

UNIVERSITY OF CALICUT

INSTITUTIONAL DEVELOPMENT PLAN (IDP)

2026–2035

A Strategic Roadmap for Institutional Transformation, Excellence and Societal Impact

MESSAGE FROM THE VICE CHANCELLOR

It gives me immense pleasure to present the Institutional Development Plan (IDP) 2026–2035 of the University of Calicut—a strategic roadmap that reflects our collective vision for the future and our unwavering commitment to academic excellence, innovation, inclusivity, and societal transformation. This document marks an important milestone in the University's continuing journey of growth and renewal as we prepare to meet the evolving expectations of higher education in India and across the world.

For over five decades, the University of Calicut has served as a beacon of knowledge, opportunity, and social progress for the people of the Malabar region. Built on a rich legacy of academic excellence, research, and public service, the University has made significant contributions to human resource development and nation-building. As we enter a new era shaped by the National Education Policy (NEP) 2020, rapid technological advancements, global knowledge networks, and changing societal needs, it is imperative that we reimagine our future with clarity of purpose, courage, and ambition.

The Institutional Development Plan 2026–2035 provides that direction. It articulates our shared aspirations to transform the University into a globally connected, research-intensive, student-centric, digitally empowered, and socially responsible institution. The Plan is founded on the principles of academic excellence, good governance, innovation, sustainability, inclusivity, and continuous quality improvement. It seeks not only to strengthen our academic and research ecosystem but also to create an institutional culture that encourages creativity, interdisciplinary collaboration, entrepreneurship, and lifelong learning.

Our vision extends beyond achieving higher rankings and improved performance indicators. We aspire to build a university that nurtures responsible citizens, produces globally competent graduates, generates impactful research, and contributes meaningfully to sustainable development and the advancement of society. Through strategic investments in people, infrastructure, technology, research, and partnerships, we aim to position the University of Calicut among the leading universities in India and as a respected institution on the global higher education landscape.

The successful implementation of this ambitious plan will depend upon the collective commitment of our entire University community. I firmly believe that the dedication and expertise of our faculty, researchers, officers, staff, students, alumni, and affiliated institutions will be the driving force behind this transformation. Equally important will be the continued support and guidance of the Government of Kerala, the University Grants Commission, regulatory bodies, industry partners, alumni, and our national and international collaborators. Together, we can create an ecosystem that promotes excellence, innovation, accountability, and societal impact.

This Institutional Development Plan has been prepared through an extensive consultative process involving academic and administrative leaders, faculty members, and stakeholders across the University. I sincerely appreciate the valuable contributions of the Institutional Development Plan Committee, the Internal Quality Assurance Cell (IQAC), the External Strategy Consultant, and everyone who participated in shaping this important document. Their collective wisdom has produced a strategic framework that is both visionary and practical.

As Vice Chancellor, I reaffirm my unwavering commitment to providing the leadership necessary for the successful implementation of this Plan. With a shared sense of purpose, institutional unity, and an enduring commitment to excellence, I am confident that the University of Calicut will achieve new milestones in academic distinction, research excellence, innovation, global engagement, and community service.

Let us move forward together with confidence, determination, and optimism as we shape the next chapter in the illustrious history of the University of Calicut and build a future that inspires generations to come.

Prof. P Raveendran

Vice Chancellor

DEVELOPMENT OF THE INSTITUTIONAL DEVELOPMENT PLAN (IDP) 2026–2035

The Institutional Development Plan (IDP) 2026–2035 of the University of Calicut (UoC) is the outcome of a systematic, participatory, and evidence-based strategic planning process undertaken during 2025–2035. Recognising the strategic importance of the IDP in guiding the University's future development, the University constituted an Institutional Development Plan Committee under the aegis of the Internal Quality Assurance Cell (IQAC) through University Order No. 10324/2025-ADMN dated 17 July 2025.

The Committee was entrusted with the responsibility of developing a comprehensive institutional roadmap aligned with the National Education Policy (NEP) 2020, the University Grants Commission (UGC) Guidelines for Institutional Development Plans, national accreditation and ranking frameworks, and the University's Vision, Mission, and Strategic Priorities.

The preparation of the IDP evolved through a series of structured workshops, extensive consultations, and detailed deliberations conducted over several months. These engagements facilitated critical reflection on the University's current status, future aspirations, emerging opportunities, and institutional challenges. The planning process adopted a collaborative and consultative approach, ensuring that diverse perspectives were incorporated into the strategic framework.

A number of strategic planning workshops were organized involving Deans, Heads of Departments, Directors, administrative officers, faculty members, and representatives from academic support units. These workshops focused on environmental scanning, SWOT analysis, identification of strategic priorities, strategic goals, strategic initiatives, and key performance indicators. Particular emphasis was placed on aligning the University's academic, research, governance, financial, infrastructure, and digital transformation priorities with national and global developments in higher education.

The Committee also undertook extensive consultations with both academic and non-academic leadership to obtain institution-wide inputs. Feedback received from teaching departments, administrative sections, research centers, support services, and key stakeholders was carefully reviewed and integrated into the Plan. This participatory approach strengthened institutional ownership and ensured that the IDP reflects the collective aspirations of the University community.

The strategic framework was further refined through multiple rounds of review by the Committee to ensure coherence, feasibility, measurable outcomes, and alignment with the University's long-term development agenda. The resulting IDP provides an integrated framework for institutional excellence through eight strategic enablers, each supported by clearly defined strategic goals, initiatives, and performance indicators.

The University gratefully acknowledges the valuable contributions of all faculty members, officers, administrative staff, and stakeholders whose insights, experience, and commitment significantly shaped this Institutional Development Plan. The University also records its appreciation to Mr. Yasir Ellathody, External Strategy Consultant, for providing strategic guidance and technical support throughout the planning and drafting process.

Institutional Development Plan Committee (Constituted vide University Order No. 10324/2025-ADMN dated 17 July 2025)

Prof. Yahya A. I., Department of Chemistry – Convener

Prof. Abraham Joseph, Director Internal Quality Assurance Cell (IQAC)

Prof. Sivadasan P., Department of History

Prof. Jos T. Puthur, Department of Botany

Prof. Rajeev S. Menon, Director, Directorate of Research

Prof. Baby Shari P. A., Department of Psychology

Prof. C. D. Sebastian, Department of Zoology

Prof. Muhammedali N, Department of Journalism & Mass Communication

Dr. Ali Noufal K., Department of Arabic

Prof. E. Pushpalatha, Department of Zoology

Prof. C. C. Harilal, Department of Botany

External Strategy Consultant: Mr. Yasir Ellathody, Director, Osprey International Institute.

Prof. Abraham Joseph

Director Internal Quality Assurance Cell (IQAC).

Table of Contents

MESSAGE FROM THE VICE CHANCELLOR	2
DEVELOPMENT OF THE INSTITUTIONAL DEVELOPMENT PLAN (IDP) 2026–2035	3
SECTION I — INTRODUCTION & STRATEGIC CONTEXT	7
EXECUTIVE SUMMARY	7
UNIVERSITY OF CALICUT- AT A GLANCE	8
INSTITUTIONAL CONTEXT / STRATEGIC CONTEXT	8
1.1 Institutional Baseline	8
1.2 Environmental Analysis – PESTEL	10
Political and Policy Environment	10
Economic Environment	10
Social Environment	10
Technological Environment	10
Environmental Environment	10
Legal and Regulatory Environment	10
Strategic Implication	10
1.3 Stakeholder Analysis	11
Students	11
Faculty, Researchers and Staff	11
Affiliated Colleges and Academic Network	11
Government and Regulatory Bodies	11
Industry and Employers	11
Alumni and Diaspora	11
Community and Partners	11
Strategic Implication	11
1.4 Institutional Benchmarking	11
Strategic Implication	12
1.5 Integrated Strategic Position (SWOC)	12
1.6 Strategic Diagnostic Conclusions	13
2. Strategic Architecture at a Glance	14
3. Strategic Plan Architecture	14
PHASED STRATEGIC OBJECTIVES – SHORT TERM	15

PHASED STRATEGIC OBJECTIVES – MID TERM.....	16
PHASED STRATEGIC OBJECTIVES – LONG TERM.....	17
SECTION II — STRATEGY & STRATEGIC FRAMEWORK	18
1. Vision, Mission & Core Values.....	18
VISION.....	18
MISSION.....	18
Core Institutional Values	18
2. Detailed Strategic Framework: Eight Strategic Enablers	19
ENABLER 1 – GOVERNANCE	19
•Establish University Leadership Development and Performance Excellence Program...	19
ENABLER 2 – FINANCIAL	22
ENABLER 3 – ACADEMIC	26
ENABLER 4 – RESEARCH AND INNOVATION	32
ENABLER 5 – HUMAN RESOURCE.....	37
ENABLER 6 – PARTNERSHIPS, INTERNATIONALIZATION & COMMUNITY ENGAGEMENT	40
ENABLER 7 – PHYSICAL INFRASTRUCTURE & GREEN CAMPUS	45
ENABLER 8 – DIGITAL TRANSFORMATION	49
3. Implementation, Monitoring & Review	53
4. Conclusion & Way Forward	54
5. IDP Approval	54

SECTION I — INTRODUCTION & STRATEGIC CONTEXT

EXECUTIVE SUMMARY

The Institutional Development Plan (IDP) 2026–2035 provides the strategic roadmap for the University of Calicut to strengthen its position as a leading public university committed to academic excellence, research, innovation, inclusivity, and societal development. Aligned with the National Education Policy (NEP) 2020, the UGC Institutional Development Plan Guidelines, and the University's long-term vision, the IDP establishes a comprehensive framework for institutional transformation over the next ten years.

