16. List of e-contents, Numbers in Swayam / NPTEL / MOOC portals	16. Data from Swayam / NPTEL / MOOC portals, IQAC reports
17. Extension and Outreach programs / activities (500 programs in 5 years; 100 programs per year, a minimum of 8 programs/Division/year)	17. Number of outreach activities completed and outcome of those activities	17. IQAC and annual reports / Director (Community Development)
18. Awards for Extension and Outreach activities (400 awards in 5 years, a minimum of 5/Division/year)	18. Number of awards received by the University	18. IQAC and annual reports / Director (Community Development)
19. Patents filed and published / granted (250 patents to be filed and at least 75 to be granted in 5 years, a minimum of 3 patents/Division/year)	19. Number of patents filed and published / granted	19. IQAC and annual reports / Head (IPR)
20. Product commercialization and income generation (100 lakh in 5 years, average of 3 lakh/Division/year)	20. Number of patents / products commercialized, income generated	20. IQAC and annual reports / Head (IPR) / Director (IIE) / Finance section

<p>21. Collaboration with International Research Community (in 5 years, 100% faculty members to collaborate with at least one International Researcher/Professor/Scientist, preferably of foreign origin and jointly publish 1 paper/faculty/year)</p>	<p>21. Number of collaborative papers by the faculty members with international researchers</p>	<p>21. Scopus and WoS database / Director (Research and Consultancy)</p>	
<p>22. Collaboration with National Research Community (in 5 years, 100% faculty members to collaborate with at least one National Researcher/Professor/Scientist and publish a minimum of 1 paper/faculty/year)</p>	<p>22. Number of collaborative papers by the faculty members with national researchers</p>	<p>22. Scopus and WoS database / Director (Research and Consultancy)</p>	
<p>23. Collaboration with National or International Industry (in 5 years, 100% faculty members to collaborate with at least one National or International Industry expert, preferably a person with a Doctorate Degree and ensure minimum of 1 joint activity/faculty/year)</p>	<p>23. Number of collaborative papers / patents and products by the faculty members with industries and technology transfers between the University and industry</p>	<p>23. Scopus and WoS database / Director (IIE) / Director (Research and Consultancy)</p>	

OUTCOME**Targets:**

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
1. 7000 Scopus/WoS publications (average 3 / faculty / year)	1. Papers in Scopus/WoS database	1. SCIVAL/Scopus/WoS	Under normal functioning of the system and positive response from funding agencies; constructive publishing policies as also appropriate policies and norms of the University
2. 250 patents filed/ published and at least 75 granted (60% of faculty to contribute)	2. Patents filed and published and granted	2. Websites of national and international patent offices	
3. Rs.700 million worth projects (average 35 million by STEM & Agri. Divisions)	3. Project funds obtained	3. Finance Section	
4. Rs. 50 million worth consultancy (average 5 million by STEM & Agri. Divisions)	4. Consultancy executed	4. Finance Section	
5. 1000 conferences / workshops / seminars (average 15 / year / STEM & Agri. Divisions)	5. Conferences / workshops / seminars / all co-curricular programs conducted	5. Divisional records/ IQAC	
6. 500 Ph.D. degrees awarded (100 Ph.D. degrees / year)	6. Ph.D. degrees awarded	6. Office of the Controller of Exams	
7. Three new laboratories per year and equipment worth Rs. 50 million/year	7. New laboratories and purchase of equipment	7. Finance Section and Divisional records	
8. 500 incubates and 100 start-ups in 5 years	8. Incubates and Start-ups	8. Section 8 Company records / Finance Section	
9. Rs. 10 million income through commercialization of patents / technologies	9. Patent holders, incubates and start-ups	9. Section 8 Company records / Finance Section	
10. 200 Books / 400 Book chapters (average 1/faculty/year – more from Arts, Management and Sciences)	10. Publisher database, Scopus / WoS database	10. SCIVAL / Scopus / WoS/ Publishers	