The Plan envisions the University as a high-performing, student-centric, research-intensive, digitally enabled, and globally engaged institution. It seeks to enhance academic quality, strengthen governance, promote innovation and entrepreneurship, improve student learning and employability, expand national and international collaborations, and develop sustainable physical and digital infrastructure.

The strategic framework is organised around eight institutional enablers: Governance and Leadership, Financial Sustainability, Academic Excellence, Research, Innovation and Extension, Human Resource Development, National and International Collaboration, Physical Infrastructure, and Digital Transformation. Together, these enablers provide an integrated approach for improving institutional effectiveness, accountability, quality assurance, and long-term sustainability.

Key priorities include strengthening transparent and data-driven governance, modernising curricula in line with emerging knowledge and industry needs, promoting interdisciplinary research, expanding research collaborations, enhancing innovation and entrepreneurship, and improving student support services. The Plan also emphasises inclusive education, accessibility, gender equity, environmental sustainability, and meaningful community engagement, reinforcing the University's commitment to regional and national development.

Digital transformation is a central pillar of the UoC IDP. The University aims to enhance digital governance through integrated information systems, learning management platforms, smart classrooms, digital libraries, automation of academic and administrative processes, and data analytics to support evidence-based decision-making and improve operational efficiency.

Implementation of the IDP will be guided by a robust governance, monitoring, and evaluation framework supported by clearly defined strategic initiatives, measurable Key Performance Indicators (KPIs), annual operational plans, and periodic performance reviews. This approach will ensure transparency, accountability, continuous quality improvement, and effective utilisation of institutional resources.

Through the successful implementation of this Institutional Development Plan, the University of Calicut aspires to become a nationally recognised and internationally respected university distinguished by academic excellence, impactful research, innovation, quality governance, digital maturity, and strong societal engagement. The IDP serves as a shared institutional commitment to preparing graduates, advancing knowledge, and contributing meaningfully to the sustainable development of the region, the nation, and the global community.

UNIVERSITY OF CALICUT- AT A GLANCE

Institutional Indicator	University Profile
Established	1968
Institutional Character	Residential-cum-affiliating public university
Main Campus	Thenhipalam, Malappuram District
Campus Area	Over 520 acres
Teaching Departments	36
Affiliated Colleges	440
Students	More than 400,000
Ph.D. Holders Produced	More than 3,300
Boards of Studies	126
Faculties	10
Digital Strength	Fully Wi-Fi enabled campus and established e-governance systems
Distinctive Assets	Advanced research facilities, manuscript library, EMMRC, major sports infrastructure and inclusive support services

INSTITUTIONAL CONTEXT / STRATEGIC CONTEXT

Established in 1968, the University of Calicut (UoC) is the second university established in Kerala and the largest university in the state in terms of geographical jurisdiction, affiliated colleges, student enrolment, and degrees awarded. Guided by its motto "Nirmaya Karmana Sree" ("Prosperity through Pure Actions"), the University has evolved into one of India's leading residential-cum-affiliating universities, serving the educational aspirations of the Malabar region, including several educationally and socio-economically disadvantaged districts.

The University functions under the Calicut University Act, 1975, and has successfully completed more than five decades of academic excellence. With the vision of extending higher education beyond classrooms, its Golden Jubilee was celebrated under the theme "University to Society," reflecting its commitment to inclusive development, research, innovation, and community engagement.

The main campus is located at Thenhipalam, Malappuram District, approximately 24 km south of Kozhikode city, and extends over 520 acres with a built-up area of more than 2 lakh square metres. The campus houses the Vice Chancellor's Office, Administrative Block, Pareeksha Bhavan, Centre for Distance and Online Education, University Library, Educational Multimedia Research Centre (EMMRC), UGC-MMTTC, Central Science Block, research laboratories, guest houses, and academic departments. The University also has off-campus centers including the Dr. John Matthai Centre (Thrissur) for Economics & School of Drama & Fine Arts and the Institute of Tribal Studies and Research (ITSR), Wayanad, a fully funded residential institution for the indigenous tribal communities, along with 36 self-financing centers.

1.1 Institutional Baseline

The University presently comprises 36 teaching departments, 440 affiliated colleges, 294 research centers, 14 academic chairs, and 36 self-financing institutions offering undergraduate, postgraduate, diploma, and doctoral programs across Science, Humanities, Commerce, Management, Law, Education, Social Sciences, Languages, Physical Education, Environmental Studies, Nanoscience, Biotechnology, Computer Science, Journalism, Library Science, Drama, Fine Arts, Folklore Studies and other emerging disciplines. More than 400,000 students pursue various programs under the University, making it one of

the largest higher education systems in India. Since its establishment, the University has produced over one million graduates and more than 3,300 Ph.D. holders.

Academic quality is ensured through 126 Boards of Studies functioning under 10 faculties, with regular curriculum revision to align programs with national priorities and global employment trends. The University follows the Choice Based Credit Semester System (CCSS) and maintains a strong emphasis on outcome-based education, academic integrity, and a strict anti-plagiarism policy.

The University has earned national recognition for academic excellence. It has been accredited with 'A+' Grade by NAAC and consistently features in the National Institutional Ranking Framework (NIRF). Many faculty members are recipients of prestigious national and international fellowships and awards, while several researchers are listed among the world's top scientists. The University's research impact is reflected in its strong publication record, internationally collaborative research, and a healthy institutional h-index.

To strengthen research and innovation, the University has established advanced facilities including the Central Sophisticated Instrumentation Facility (CSIF), modern science laboratories, research centers, botanical garden, museum, manuscript library, observatory, herbarium (CALI), and domain-specific automated libraries in all teaching departments. The Educational Multimedia Research Centre (EMMRC), the only centre of its kind in Kerala, has made significant contributions to digital learning by producing high-quality educational audio-visual content and online learning resources.

The University has embraced digital transformation in administration and academics. It was among the first universities in Kerala to implement the Digital Document Filing System (DDFS), enabling efficient e-governance, online file processing, and digital administrative services. The University has also received recognition for its successful implementation of ICT in administration, finance, examinations, and research. The campus is fully Wi-Fi enabled, supports hybrid teaching-learning environments, and provides access to thousands of national and international e-journals and digital learning resources.

The CH Mohammed Koya Central Library, together with departmental libraries, provides extensive print and digital collections. The University also houses one of Kerala's largest Manuscript Libraries, preserving thousands of rare palm-leaf manuscripts and historical documents, including valuable collections in Malayalam, Sanskrit, and Arabic.

The University has developed excellent sports infrastructure and has consistently been one of India's leading universities in inter-university sports. Its campus includes Asia's largest natural stadium, international-standard football grounds, a 400-metre synthetic athletics track, indoor stadium, gymnasium, swimming pool, tennis courts, fitness centre, yoga centre, and other sports facilities. The University has produced internationally acclaimed athletes including P. T. Usha, M. D. Valsamma, Anju Bobby George, and Jimmy George, along with several Padma Awardees, Arjuna Awardees, Rajiv Gandhi Khel Ratna, and Dronacharya Award recipients. University teams regularly secure national championships in football, volleyball, athletics, baseball, and other sports.

Beyond academics, the University actively promotes arts, culture, literature, cinema, and social engagement through research forums, literary activities, film clubs, cultural festivals, and extension programs. Its beautiful botanical garden, landscaped parks, and environmentally sustainable campus make it one of the greenest university campuses in Kerala. Environmental initiatives include green audit, energy audit, gender audit, rainwater harvesting, biodiversity conservation, tree plantation drives, renewable energy initiatives, and campus sustainability programs.

The University is equally committed to inclusivity and social responsibility. The Community Disability Management and Rehabilitation Program (CDMRP) provides advanced disability management services, rehabilitation support, and collaborative research in disability studies. Facilities such as DAISY audio books, motorised wheelchairs, ramps, lifts, and the unique "Touch and Feel" Garden ensure an accessible and inclusive campus for differently-abled students.

The University maintains a safe and equitable learning environment through an active Internal Complaints Committee (ICC), Anti-Ragging Cell, gender sensitisation programs, and periodic gender audits. These initiatives reinforce the University's commitment to equality, diversity, student welfare, and social justice.

With its rich academic legacy, strong research ecosystem, digital governance, world-class sports facilities, vibrant cultural environment, commitment to sustainability, and emphasis on inclusive education, the University of Calicut continues to serve as one of India's premier public universities, making significant contributions to higher education, research, innovation, and regional development.

1.2 Environmental Analysis – PESTEL

The University's strategic environment is shaped by major policy, economic, social, technological, environmental and regulatory changes. The strategic diagnostic and SWOC assessment indicate the following key factors for the IDP period.

Political and Policy Environment

Higher education reforms are increasing emphasis on multidisciplinary education, curriculum flexibility, academic mobility and new learning models. Changing funding priorities and regulatory requirements require greater institutional agility, governance capacity and responsiveness.

Economic Environment

Growing pressure on public funding and operational costs highlights the need for financial resilience. Opportunities exist through research grants, consultancy, industry-sponsored research, continuing education, philanthropy, alumni contributions, CSR partnerships and commercialization.

Social Environment

Changing learner expectations demand employability-oriented, flexible, interdisciplinary and lifelong learning pathways. The University's social equity and community engagement legacy, together with regional strengths in culture, heritage, arts and tourism, provide important opportunities.

Technological Environment

AI, digital learning, analytics and automation are transforming higher education. The University needs to accelerate digital transformation, strengthen data and analytics capabilities and expand technology-enabled and flexible learning.

Environmental Environment

The University's campus and biodiversity assets provide opportunities for leadership in green campus development, sustainability-oriented research, resource efficiency and climate-conscious infrastructure.

Legal and Regulatory Environment

A complex regulatory environment requires stronger policy frameworks, transparency, accountability, risk management and administrative efficiency while maintaining institutional agility.

Strategic Implication

The external environment requires the University to become more adaptable, financially resilient, digitally mature, academically innovative and internationally engaged while remaining responsive to changing learner, societal and workforce needs.

1.3 Stakeholder Analysis

The University operates within a broad stakeholder ecosystem comprising its internal academic community and an extensive network of affiliated colleges, government agencies, employers, alumni, communities and national and international partners.

Students

Expect high-quality, flexible and multidisciplinary learning, employability support, digital access, international exposure, entrepreneurship opportunities and holistic development.

Faculty, Researchers and Staff

Require professional development, research support, interdisciplinary collaboration, digital capability enhancement and enabling systems for excellence and innovation.

Affiliated Colleges and Academic Network

The extensive affiliated college ecosystem is a distinctive strength and requires structured engagement for quality enhancement, curriculum innovation and collaborative academic development.

Government and Regulatory Bodies

Expect academic quality, effective governance, financial accountability, social inclusion and alignment with national and state priorities.

Industry and Employers

Stronger partnerships are required for curriculum relevance, internships, experiential learning, collaborative research, consultancy, innovation and employability.

Alumni and Diaspora

The University's alumni, including a significant global presence across the Gulf, Europe, the United States and other regions, represent an important resource for partnerships, mentoring, philanthropy and international networks. The University can also develop flexible online, distance and professional upskilling programs as lifelong learning pathways that enable global alumni to remain connected to their alma mater.

Community and Partners

The University has a continuing responsibility for regional development, social inclusion and knowledge-based societal impact, supported through stronger community engagement and national and international partnerships.

Strategic Implication

Stakeholder engagement should evolve into a structured, value-driven ecosystem connecting students, faculty, colleges, government, industry, alumni, communities and partners to institutional development. The global alumni community can become a strategic ecosystem for lifelong learning, professional engagement and international partnerships.

1.4 Institutional Benchmarking

Benchmarking should support institutional learning and performance improvement rather than serve only as a ranking or comparison exercise. The University should benchmark relevant national and international institutions across the following strategic dimensions:

- Academic innovation and multidisciplinary education
- Research performance, innovation and commercialization
- Internationalization and global engagement
- Digital transformation and institutional intelligence
- Financial sustainability and resource mobilization
- Industry engagement and employability
- Governance and performance management

Strategic Implication

A structured and periodic benchmarking mechanism should identify performance gaps, good practices and strategic learning opportunities, enabling the University to accelerate transformation while retaining its distinctive public mission and regional relevance.

1.5 Integrated Strategic Position (SWOC)

Strategic Area	Key Strengths
Institutional Reputation	Strong legacy, credibility, and goodwill built over decades
Governance & Support	Established government support and public trust
Diversity & Inclusion	Inclusive academic environment with commitment to social equity and marginalized communities
Human Capital	Qualified faculty and staff with a strong base of experienced mid-career academics
Infrastructure	Significant campus real estate and physical assets, including off-campus centers
Community Engagement	Strong tradition of community outreach and social impact initiatives
Student Diversity	Diverse student population from varied socio-economic and cultural backgrounds
Environmental Assets	Rich biodiversity and environmentally conducive campus ecosystem
Institutional Vision	Shared commitment toward social transformation and public service
Academic Network	Extensive affiliated college ecosystem and stakeholder engagement
Strategic Area	Key Weaknesses
Financial Sustainability	Heavy dependence on government funding and limited non-government resource mobilization
Global Positioning	Low international visibility and limited global academic presence
Research Performance	Research ecosystem with scope for strengthening and enhancing research productivity
Faculty Development	Gaps in faculty strength in emerging disciplines and research-intensive areas
Digital Transformation	Digital transformation initiatives requiring further impetus to enhance technology adoption and governance efficiency
Innovation Ecosystem	Limited innovation, entrepreneurship, and commercialization culture
Governance Processes	Regulatory rigidity, bureaucratic procedures, and administrative impediments
Infrastructure Gaps	Further development of sports, recreational and academic infrastructure to meet emerging institutional needs
Data & Information Systems	Weak data management, analytics, and backup systems
Student Support	Limited scholarships, financial aid mechanisms, and talent nurturing systems
Industry Linkages	Insufficient industry-academia collaboration and engagement
Institutional Culture	Need for stronger performance-oriented and innovation-driven culture
Online Learning Capacity	Limited readiness for large-scale online and hybrid education models
Strategic Area	Key Opportunities
Demographic Trends	Growing youth population and increasing demand for higher education
Geographic Advantage	Strategic location of Calicut with rich historical and cultural heritage
Academic Diversification	Expansion into tourism, folklore, arts, ayurveda, culture, and heritage studies
Digital Education	Growth of online, hybrid, micro-credential, and certificate programs
Alumni Engagement	Leveraging global alumni and diaspora networks for partnerships and funding
Internationalization	Academic collaborations with institutions in GCC countries, Europe, and Asia
External Funding	Access to national and international grants, CSR funds, and philanthropic support
Industry Partnerships	Emerging opportunities for industry-sponsored research and skill development
Multidisciplinary Education	Alignment with NEP-driven multidisciplinary academic structures
Entrepreneurship	Development of startup ecosystems, incubation centers, and innovation hubs

Strategic Area	Key Strengths
Community Impact	Expanded community engagement and social innovation initiatives
Global Mobility	Growing demand for international education, employability, and student mobility programs
Strategic Area	Key Challenges
Competitive Environment	Increasing competition from public, private, and international universities
Policy Environment	Changes in government policies, funding priorities, and regulatory frameworks
Funding Constraints	Declining public funding and increasing pressure for self-sustainability
Employability Shifts	Rapidly changing workforce and industry skill requirements
Technology Disruption	AI-driven transformation of teaching, learning, and assessment
Student Recruitment	Evolving learner aspirations and the growing preference for diverse, career-oriented and flexible higher education opportunities
Ranking Systems	Narrow ranking frameworks that may not adequately capture institutional strengths
Academic Autonomy	Risks associated with reduced academic freedom and institutional autonomy
Economic Volatility	Economic downturns affecting student affordability and funding availability
Global Competition	Growing attraction of international universities and online education providers

1.6 Strategic Diagnostic Conclusions

The strategic diagnostic presents a University with substantial strengths and significant opportunities for transformation. Its strong legacy, public credibility, large academic ecosystem, qualified human resources, physical and environmental assets, diverse student community and commitment to social inclusion provide a solid foundation for future development.

However, the analysis also highlights the need for greater financial resilience, stronger research and innovation performance, deeper industry engagement, improved international positioning, accelerated digital transformation and enhanced institutional agility. Policy reforms, AI and technological disruption, changing learner expectations and global competition reinforce the urgency for systematic institutional transformation.

The combined PESTEL, stakeholder, benchmarking and SWOC analyses therefore indicate that the University's future development requires an integrated transformation agenda that preserves its public mission while building capabilities for a rapidly changing higher education environment. The IDP 2026–2035 is structured around eight strategic enablers:

- (1) Institutional Governance and Performance Orientation**
- (2) Financial Sustainability and Resource Diversification**
- (3) Academic Excellence and Future-Ready Education**
- (4) Research, Innovation and Knowledge Creation**
- (5) Human Capital and Institutional Capability**
- (6) Partnerships, Internationalization and Societal Engagement**
- (7) Sustainable Physical Infrastructure and Green Campus Development**
- (8) Digital Transformation and Institutional Intelligence.**

2. Strategic Architecture at a Glance

The Institutional Development Plan is organized through a cascading strategic architecture that connects institutional enablers to strategic goals, objectives, measurable performance indicators, targets, strategic initiatives and implementation ownership.