Strategic Plan: Teaching and Learning (2022-2027): LFA*

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p>Goal: Academic excellence through Innovative Teaching & learning with focus on product and process development</p>	Academic Flexibility ^[1.2.1]	Academic Affairs office, CDC, BoS, Academic Council.	Bench Marks by Accreditation Agencies
	Curriculum Enrichment ^[1.3.2,1.3.3]	IQAC Internal and External Academic Audit.	
	Innovative Teaching & Learning using ICT tools ^[3.4.6, 4.3.3]	Course File Audit.	
	Student Performance and Learning Outcomes ^[2.6]	Internal Assessment Audit, Auditing by Office of CoE, Course File Audit.	
	Student Satisfaction Survey ^[2.7.1]	Feedback received for Teaching Learning process by IQAC.	
	Internal Quality Assurance System ^[6.5]	Academic and Administrative Audit (AAA) by IQAC.	
	IT Infrastructure for e-content development ^[4.3]	Head – CTC and Head – Media.	
	Student Progression ^[5.2]	Placement Office, Divisions and Review by IQAC.	
	Student Participation and Activities ^[5.3]	IQAC.	
	Alumni Engagement in Lecture series, Placement offers ^[5.4]	Alumni Cell, Placement office and IQAC.	
	Faculty Empowerment Strategies ^[6.3]	Records of IQAC.	
<p>PURPOSE: To improve the Teaching Learning Process of KITS through:</p> <ol style="list-style-type: none"> 1. Syllabus Revision 2. New Courses on cutting edge technologies. 	1.Percentage of courses to undergo syllabus and content revision for UG, PG and Ph. D Programs based on the Market Survey	Academic Affairs office, CDC, BoS, Academic Council.	
	2.Percentage of New Courses to be Introduced based on feedback from employers & Stakeholders	Academic Affairs office, CDC, BoS, Academic Council.	

3. Structured Feedback for curriculum from stakeholders. 4. Value Added Courses 5. Field Projects/ Internships 6. Pass Percentage of students 7. Online Student satisfaction survey concerning the teaching learning process 8. E - Content – No. of contents/ Facilities 9. Student – Computer Ratio ^[4.3.2] 10. Capacity development and Skills enhancement initiatives. 11. Students qualifying in State/National / International level competitive examination 12. Faculty participation in FDP/MDP (Managerial Development Programmes) 13. Academic & Research Audits and follow up actions 14. Internationalization: IAESTE, International Students 15. Purchase of books and subscriptions to journals 16. Student centric methods, such as experiential learning, participative learning and problem solving methodologies 17. Faculty/Students receiving awards, recognition, fellowships at State, National, International level from Government/Govt. recognised bodies 18. Executive Training Programs	3.Feedback collected, Analysed, Action taken and communication sent to the stakeholders.	Divisions to implement the process and IQAC to verify and upload the same in KITS website.	Appropriate Institutional policies and Norms
	4.No. of Value Added courses offered.	Records of Divisions and verified by IQAC.	
	5.No. of Field Projects/ Internships undertaken by students and Faculty members.	Records of Divisions and verified by IQAC.	
	6.Percentage of students advancing to the next semester without any backlogs/Arrears	Controller of Examinations - KITS	
	7.Number of Survey on Teaching - Learning Process followed by the Divisions	Records of Divisions and verified by IQAC.	
	8.No. of E – Content developed by the faculty members and facilities available in the Divisions/University.	Records of Computer Technology Centre and Media Centre and, verified by IQAC.	
	9.No. of computers available to students.	Records of Computer Technology Centre.	
	10.No. of Programmes on skill development and awareness on trends in future technologies.	Records of Divisions and verified by IQAC.	
	11.No. of students per batch qualified in the competitive examinations.	Records of Divisions and verified by IQAC.	
	12.No. of faculty participation in FDP/ MDP	Records of Divisions and verified by IQAC.	
	13.No. of Audits conducted.	IQAC	
	14.No. of IAESTE (Inbound and Outbound) students and No. of International students.	IAESTE – KITS, Office of the International Affairs - KITS	
	15.No. of books purchased and No. of Journal subscriptions	Central Library - KITS	
	16.No. of innovative teaching methodologies adopted/ Implemented	Course File Audit by IQAC	
	17.No. of Awards/ Recognitions received by the students and faculty members	Records of the Divisions, IQAC	
	18.No. of Training Programs conducted	Records of Head – Training.	