ENABLER → STRATEGIC GOAL → STRATEGIC OBJECTIVE → KPI → TARGET → STRATEGIC INITIATIVE

Architecture Element	Final Count / Horizon
Plan Horizon	2026–2035
Strategic Enablers	8
Strategic Goals	32
Strategic Framework	Goals → Objectives → KPIs → Targets → Initiatives → Owners
Implementation Approach	Cascading institutional and unit-level implementation
Review Approach	Periodic performance monitoring and strategic review

3. Strategic Plan Architecture

Strategic Enabler	Strategic Focus
Enabler 1	Governance
Enabler 2	Financial
Enabler 3	Academic
Enabler 4	Research and Innovation
Enabler 5	Human Resource
Enabler 6	Partnerships, Internationalization & Community Engagement
Enabler 7	Physical Infrastructure & Green Campus
Enabler 8	Digital Transformation

INSTITUTIONAL DEVELOPMENT PLAN 2026–2035**PHASED STRATEGIC OBJECTIVES – SHORT TERM***Years 1–2 | 2026–2027*

The short-term phase focuses on establishing the institutional foundations, governance mechanisms, policy frameworks, enabling systems and priority transformation initiatives required for successful implementation of the ten-year Institutional Development Plan.

STRATEGIC ENABLER	PHASED STRATEGIC OBJECTIVES
Enabler 1 Governance	• Establish the core governance, policy, quality assurance, institutional research, performance management and risk management frameworks required for IDP implementation. • Strengthen participatory governance, leadership accountability and structured stakeholder engagement.
Enabler 2 Financial	• Establish a university-wide revenue diversification and resource mobilization framework, including grants, consultancy, continuing education, commercialization and alumni/philanthropic giving. • Strengthen financial governance, strategic budgeting, procurement controls and integrated financial management systems.
Enabler 3 Academic Excellence	• Initiate curriculum transformation through flexible, multidisciplinary and future-oriented program frameworks aligned with NEP, emerging knowledge domains and regional strengths. • Strengthen teaching quality, digital pedagogy, student support, employability, experiential learning and inclusive education systems.
Enabler 4 Research, Innovation & Extension	• Strengthen the institutional research ecosystem through research governance, support systems, priority research areas, funding support and research information management. • Establish stronger foundations for innovation, entrepreneurship, intellectual property, incubation and community-engaged research.
Enabler 5 Human Resource	• Develop an integrated human resource planning, competency development, performance management and faculty/staff development framework. • Address priority capability gaps in emerging disciplines, research, leadership, digital and AI competencies.
Enabler 6 Partnerships, Internationalization & Societal Engagement	• Establish a strategic partnership and internationalization framework with clear priorities, partnership management mechanisms and performance criteria. • Strengthen alumni engagement, industry interface and structured mechanisms for community engagement and societal impact.
Enabler 7 Physical Infrastructure & Green Campus	• Prepare an integrated campus infrastructure, asset management, maintenance and sustainability master plan. • Address priority academic, student, accessibility, safety, sports and digital infrastructure gaps.
Enabler 8 Digital Transformation	• Establish digital governance, enterprise architecture, data governance and cybersecurity frameworks. • Prioritize digitization of high-impact academic, student and administrative services and strengthen core digital infrastructure.

INSTITUTIONAL DEVELOPMENT PLAN 2026–2035

PHASED STRATEGIC OBJECTIVES – MID TERM

Years 3–5 | 2028–2030

The mid-term phase focuses on scaling implementation, institutionalizing major reforms and achieving measurable performance improvements across the eight strategic enablers.

STRATEGIC ENABLER	PHASED STRATEGIC OBJECTIVES
Enabler 1 Governance	• Achieve university-wide implementation of quality assurance, performance monitoring, institutional intelligence and risk management systems. • Embed evidence-based decision-making, accountability and continuous improvement across academic and administrative units.
Enabler 2 Financial	• Significantly expand diversified revenue streams from continuing education, consultancy, commercialization, grants, industry partnerships and philanthropic engagement. • Improve financial resilience through performance-based budgeting, stronger resource utilization and measurable reductions in dependence on conventional funding sources.
Enabler 3 Academic Excellence	• Scale multidisciplinary, flexible and internationally benchmarked academic programs, including interdisciplinary pathways, academic mobility and future-oriented disciplines. • Achieve measurable improvements in graduate employability, internships, work-integrated learning, entrepreneurship and student learning outcomes.
Enabler 4 Research, Innovation & Extension	• Increase research productivity, external funding, interdisciplinary collaboration, innovation outputs and research-to-impact outcomes. • Develop a stronger ecosystem for incubation, technology transfer, industry-linked research and societal innovation.
Enabler 5 Human Resource	• Implement competency-based workforce development and performance systems across the University. • Strengthen faculty and staff capabilities in research, innovation, digital transformation, interdisciplinary education and academic leadership.
Enabler 6 Partnerships, Internationalization & Societal Engagement	• Expand high-value national and international partnerships into active programs, collaborative research, mobility and joint academic initiatives. • Develop the University's global alumni network into a platform for professional engagement, lifelong learning, mentoring, partnerships and resource mobilization.
Enabler 7 Physical Infrastructure & Green Campus	• Execute priority infrastructure modernization and smart campus projects while improving asset utilization and maintenance performance. • Demonstrate measurable progress towards a green, accessible, safe and sustainable campus ecosystem.
Enabler 8 Digital Transformation	• Achieve substantial integration of institutional systems, digital services, data platforms and analytics for evidence-based management. • Scale digital and AI-enabled teaching, learning, research and administrative services across the University.

INSTITUTIONAL DEVELOPMENT PLAN 2026–2035**PHASED STRATEGIC OBJECTIVES – LONG TERM***Years 6–10 | 2031–2035*

The long-term phase focuses on institutional transformation, sustained excellence and positioning the University of Calicut as a nationally recognized and internationally respected, research-intensive, digitally mature and globally engaged public university.

STRATEGIC ENABLER	PHASED STRATEGIC OBJECTIVES
Enabler 1 Governance	- Establish the University as a high-performing, agile and accountable public institution distinguished by mature governance, institutional intelligence and a culture of continuous improvement. - Achieve sustained institutional resilience through integrated strategic, operational and risk governance.
Enabler 2 Financial	- Establish a resilient and diversified financial model with a significantly strengthened contribution from non-traditional revenue, external funding, philanthropy, commercialization and knowledge services. - Build long-term financial sustainability capable of supporting strategic investment and institutional growth.
Enabler 3 Academic Excellence	- Position the University as a leading provider of innovative, multidisciplinary, flexible and future-ready higher education. - Establish a mature student success ecosystem delivering strong learning outcomes, employability, lifelong learning and global academic opportunities.
Enabler 4 Research, Innovation & Extension	- Transform the University into a stronger research-intensive and innovation-oriented institution with nationally and internationally recognized areas of research excellence. - Increase the University's contribution to knowledge creation, technology transfer, entrepreneurship and measurable societal impact.
Enabler 5 Human Resource	- Build a high-performing, future-ready and globally competitive academic and professional workforce. - Establish a sustained institutional culture of leadership, innovation, performance excellence, collaboration and continuous professional learning.
Enabler 6 Partnerships, Internationalization & Societal Engagement	- Establish a strong global institutional presence through strategic international networks, collaborative programs, mobility and research partnerships. - Position the University as a major knowledge partner for regional development, community transformation and global alumni engagement.
Enabler 7 Physical Infrastructure & Green Campus	- Develop a modern, sustainable, inclusive and intelligently managed campus ecosystem that supports world-class teaching, research, student experience and community engagement. - Position the University as a model for green campus development, biodiversity stewardship and sustainable infrastructure management.
Enabler 8 Digital Transformation	- Achieve a mature smart university ecosystem characterized by integrated digital services, institutional intelligence, AI-enabled capabilities and strong cyber resilience. - Embed a culture of continuous digital innovation that enables the University to adapt to emerging technologies and future educational models.

SECTION II — STRATEGY & STRATEGIC FRAMEWORK

1. Vision, Mission & Core Values

VISION

To pursue excellence in teaching, learning, research and outreach and to become the best among the Universities in India.

MISSION

To develop an ecosystem for advanced teaching, learning, research and enterprise provide state-of-the-art infrastructure and communication networks create an ambience for enhanced collaboration uphold social inclusiveness and gender equality and attract and retain the best talent.

Core Institutional Values

- Pursuit of Academic Excellence
- Social Inclusiveness and Gender Justice
- Service to Humanity
- Transparency, Integrity, Mutual Respect and Cooperation
- Innovation and Continuous Improvement

2. Detailed Strategic Framework: Eight Strategic Enablers

Each Strategic Goal is presented immediately before its corresponding Strategic Objective matrix to strengthen logical flow and ease of review.

ENABLER 1 – GOVERNANCE

STRATEGIC GOAL 1.1: Strengthen institutional governance and leadership through transparency, accountability, participation and effective leadership across the University and its affiliated institutions

Objective	KPI	Target	Initiative
1.1.1: Improve governance structures, policies, decision-making processes, and administrative efficiency.	•Percentage of governance policies reviewed and updated within the prescribed review cycle •Stakeholder satisfaction with governance and administrative services	•100% •70-75%	•Review and develop Institutional Policy and Administrative (JDs, ToRs etc.) Framework •Develop a centralized digital policy repository.
1.1.2: Strengthen meaningful participation and accountability of all stakeholders (faculty, staff, students, affiliated colleges, alumni etc.) in institutional planning, decision-making and governance.	•Percentage of major institutional planning and policy processes incorporating structured stakeholder consultation •Stakeholder satisfaction with opportunities to participate in institutional planning and decision-making	•75% •75%	•Develop a University-wide Participatory Governance and Stakeholder Engagement Framework
1.1.3: Strengthen leadership capabilities of academic and administrative leaders through leadership development and performance accountability	•Number of leadership development programs conducted annually •Percentage of targeted academic and administrative leaders completing leadership development programs •Annual Leadership Performance Review Coverage	•5 - 8 programs / year •70-80% •100%	•Establish University Leadership Development and Performance Excellence Program

STRATEGIC GOAL 1.2: Establish an integrated institutional quality assurance, compliance and continuous improvement framework aligned with international standards.

Objective	KPI	Target	Initiative
1.2.1: Improve university-wide quality assurance processes and practices with defined quality standards, periodic assessments and improvement plans	• Percentage of units completing periodic quality maturity/self-assessment and developing improvement plans • Percentage of identified improvement actions completed within the approved timeframe • Percentage of academic, administrative and support units completing scheduled compliance/quality reviews annually	•100% •100% •100%	• Develop University-wide Quality Assurance and Continuous Improvement Framework

STRATEGIC GOAL 1.3: Establish an integrated institutional research, data-driven decision-making and risk management framework to strengthen strategic decision-making, institutional resilience and sustainability.

Objective	KPIs	Target	Initiative
1.3.1: Establish a robust institutional research and intelligence system to generate timely evidence for strategic planning and institutional decision-making.	•Institutional Research Reports Produced and Published •Percentage of major institutional decisions supported by documented research evidence	•8-10 reports/year •100%	•Establish Directorate of Institutional Excellence & Strategic Planning
1.3.2: Institutionalize integrated data systems, analytics and performance intelligence to support evidence-based decision-making and continuous institutional improvement.	•Percentage of strategic decisions supported by documented performance analytics	•100%	•Establish Integrated Data Warehouse covering SIS, LMS, HR, Research, Exams etc.) •Establish data governance framework (ownership, validation, access control) •Develop dashboard-based monitoring and reporting system.

Objective	KPIs	Target	Initiative
1.3.3: Establish an integrated institutional risk management and resilience framework to proactively identify, assess and mitigate strategic and operational risks and ensure institutional sustainability.	•Percentage of identified critical institutional risks with documented mitigation and contingency plans •Number of major examination-related incidents •Number of major information/data security incidents	•100% (80% - 90% -100%) •0 major incidents annually •0 major incidents annually	•Establish a University-wide Risk Governance and Policy Framework •Develop University Wide and Department wise Risk Register

ENABLER 2 – FINANCIAL

STRATEGIC GOAL 2.1: Develop a diversified and sustainable institutional revenue model to ensure long-term financial sustainability and reduce dependence on traditional funding sources.

Objective	KPIs	Target	Initiative
2.1.1: Diversify institutional revenue sources beyond traditional government/public funding	Percentage of total revenue generated from non-traditional sources	Increase to 25–30% by Year 5	•Launch University Revenue Diversification and Sustainable Income Generation Program
2.1.2: Expand income from distance/continuing education, executive education and professional programs	Revenue from distance/continuing/professional education	15% annual growth	•Launch market-driven certificate, diploma, executive and short-term programs Strengthen industry-linked programs •Establish online and hybrid offerings
2.1.3: Increase revenue from commercialization of university expertise, intellectual property and services	Revenue from consultancy, licensing, testing, technical services and IP	10–15% annual growth	•Establish University Commercialization, Consultancy and Technology Transfer Program
2.1.4: Strengthen income-generating assets and auxiliary services	Revenue generated from university assets and auxiliary services	10% annual growth	•University Asset Optimization and Strategic Commercial Partnerships Program
2.1.5: Develop sustainable philanthropic and alumni giving	Annual alumni/philanthropic contributions	Double by Year 5	•University Alumni Giving and Philanthropic Engagement Program

Objective	KPIs	Target	Initiative
2.1.6: Improve financial resilience and reduce dependence on a single funding source	•Percentage of total University revenue generated from diversified non-core funding sources •Percentage share of the University's largest single funding source in total annual revenue	•Increase diversified non-core funding to at least 30% of total University revenue by 2030 •20-30% reduction in dependence on the conventional revenue sources.	•Launch University Revenue Diversification and Sustainable Income Generation Program

STRATEGIC GOAL 2.2

Strengthen external funding, partnerships and resource mobilization to support institutional growth and innovation.

Objective	KPIs	Target	Initiative
2.2.1: Increase competitive external research and project funding	Value of external grants/contracts secured annually	15–20% annual growth	•University Grants Development and Research Funding Support Program
2.2.2: Strengthen strategic partnerships with industry, government, NGOs and international institutions	Number/value of active strategic partnerships	20 new strategic partnerships by Year 5	•University Strategic Partnership Development and Management Program
2.2.3: Increase industry-funded research, consultancy and commissioned projects	Value of industry-funded projects	Double by Year 5	•Industry Engagement, Collaborative Research and Consultancy Development Programs
2.2.4: Expand international funding and collaborative opportunities	Value and number of international grants/projects	25% annual growth	•University Grants Development and Research Funding Support Program

Objective	KPIs	Target	Initiative
2.2.5: Strengthen alumni and philanthropic resource mobilization	Annual funds raised from alumni and donors	3–5 major fundraising campaigns by Year 5	•Launch University Revenue Diversification and Sustainable Income Generation Program
2.2.6: Improve institutional capacity for resource mobilization	•Percentage of eligible funding opportunities pursued •Proposal success rate	•≥70% opportunities screened •≥30% success rate	•Launch University Revenue Diversification and Sustainable Income Generation Program
2.2.7: Ensure partnerships generate measurable institutional value	Percentage of strategic partnerships achieving agreed annual deliverables and performance outcomes	≥80%	•University Partnership Performance Management and Optimization Program

STRATEGIC GOAL 2.3

Strengthen financial governance, accountability and resource optimization through transparent and efficient financial management systems.

Objective	KPIs	Target	Initiative
2.3.1: Strengthen transparency and accountability in financial management	Percentage of financial reports submitted on time audit findings resolved	100% on-time reporting ≥90% audit findings resolved within agreed timelines	•University Financial Governance and Assurance Program
2.3.2: Improve budget planning, monitoring and expenditure control	Budget variance as % of approved budget	Maintain within ±5%	•Strategic Budgeting and Financial Performance Management Program
2.3.3: Optimize institutional expenditure and improve value for money	Operating cost per student / savings from efficiency measures	5–10% efficiency improvement by Year 5	•Strategic Budgeting and Financial Performance Management Program

Objective	KPIs	Target	Initiative
2.3.4: Strengthen procurement efficiency and compliance	Average procurement cycle time % compliant procurement	20% reduction in cycle time ≥95% compliance	•Strategic Procurement and Supplier Performance Management Program
2.3.5: Accelerate digital transformation of financial management	Percentage of financial processes digitized	≥90% by Year 4	•Integrated Financial Digital Transformation Program
2.3.6: Strengthen internal controls and risk management	Percentage of high-risk financial processes covered by controls number of material control failures	100% high-risk processes covered zero material unresolved failures	•Enterprise Risk Management and Internal Control Strengthening Program
2.3.7: Improve financial literacy and accountability across academic and administrative units	Percentage of budget holders trained compliance rate	100% of budget holders trained annually ≥95% compliance	•Financial Management Capacity Building and Accountability Program
2.3.8: Strengthen long-term financial planning and institutional reserves	Number of months of operating expenditure covered by unrestricted reserves	Maintain 3–6 months of operating expenditure	•Strategic Budgeting and Financial Performance Management Program

ENABLER 3 – ACADEMIC

STRATEGIC GOAL 3.1: Strengthen curriculum innovation, academic flexibility and internationalization. (Transform curricula through innovation, academic flexibility, interdisciplinarity and internationalization)