* NAAC Criteria, wherever applicable are given as superscript

OUTPUT / ACTIVITIES**Targets:**

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
1. Syllabus Revision (2 CDC/Division in a year, 2 BOS/Division in a year and 2 Academic Council/Year)	<ul style="list-style-type: none"> Feedback from Stakeholders and employers Minutes of CDC and Board of Studies & Academic Handbook 	<ol style="list-style-type: none"> Academic Affairs office IQAC Internal and External Academic Audit Website Audit 	If in a particular academic year 20% of the Courses could not be revised, this has to be compensated during the subsequent academic years
2. New Courses Introduced (2 CDC/Division in a year, 2 BOS/Division in a year and 2 Academic Council/Year)	<ul style="list-style-type: none"> Feedback from Stakeholders and employers Minutes of CDC and Board of Studies & Academic Handbook 	<ol style="list-style-type: none"> Academic Affairs office IQAC Internal and External Academic Audit Website Audit 	If in a particular academic year 10% of the Courses could not be revised, this has to be compensated during the subsequent academic years
3. Value Added Courses(VAC) (Every student to complete 1 VAC each year)	Number of VAC completed and students benefitted with outcome of those activities	Records of Divisions, AQAR and annual reports	
4. Internships/Industrial Projects/Industrial Visits/Field Projects and MOOC (Every student to undergo Internships in Industries/ Academia, Industrial Projects/ Industrial Visits/Field Projects every academic year)	List the Number of Internships, Industrial Projects, Industrial Visits, Field Projects and MOOC completed and the outcome of those activities	Records of Divisions, AQAR and annual reports	

5. Student Performance (90% of Success rate without backlog)	List of Advanced Learners and Slow Learners	Controller of Examinations, KITS	
6. E - Content by the faculty (100% of the faculty members to develop E - Content)	No. of E-content developed by faculty through online resources	Records of Divisions and AQAR	
7. Student – Computer Ratio (A ratio of 4:1 to be maintained)	List of available computers	Computer Technology centre - KITS	A ratio $\leq 4:1$ need to be maintained.
8. Facilities for E – Content and other Resource development (Facilities in the form of Audio visual centre, Lecture capturing system, Central Instrumentation centre, Animal house, Museum, Business lab, Research/Statistical database, Moot court, Theatre, Art gallery etc.,)	List of Resources available for developing the E-content	Division Heads, Computer Technology centre and Media centre.	
9. Capacity development and Skills enhancement initiatives (Programmes on skill enhancement (soft skills, Language and communication skills, Life skills) and awareness of trends in technology to be organized 2 per semester).	No. of Capacity development and Skills enhancement initiatives undertaken	Records of Divisions/ IQAC.	
10. Students qualifying in State/National / International level competitive examination (A minimum of 20% of the students per batch to qualify in the competitive examinations)	Competitive examinations held by the Govt. /Private initiatives	Records of Divisions/ IQAC.	
11. Faculty participation in online/face-to-face Faculty Development Programmes/Management Development Programs (All faculty members to participate two FDPs per year).	No. of faculty participated online/face-to-face FDP/MDP Inside / Outside the organization.	Records of Divisions/ IQAC.	
12. Internationalization: IAESTE, Admission of International Students <ul style="list-style-type: none"> • 500 students through IAESTE (Inbound) by 2027 • 500 students through IAESTE (Outbound) by 2027 	List of IAESTE Students(Inbound/Outbound)	Office of the International affairs, Head – IAESTE	

13. Purchase of books and subscriptions to journals (Books to be purchased for 10 Lakhs and journals need to be subscribed for 1.5 crores).	List of books purchased and Journals subscribed	Annual stock verification, Library i/c	
14. Innovative teaching methodologies adopted (A minimum of 2 methodologies implemented for every Course and a minimum of 2 methods/ tools employed for every semester)	List of Methodologies and tools adopted by each faculty/course	Internal and External IQAC Audit	
15. Awards by Faculty and Students (250 awards and recognitions in five years, average of 3 awards/Division/year)	Number of awards received by the Institution	IQAC and Annual reports	

OUTCOME

Targets:

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
20% of the Courses to undergo syllabus revision for all Programs and Each Course to undergo 20% of content revision. (100 % of the syllabus to undergo syllabus revision in 5 years) Note: 1. The Guidelines of NEP 2020 to be incorporated during syllabus Revision. 2. As per the expectation of QS sustainability Ranking and THE impact Ranking, the Revised course contents need to be mapped with SDGs.	Evidences to be presented in CDC and BoS and included in the minutes.	Academic Affairs office & IQAC Internal and External Academic Audit	Appropriate Institutional policies and Norms
A minimum of 10% of the Total number of Courses to be introduced as New Courses during each Academic year. (50% of the Total number of courses to be introduced as new course in 5 years) Note:	Evidences to be presented in CDC and BoS and included in the minutes.	Academic Affairs office & IQAC Internal and External Academic Audit	