Objective	KPIs	Target	Initiative
3.1.1: Develop futuristic, innovative and interdisciplinary academic programs aligned with emerging knowledge domains, global trends, regional strengths and future employment opportunities.	Number of new futuristic, innovative and interdisciplinary academic programmes launched Percentage of Student Enrolment in new programs	5- 10 programmes per year ≥75% of approved intake capacity within two years of programme launch	•Future-Focused Academic Program Innovation and Development Program •Develop programs in International Relations, Maritime Studies, Blue Economy, AI & Data Science, Cybersecurity, Climate & Sustainability, Space Science, Quantum Science, Advanced Materials, Foreign languages etc.
3.1.2: Transform all existing programs into flexible, multidisciplinary and learner-driven programs.	Percentage programs redesigned Percentage programs offering major/minor/elective options Increase in number of students taking interdisciplinary courses	100% programs redesigned 75% programs offering flexible/interdisciplinary pathways 10-20% per year	•Flexible and Future-Ready Curriculum Transformation Program •Interdisciplinary Learning and Academic Flexibility Enhancement Program

Objective	KPIs	Target	Initiative
3.1.3: Build a strong international dimension into curricula and academic programs.	Percentage of programs with international components/ international partnerships Percentage of student/faculty mobility No. of joint/dual programs	25–30% programs with international components 10+ new international partnerships 10-20% increase per year 3–5 joint/dual programs per year	•International Curriculum Benchmarking and Global Academic Standards Program •Global Learning, Academic Collaboration and International Mobility Program
3.4.4: Establish continuous academic foresight and curriculum renewal mechanisms.	Percentage of academic programmes reviewed and updated within the approved curriculum review cycle Number/percentage of academic programmes revised or developed based on documented academic foresight, future-skills and emerging-discipline analysis	100% of programmes reviewed at least once every 3 years ≥75% of programmes undergoing revision incorporate documented foresight inputs	•Curriculum Foresight & Futures Observatory industry consultations employer/graduate feedback academic program review

STRATEGIC GOAL 3.2: Deliver learner-centered, multidisciplinary and outcome-based education that develops globally competent, ethical and future-ready graduates.

Objective	KPIs	Target	Initiative
3.2.1: Shift the university's educational model from content-centered teaching to learner-centered, experiential and outcome-based learning.	Percentage courses using learner-centered methods Percentage programs implementing OBE student learning-outcome attainment	100% programs under OBE 80%+ courses using learner-centered pedagogies 90%+ learning-outcome attainment	•Learner-Centered Learning Framework Problem-Based Learning Project-Based Learning Experiential Learning
3.2.2: Develop graduates with future skills, digital/AI literacy, critical thinking, creativity, communication, leadership and problem-solving abilities.	Graduate competency attainment Digital/AI literacy Communication/problem-solving assessment	100% programs mapped to Future Skills Framework 90%+ graduates meeting defined competencies	•Future Skills Framework AI & Digital Literacy Program Communication and Critical Thinking Program Leadership Development
3.2.3: Embed ethics, sustainability, global citizenship and responsible innovation across academic programs.	Percentage of programs incorporating ethics/sustainability/global competency Student competency attainment	100% programs incorporate relevant ethics, sustainability and global competency components	Ethics and Responsible Innovation Sustainability Across Curriculum Global Citizenship Program
3.2.4: Make interdisciplinary learning and real-world problem solving a defining feature of the student experience.	Percentage of students participating in interdisciplinary projects number of interdisciplinary projects industry/community projects	75%+ students participate in interdisciplinary learning/projects 50+ major interdisciplinary projects annually	•Interdisciplinary Challenge Labs Grand Challenges Program •Industry/Community Problem Projects •Undergraduate Research

STRATEGIC GOAL 3.3: Enhance graduate employability, entrepreneurship and lifelong learning

Objective	KPIs	Target	Initiative
3.3.1: Align academic programs with current and emerging employment sectors and industry requirements.	Graduate progression rate employer satisfaction % programs with industry input	90%+ graduate progression to employment, entrepreneurship or higher studies 80%+ employer satisfaction	•University Employability Framework Industry Advisory Boards Future Skills Mapping Industry-linked curriculum
3.3.2: Ensure meaningful work-integrated learning through internships, apprenticeships, industry projects and field experiences.	% students undertaking internships/apprenticeships number of industry projects internship completion rate	90%+ eligible students receive structured industry/work experience	•University Internship Guarantee Apprenticeship Program Industry Project Scheme Work-Integrated Learning
3.3.3: Develop the university as an entrepreneurial and innovation ecosystem.	Student start-ups ventures incubated students trained external funding raised	100+ student/start-up ventures supported 50%+ students exposed to entrepreneurship	•University Entrepreneurship, Innovation and Start-up Development Program
3.3.4: Establish lifelong learning pathways connecting degrees, micro-credentials, professional education and reskilling.	Number of micro-credentials lifelong-learning enrolment certificate programs alumni participation	30+ micro-credentials sustained annual growth in lifelong-learning enrolment stackable credentials established	•Lifelong Learning Academy Micro-Credentials Stackable Certificates •Professional/Executive Education Alumni Reskilling

STRATEGIC GOAL 3.4: Promote excellence in teaching, learning and assessment.

Objective	KPIs	Target	Initiative
3.4.1: Establish a culture of teaching excellence through continuous faculty development and pedagogical innovation.	% faculty completing teaching-development programs innovative teaching practices teaching effectiveness	100% faculty participate in structured pedagogical development significant increase in innovative teaching practices	•University Teaching Excellence and Pedagogical Innovation Program
3.4.2: Transform teaching through blended, digital, AI-enabled and technology-enhanced learning.	% courses using digital/blended learning LMS usage digital content student engagement	80%+ courses use blended/digital learning university-wide effective LMS adoption	•University Digital and AI-Enabled Teaching and Learning Transformation Program
3.4.3: Reform assessment towards continuous, authentic, competency-based and learning-oriented assessment.	% courses using formative/authentic assessment diversity learning-outcome attainment	70%+ courses use authentic/formative assessment university-wide assessment reform framework	•University Assessment Innovation and Digital Transformation Program
3.4.4: Establish evidence-based continuous improvement in teaching and learning.	Student feedback learning analytics teaching-quality reviews improvement actions	100% programs undertake periodic teaching-learning quality review 90%+ student satisfaction	•Learning Analytics and Continuous Academic Quality Enhancement Program

STRATEGIC GOAL 3.5: Create an inclusive, student-centered and holistic learning ecosystem.

Objective	KPIs	Target	Initiative
3.5.1: Ensure every student receives personalized academic advising, mentoring and timely academic support.	• Percentage of students assigned mentors • Student retention rate • Percentage of at-risk students supported	• 100% students assigned mentors retention • ≥95% completion • ≥90%	• Integrated Student Success System (Academic Advising, Mentoring, Early Warning System, Peer Support)
3.5.2: Create an inclusive, accessible and equitable learning environment for students with diverse needs.	• Accessibility compliance • student satisfaction • support-service utilization	• 100% major learning facilities/platforms accessible 90%+ satisfaction with support services	• Inclusive Education and Accessible Learning Support Program
3.5.3: Promote holistic student development through wellbeing, sports, culture, leadership and community engagement.	• Student participation • wellbeing indicators • leadership participation • extracurricular engagement	• 90%+ students participate in at least one enrichment activity 85%+ student engagement	• Holistic Student Development, Wellbeing and Engagement Program
3.5.4: Strengthen student voice, participation and partnership in academic and institutional development.	• Student participation in governance • student feedback • student-led initiatives	• Student representation in relevant academic/ student bodies 90%+ response to major student feedback mechanisms	• Student Partnership Framework • Student Advisory Councils • Student Co-creation • Student Innovation Grants

ENABLER 4 – RESEARCH AND INNOVATION

STRATEGIC GOAL 4.1: Strengthen a vibrant research culture that promotes high-quality, interdisciplinary and socially relevant research.

Objectives	KPIs	5-Year Targets	Major Initiatives
4.1.1: Build a strong and inclusive research culture across all Schools/Departments.	•Percentage of research -active faculty •Number of Research projects per department •Number of Research seminars/workshops	•90%+ eligible faculty research-active •Annual research activity in 100% Schools/Departments	•University Research Culture Program •Research Colloquia •Research Seed Grants •Faculty Research Development Program
4.1.2: Promote interdisciplinary, multidisciplinary and transdisciplinary research addressing major societal challenges.	•Number of interdisciplinary projects •External funding for interdisciplinary research •Number of interdisciplinary research centers	•50+ major interdisciplinary projects •5+ interdisciplinary research clusters / centers	•Grand Challenges Research Program •Interdisciplinary Research Clusters •Cross-School Research Grants •Thematic Research Centers
4.1.3: Increase externally funded and competitive research.	•Increase in External research funding •Number of funded projects •Success rate of proposals	•2× increase in external research funding •100+ new externally funded projects	•Competitive Grant Support Cell •Pre-award Research Support Program •Proposal Development Program •Seed Funding
4.1.4: Promote research addressing regional, national and global priorities.	•Research projects addressing societal challenges •Policy/industry/community outputs •Stakeholder collaborations	•50+ research projects with demonstrable societal/industry/policy relevance	•Kerala/Regional Challenge Research Program •Community-Engaged Research •Policy Research Initiative •Industry Problem Statements

STRATEGIC GOAL 4.2: Enhance research quality, publications and postgraduate research excellence.

Objectives	KPIs	5-Year Targets	Major Initiatives
4.2.1 Improve the quality, visibility and impact of research publications.	Increase in publications in Q1/Q2 journals Citation impact & Field-Weighted Citation Impact Continuous improvement in institutional research impact (h-index)	50%+ publications in Q1/Q2 journals 2× increase in citation impact 2× increase in institutional research impact	High-Impact Publication Program Publication Support Research Writing Clinics for International Journal Targeting
4.2.2 Strengthen postgraduate and doctoral research quality, completion and outcomes.	PhD completion rate (Average time to completion) Publications per scholar Research quality indicators	90%+ PhD completion within prescribed period Increase quality publications per research scholar 100% doctoral programs implement structured research training	Establish a Doctoral Research Excellence and Quality Enhancement Program
4.2.3 Develop high-performing research groups and centers of excellence.	Number of high-performing research groups External funding High-impact publications International collaborations	Establish 10+ high-performing research groups/centers At least 5 internationally visible research clusters	Research Centre of Excellence Scheme Competitive Internal Grants Distinguished Researcher Program Research Leadership Program
4.2.4 Strengthen research integrity, reproducibility and responsible research practices.	Percentage researchers trained in research ethics Research integrity compliance Data-management compliance	100% researchers trained in research integrity and ethics University-wide Research Data Management framework	Research Integrity Program Research Ethics Training Data Management Policy Research Quality Assurance

STRATEGIC GOAL 4.3: Promote innovation, intellectual property and knowledge commercialization.

Objectives	KPIs	5-Year Targets	Major Initiatives
4.3.1: Develop state-of-the-art, shared and accessible research infrastructure.	Investment in research infrastructure Number of shared facilities Utilization rate by external users	Establish/upgrade 10+ major shared research facilities 75%+ utilization of major facilities	•Central Research Instrumentation Facilities •Shared Equipment Network •Research Infrastructure Fund •Equipment Modernization
4.3.2: Build strategic national and international research partnerships.	Number of Active research MoUs Number of Joint projects Number of Joint publications Number of International research funding	25+ strategic research partnerships 100+ joint research publications/projects 10+ major international collaborative projects	Global Research Partnership Program Strategic University Partnerships Joint Research Centers International Grant Program
4.3.3: Increase researcher and research scholar mobility and international exposure.	Faculty/research scholar mobility Visiting researchers International conferences/fellowships	500+ mobility/exchange opportunities over five years 50+ visiting international researchers	International Researcher Mobility and Collaborative Doctoral Development Program
4.3.4: Create strong research support systems and digital research infrastructure.	Grant processing time Research support services Digital research platforms	Reduce research administration turnaround time by 50% University-wide digital research management system	Integrated Research Management and Intelligence System Program

STRATEGIC GOAL 4.4: Develop a sustainable entrepreneurship and startup ecosystem.

Objectives	KPIs	5-Year Targets	Major Initiatives
4.4.1: Build a strong culture of innovation, invention and problem-solving from research.	Inventions/disclosures Innovation projects Research projects with technology outputs	200+ invention/innovation disclosures 100+technology/innovation projects	University Innovation and Research Impact Advancement Program
4.4.2: Increase patent generation, protection and intellectual property management.	Number of Patents filed Number of Patents granted Number of Copyrights/ designs/ trademarks Value of IP revenues	200+ patents filed 75+ patents granted Strengthen IP portfolio management Production, Theatre Production, Publication with Copyright, authored book, Policy Paper	University IP Cell Patent Facilitation Centre IP Awareness Program Patent Support Fund
4.4.3: Accelerate translation of research into technologies, products, services and societal solutions.	Number of Technologies transferred Number of Licensing agreements Number of Technology-readiness advancement Industry collaborations	25+ technologies translated/licensed 10+ major technology-transfer agreements	Technology Transfer Office Proof-of-Concept Fund Technology Readiness Program Industry Technology Partnerships
4.4.4: Generate greater economic and societal value from university research.	Value of Licensing revenue Value of Consultancy/research income Number of Technologies adopted by industry/community	2× research-derived external revenue 20+ technologies/products adopted externally	Research Commercialization Program Industry Consultancy Licensing and Spin-off Framework Social Innovation Program

STRATEGIC GOAL 4.5: Strengthen research infrastructure, collaboration and international research engagement.

Objectives	KPIs	5-Year Targets	Major Initiatives
4.5.1: Develop a university-wide culture of entrepreneurship among students, researchers and faculty.	Number of Students/ researchers trained Number of Entrepreneurship programs Number of Innovation challenges	50%+ students exposed to entrepreneurship education 100% Schools/Departments connected to entrepreneurship activities 2-3 / year	Entrepreneurship Education Program Innovation Challenges Entrepreneurship Boot Camps Faculty/Researcher Entrepreneurship
4.5.2: Establish a strong incubation and acceleration ecosystem for research-based and student start-ups.	Number of Start-ups incubated % of Start-ups surviving beyond 3 years Number of Jobs created Value of Funding raised	Incubate/support 100+ start- ups 30-40% survived 50-100/ year Facilitate ₹100+ crore cumulative external funding/investment	University Incubation Centre Accelerator Program Start-up Mentoring Investor Connect Seed Fund
4.5.3: Promote technology-based spin-offs and commercialization of university research.	Number of University spin- offs Number of Faculty/researcher start-ups Number of Licensing/spin- off agreements	Establish 20+ research- based spin-offs/start-ups 10+ technologies converted into commercial ventures	University Spin-off Policy Researcher Entrepreneurship Program Technology Venture Fund Industry Partnerships

Objectives	KPIs	5-Year Targets	Major Initiatives
4.5.4: Build a sustainable entrepreneurship ecosystem through industry, investors, government and alumni partnerships.	Number of Ecosystem partnerships Number of Mentors/investors Alumni participation	50+ active ecosystem partners 100+ mentors/investors connected to start-ups 10-20 alumni/ year	Start-up Ecosystem Network Alumni Angel/Investor Network Industry Accelerator Partnerships Government Innovation Schemes

ENABLER 5 – HUMAN RESOURCE

STRATEGIC GOAL 5.1: Develop an excellent, competent and future-ready academic and administrative workforce.

Objectives	KPIs	Target	Initiative
5.1.1: Strengthen strategic workforce planning to ensure adequate, competent and future-oriented human resources.	Percentage of identified critical workforce gaps addressed	90% of identified critical workforce gaps addressed on time by 2030	Develop a University-wide Strategic Workforce Plan Establish periodic workforce and competency gap assessments Introduce succession and talent pipeline planning for critical positions
5.1.2: Enhance competency-based recruitment, deployment and talent management practices.	Percentage of recruitment and deployment processes aligned with defined competency frameworks	100% alignment for identified priority positions by 2030	Develop competency frameworks for academic and administrative roles
5.1.3: Build future-ready capabilities among academic and administrative employees.	Percentage of employees demonstrating proficiency in identified future competencies	80% of employees achieving defined competency standards by 2030	Develop and implement a Future Skills and Competency Framework

STRATEGIC GOAL 5.2: Promote continuous professional development and leadership excellence.

Strategic Objective	KPI	Target	Initiative
Strategic Objective 5.2.1 Establish a structured and continuous professional development ecosystem for academic and administrative employees.	Percentage of employees completing structured annual professional development	90% employee participation annually by 2030	Develop and implement an Annual University Professional Development Framework Establish a University Leadership Development Program

STRATEGIC GOAL 5.3: Strengthen employee engagement, wellbeing and performance.

Strategic Objective	KPI	Target	Initiative
Strategic Objective 5.3.1 Enhance employee engagement and foster a positive, inclusive and collaborative workplace culture.	Overall employee engagement score	Achieve ≥85% employee engagement score by 2030	Develop a University-wide Employee Engagement program Establish structured employee participation and engagement feedback mechanisms
Strategic Objective 5.3.2 Strengthen employee wellbeing, support and work-life balance.	Employee wellbeing satisfaction score	Achieve ≥85% wellbeing satisfaction by 2030	Develop a comprehensive Employee Wellbeing Program
Strategic Objective 5.3.3 Establish a fair, transparent and performance-oriented employee performance management culture.	Percentage of employees covered by structured performance review mechanisms	100% coverage of eligible employees by 2030	Develop an integrated Performance Management Framework

STRATEGIC GOAL 5.4: Strengthen digital human resource management and organizational effectiveness.