1. The Guidelines of NEP 2020 to be incorporated while designing New courses. 2. As per the expectation of QS sustainability Ranking and THE impact Ranking, the New courses to be developed which can be mapped 100% with one or few of the 17 SDGs.			
100% of the students to undergo Value Added Courses during each Academic year. 10 VAC to be conducted by the divisions every year.	Evidences to be verified by IQAC of the Division and IQAC	Academic Affairs office & IQAC Internal and External Academic Audit	
100% of the students to undertake Internships/Field Project/Industry Project/Industry Educational Tour	Evidences to be verified by IQAC of the Division and IQAC	IQAC Internal and External Academic Audit	
100% of the students to undergo MOOC every year	Evidences to be verified by IQAC of the Division and IQAC	IQAC Internal and External Academic Audit	
100% of Success rate without backlogs	To be monitored by the Heads of the Division for required action	Controller of Examinations	
100% of the faculty to develop E- Contents.	Evidences to be verified by IQAC	IQAC Internal and External Academic Audit	
350 Capacity development and Skills enhancement initiatives need to be undertaken by the Institution by 2027	Evidences to be verified by IQAC	IQAC Internal and External Academic Audit	
20% of the students need to qualify the competitive examination among the total number of students by 2027.	Evidences to be verified by IQAC	IQAC Internal and External Academic Audit	
100% of the faculty to undergo two FDPs per year	Evidences to be verified by IQAC	IQAC Internal and External Academic Audit	
Internationalization: <ul style="list-style-type: none"> • A total of 500 students through IAESTE (Inbound) by 2027 • A total of 500 students through IAESTE (Outbound) by 2027 	Evidences to be verified by IQAC	Office of the International Affairs	
Expenditure amounting to 10 Lakhs for the acquisition of books and a minimum of 1.5 crores for subscription to journals.	Evidences to be monitored by the Library i/c.	Annual Report, Audit, Records of Finance office and Library.	
100% of the faculty to adopt innovative teaching methodology by 2027	Evidences to be verified by IQAC	IQAC Internal and External Academic Audit	

100 Awards/Medals to be won by students by 2027	Evidences to be prepared by the Divisions.	IQAC Internal and External Academic Audit	
50% of the faculty to receive Awards and Recognition by 2027	Evidences to be verified by IQAC.	IQAC Internal and External Academic Audit	

Strategic Planning: Governance and Management (2022-2027): LFA*

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p>Goal: Good Governance and Management with focus on automation, infrastructure development and prioritizing the well-being of both faculty and students for optimal efficiency.</p>	Full-time teachers to satisfy sanctioned posts [2.4.1]	Office of the HR	Benchmarked by Accreditation Agencies
	Faculty members with Ph.D. [2.4.2]	Deans and Office of the HR	
	International faculty members involved in teaching, learning and research [2.4.3]	Deans and Office of the HR	
	International students enrolment [2.1.1]	Office of the International Affairs, Admission office	
	Student – Full-time Teacher Ratio [2.1.2]	IQAC, Office of the HR	
	IAESTE - Students Exchange [1.3.4]	Office of the International Affairs - KITS	
	Automation of all administrative and academic activities [2.5.4]	Head – CTC	
	Publication of Results [2.5.1]	Controller of Examinations	
	Seed money for research and product development to students and faculty members [3.1.2]	Director – Research & Consultancy	
	Incentives to faculty members for publications, projects, patents and startups [3.4.2]	Office of the Registrar, Office of the HR	
	MoUs (National and International Universities and leading industries) [3.7.2]	Deans of Schools	
	Expenditure on infrastructure augmentation [4.1.4]	Deans of Schools, Finance office, Office of the Registrar	
	Scholarships [5.1.1]	Student Affairs office, Finance Office	
	Alumni contribution [5.4.2]	Alumni cell, Finance Office	
Financial assistance for faculty to participate in conferences. [6.3.2]	Office of the HR, Finance Office		

	Administrative training programs ^[6.3.3]	Head – Training, Review of the records by IQAC	
	Grants received from Government for maintenance of infrastructure ^[6.4.2]	Finance office, Office of the Registrar	
	Grants received from Philanthropists ^[6.4.3]	Finance office, Office of the Registrar	
<p>PURPOSE: For Effective Governance & Management in KITS through:</p> <ol style="list-style-type: none"> 1. Recruiting full-time and experienced faculty members 2. Recruiting highly qualified faculty members. 3. Recruiting international faculty members. 4. Enrolling international students. 5. Maintain Student – Full-time Teacher Ratio 6. Inducting more IAESTE students 7. Full automation in Governance and Management ^[6.2.3] 8. Timely publication of exam results 9. Seed money for research. 10. Incentives to faculty members. 11. Functional MoUs. 12. Expenditure on infrastructure augmentation 13. Expenditure on library ^[4.2.3] 14. Internet bandwidth ^[4.3.4] 15. Expenditure on maintenance of facilities ^[4.4.1] 16. Student support through Scholarships 17. Alumni contribution for student’s welfare 18. Financial assistance for participating in conferences 19. Administrative training programs 20. Grants received from Government for infrastructure development 	1. No. of full-time faculty members recruited against the sanctioned post.	Office of the HR/ Office of the Registrar.	Appropriate Institutional policies and Norms
	2. No. of faculty members with Ph.D. and Post-doctoral experiences.	Office of the HR/ Office of the Registrar.	
	3. No. of international faculty members Recruited	Office of the HR/ Office of the Registrar.	
	4. No. of international students enrolled.	Student Affairs office.	
	5. SFR based on the norms of accreditation agencies.	Records of Divisions and verified by IQAC.	
	6. No. of IAESTE (Inbound) students.	IAESTE – KITS, Office of the International Affairs - KITS	
	7. Percentage of e-governance implemented in administration, academics, finance and accounts.	Office of the Registrar/ Finance Office/ CTC.	
	8. No. of days taken to release the results after the final exam of the semester.	Controller of Examinations	
	9. No. of students faculty receiving Seed money	Director – Research & Consultancy	
	10. No. of faculty members receiving incentives	HR/ Finance office	
	11. No. of functional MoUs.	Office of the Registrar	
	12.No. of facilities and infrastructure developed	Office of the Registrar/ Finance office	
	13. No. of books and journals purchased.	Central Library	
	14.Available bandwidth for internet connection	Computer Technology Centre	
	15. Number of scholarships awarded to students.	Student Affairs office, Finance Office	

21. Grants received from Philanthropists/ Non- Govt. bodies for infrastructure development	16. No. of students benefitted through alumni contribution and no. of activities through alumni association	Student Affairs office, Finance Office, Alumni Affairs	
	17. No. of faculty members provided with the financial assistance for attending conferences/ workshops	Records of the Divisions/ Finance Office	
	18. No. of training programs conducted	Head – Training / Records of IQAC	
	19. Fund received from Government for infrastructure development	Finance Office/ Records of IQAC	
	20. Fund received from Philanthropists for infrastructure development	Finance Office/ Records of IQAC	

* NAAC Criteria, wherever applicable, are given as superscript

OUTPUT / ACTIVITIES**Targets:**

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
1. Recruiting full-time and experienced faculty members (100% of full-time and experienced faculty members appointed against sanctioned posts every year)	No. of experienced faculty members in each Division	Office of the HR/ Office of the Registrar	Under normal functioning of the system in the light of the existing and future policies, norms, and regulations.
2. Recruiting highly qualified faculty members (90% of Faculty members should have a Ph.D. Degree)	No. of qualified faculty members in each Division	Office of the HR/ Office of the Registrar	
3. Recruiting international faculty members (2.5% of the total faculty members of the Institution)	No. of international faculty in each Division	Office of the HR/ Office of the Registrar	
4. Enrolling international students (2.5% of the total number of students of the Institution)	No. of international students enrolled in each Division	Student Affairs office/ Records of Divisions	
5. Maintain Student – Full-time Teacher Ratio (The ratio of 15:1 is to be maintained)	Ratio of 15:1 to be checked and maintained	Office of the HR/ Office of the Registrar	
6. Inducting more IAESTE students (500 students through IAESTE by 2027, 100% in-bound students every year)	List of IAESTE Students	Office of the International affairs/ Head – IAESTE	
7. Full automation in Governance and Management (100% e-governance in administration, academics, finance and accounts, student admission, examination)	Institutional expenditure statements for the budget heads of e-governance.	Finance office	
8. Timely publication of results (withing 10 days from the last date of the end-semester exam)	No. of days from the date of completion of the end-semester exam.	Office of the Controller of Examinations	
9. Seed money for research (Rs. 500 lakh for 5 years, minimum of Rs. 1 crore/year)	Seed money for faculty members, students (UG/PG) and IAESTE	Research Office/ Finance Section	
10. Provide incentives to faculty members (100% faculty shall become eligible for receiving incentives)	No. of faculty members receiving incentives based on the PDA policy	Records of Divisions/ IQAC/ HR/ Finance office.	
11. MoUs with national and international institutions (250 MoUs/MoAs/LoIs with national and international institutions and industries in 5 years, average of 3/Division/year)	Number of MoUs signed and activities completed through those MoUs (functional MoUs only)	Records of Divisions / IQAC and annual reports	

12. Expenditure on infrastructure augmentation (10 crore expenditure on Infrastructure every year)	Institutional expenditure statements for the budget heads	Finance office
13. Expenditure on library (Books to be purchased for 10 Lakhs and journals need to be subscribed for 1.5 crores).	List of books purchased and journals subscribed	Annual stock verification, Library i/c
14. Internet bandwidth (250-500 MBPS bandwidth of internet connection in 5 years)	Available bandwidth of internet connection	Computer Technology centre
15. Expenditure on maintenance of facilities (Expenditure incurred on maintenance of all facilities excluding salary component need to be Rs. 300 millions or greater)	Institutional expenditure statements for the budget heads	Finance office
16. Student support through scholarships (At least 60% of the total student population should be recipients of scholarships, 20% of annual budget)	No. of students beneficiaries through scholarships	Student Affairs office
17. Alumni contribution (An amount of at least 100 lakh to be received as alumni contributions)	Audited statement of accounts	Finance office
18. Financial assistance for participating in conferences/workshops, open access journal publications and towards membership fee of professional bodies (Financial support need to be extended to at least 60% of the total faculty members.)	No. of faculty members provided with financial support	Office of the HR/ Finance office
19. Administrative training programs (100% of the faculty members need to be trained for administrative, research and academic skills)	No. of professional development/ administrative training programmes organized	Head – Training / Records of IQAC
20. Grants received from Government bodies for infrastructure development (at least of 5 Crores annual contribution from Govt. agencies)	Total grants received for development and maintenance of infrastructure	Finance office
21. Grants received from Non - Government bodies/ Philanthropists/ Individuals (at least of 1 Crores annual contribution from Philanthropists)	Total grants received for development and maintenance of infrastructure	Finance office

OUTCOME**Targets:**

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
100% of full-time and experienced faculty members appointed against sanctioned posts every year	Faculty recruitment to be monitored by the office of HR	Records of the Divisions/ IQAC	Appropriate Institutional policies and Norms
90% of faculty member to have a Ph.D. and the remaining 10% of faculty members should have registered for their Ph.D. degree program.	Evidences to be verified by the HR office	Records of the Divisions/ IQAC	
2.5% of International faculty representation in the Institution	To be monitored by the HR office	Records of the Divisions/ IQAC	
2.5% of International student representation in the Institution	To be monitored by the office of the Student affairs / International affairs	Records of the Divisions/ IQAC	
SFR ratio of 15:1 is maintained in each Division	Evidences to be verified by IQAC	Office of the Registrar/HR	
500 International students through IAESTE by 2027	Evidences to be verified by IQAC	Office of the International Affairs	
100% e-governance in administration, academics, finance & accounts, student admission, examination	Evidences to be verified by IQAC	Academic and Administrative Audit	
Publication of end-semester examination results will be within 10 days from the date of the last end-semester exam.	Evidences to be verified by IQAC.	Academic and Administrative Audit	
Rs. 500 lakh for 5 years, minimum of Rs. 1 crore/year as seed money	Evidences to be verified by IQAC	Academic and Administrative Audit	
100% faculty members are entitled to receive incentives	Evidences to be verified by IQAC	IQAC Internal and External Academic Audit	
250 MoUs / MoAs / LoIs with National and International Institutions and Industries in five years	Evidences to be verified by IQAC	IQAC Internal and External Academic Audit	
An annual expenditure of 10 crores is allocated for infrastructure development.	Evidences to be verified by IQAC	Academic and Administrative Audit	
Financial support is provided to 60% of the total faculty members for their participation in conferences or workshops.	Evidences to be verified by IQAC	IQAC Internal and External Academic Audit	
All faculty members would be trained on skills required for teaching, research and administration	Evidences to be verified by IQAC	IQAC Internal and External Academic Audit	

A funding of 5 crores is anticipated to be received from both government and non-government bodies.	Evidences to be verified by IQAC	Academic and Administrative Audit	
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Karunya INSTITUTE OF TECHNOLOGY AND SCIENCES

(Declared as Deemed to be University under Sec. 3 of the UGC Act, 1956)

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