Strategic Objective	KPI	Target	Initiative
Strategic Objective 5.4.1 Digitize and integrate core human resource management processes and services.	Percentage of core HR processes digitized and integrated	90% of core HR processes digitized by 2030	Implement an Integrated Human Resource Management Information System (HRMIS)
Strategic Objective 5.4.2 Strengthen HR analytics and workforce intelligence for evidence-based decision-making.	Percentage of key HR decisions supported by workforce data and analytics	80% of key HR decisions supported by HR analytics by 2030	Establish an HR Analytics and Workforce Intelligence Dashboard
Strategic Objective 5.4.3 Enhance organizational effectiveness through streamlined structures, processes and workforce systems.	Percentage of priority HR and administrative processes redesigned for improved efficiency	80% of identified priority processes optimized by 2030	Establish continuous organizational effectiveness and improvement mechanisms

ENABLER 6 – PARTNERSHIPS, INTERNATIONALIZATION & COMMUNITY ENGAGEMENT

STRATEGIC GOAL 6.1: Strengthen strategic partnerships with academia, industry, government and non-government organizations to enhance teaching, research, innovation and institutional development.

Strategic Objective	KPI	Target	Initiative
Strategic Objective 6.1.1 Develop and strengthen strategic institutional partnerships that create measurable value for teaching, research and institutional development.	Number of active strategic institutional partnerships	30 active strategic partnerships by 2030	Develop a University Strategic Partnership Framework Establish a centralized Partnership Management and Monitoring System Develop joint academic, research and institutional development programs
Strategic Objective 6.1.2 Strengthen industry–academia collaboration to enhance research, innovation, skill development and graduate employability.	Number of active industry–academia collaborative initiatives	25 collaborative initiatives annually by 2030	Establish structured Industry–Academia Collaboration Platforms
	industry-sponsored research projects	5-10 projects/ year	Establish industry-sponsored research, consultancy and innovation projects
	industry-sponsored consultancy projects	5-10 projects/ year	Enhance industry participation in curriculum, internships and skill development
	industry-sponsored innovation projects	3-5 projects/ year	
	No. of program curriculum revised based on the industry feedback	10-15 program curriculum revised	

Strategic Objective	KPI	Target	Initiative
Strategic Objective 6.1.3 Enhance collaboration with government and non-government organizations to support regional development, knowledge exchange and institutional advancement.	Number of active collaborations with government organizations Number of active collaborations with non-government organizations	20 active collaborations by 2030 30 active collaborations by 2030	Establish strategic government and non-government partnerships Develop collaborative policy research and regional development projects Create a University Knowledge and Technical Support mechanism for public institutions

STRATEGIC GOAL 6.2: Advance the internationalization of teaching, learning, research and institutional engagement.

Strategic Objective	KPI	Target	Initiative
Strategic Objective 6.2.1 Expand strategic international partnerships and collaborative academic and research programs.	Number of active international academic and research partnerships Number of academics and research scholars participating in international academic and research bodies Number of academics and research scholars participating in international academic and research bodies	25 active international partnerships by 2030 50 academics become members in international academic and research bodies 30 academics become members in international academic and research bodies	Develop an International Partnership and Collaboration Strategy Establish joint research, academic and collaborative program initiatives

Strategic Objective	KPI	Target	Initiative
Strategic Objective 6.2.2 Enhance international mobility and global exposure opportunities for students, faculty and researchers.	Number of students, faculty and researchers participating in international mobility programs No. of active student and faculty exchange MOUs signed and implemented No. of Visits by international scholars in the UOC campus	500 participants cumulatively by 2030 2-3/ faculty /school/ year 4-5 visits/ year	Establish structured student and faculty exchange programs Develop international research mobility and visiting scholar programs Facilitate participation in international internships, conferences and academic programs
Strategic Objective 6.2.3 Strengthen the University's international profile and capacity to attract international students, scholars and academic collaborations.	Number of international students and scholars enrolled/engaged annually	500 international students and scholars annually by 2030	Establish an International Student and Scholar Support Centre Develop international student recruitment and outreach programs

STRATEGIC GOAL 6.3: Enhance community engagement, social responsibility and societal impact.

Strategic Objective	KPI	Target	Initiative
Strategic Objective 6.3.1 Institutionalize a structured and coordinated framework for community engagement and social responsibility.	Number of structured University-wide community engagement initiatives	15 major initiatives annually by 2030	Establish a University Community Engagement Cell Develop a University-wide Community Engagement Policy and Framework Publish an Annual University–Community Impact Report

Strategic Objective	KPI	Target	Initiative
Strategic Objective 6.3.2 Strengthen academic outreach and service-learning to integrate teaching, learning and research with community development.	Percentage of academic departments implementing structured outreach/service-learning activities No. of community outreach projects implemented	75% of departments by 2030 2-3/ department/year	Launch service-learning and community-based learning into relevant academic programs Enhance departmental community outreach projects Launch / Enhance faculty and student-led community knowledge and capacity-building programs
Strategic Objective 6.3.3 Enhance the University's contribution to inclusive, sustainable and evidence-based community development.	Number of beneficiaries reached through University-supported community development interventions	50,000 beneficiaries cumulatively by 2030	Develop flagship University community development programs addressing regional priorities

STRATEGIC GOAL 6.4: Strengthen alumni engagement and lifelong learning networks.

Strategic Objective	KPI	Target	Initiative
Strategic Objective 6.4.1 Strengthen alumni engagement and participation in the University's academic, professional and institutional development.	Number of actively engaged alumni contributing to University initiatives No. of alumni engagement programs Number of active alumni/professional mentoring and knowledge networks	1,000 active alumni contributors by 2030 1-2 programs/ year 10 active networks by 2030	Develop an integrated University Alumni Engagement Platform Establish structured alumni chapters and engagement programs

Strategic Objective	KPI	Target	Initiative
Strategic Objective 6.4.2 Develop a structured lifelong learning ecosystem that provides flexible and accessible continuing education opportunities.	Number of learners enrolled in lifelong learning and continuing education programs annually Year on year increase in no. of lifelong learning and continuing education programs Student satisfaction on the lifelong learning ecosystem that provides flexible and accessible continuing education opportunities	10,000 learners annually by 2030 20% increase/year 80% satisfaction rate	Expand continuing education, certificate and professional development programs Develop flexible online and hybrid lifelong learning platforms Establish community-focused skill development and micro-credential programs

STRATEGIC GOAL 6.5: Enhance institutional visibility, reputation and strategic communication.

Strategic Objective	KPI	Target	Initiative
Strategic Objective 6.5.1 Strengthen strategic institutional communication to effectively showcase the University's achievements, contributions and societal impact.	Stakeholder engagement rate across official institutional communication platforms	50% increase from baseline by 2030	Develop a University Strategic Communication Framework
Strategic Objective 6.5.2 Enhance the University's national and international visibility and reputation through strategic positioning and stakeholder engagement.	Number of positive national and international institutional recognitions/visibility outcomes	50 significant visibility outcomes annually by 2030	Develop an Institutional Reputation and Visibility Strategy

Strategic Objective	KPI	Target	Initiative
Strategic Objective 6.5.3 Develop an integrated institutional branding and digital communication ecosystem to strengthen stakeholder awareness and engagement.	Percentage of identified institutional communication channels integrated under a unified branding framework	100% integration by 2030	Develop a University Brand Identity and Brand Governance Framework

ENABLER 7 – PHYSICAL INFRASTRUCTURE & GREEN CAMPUS

STRATEGIC GOAL 7.1: Develop modern, inclusive, accessible and learner-centric physical infrastructure and academic facilities that support excellence in teaching, learning, research, student development and administration.

Objective	KPI	Target	Initiative
Strategic Objective 7.1.1.: Upgrade and expand classrooms, laboratories, libraries, administrative spaces and other academic facilities to provide modern, flexible and technology-enabled learning environments.	% of priority academic and administrative facilities upgraded to defined institutional standards % of classrooms/labs equipped with modern teaching-learning technology	Short-term (1–2 yrs): Upgrade ≥25% classrooms and ≥30% labs Medium-term (3–5 yrs): Upgrade ≥70% of facilities Long-term (5+ yrs): Achieve benchmark-level campus facilities	Modernization of Academic and Learning Facilities Expansion and Enhancement of Institutional Facilities

Objective	KPI	Target	Initiative
Strategic Objective 7.1.2.: Develop and enhance specialized research facilities, innovation spaces, student amenities and support services that promote academic excellence, research, innovation and holistic student development.	Percentage of planned research, innovation and student-support facilities developed/upgraded Student and faculty satisfaction rate with research and student-support facilities	20-30% annually 70-80% satisfaction	Development of New Academic, Research and Library Infrastructure Establishment of Innovation, Incubation, and Entrepreneurship Hub Enhancement of Residential, Dining and Student Support Facilities Graduate Employability and Career Development Centre
Strategic Objective 7.1.3: Create safe, inclusive and universally accessible campus facilities that address the diverse needs of students, staff and other stakeholders, including persons with disabilities.	Percentage of campus facilities meeting approved accessibility standards % of identified accessibility and inclusion gaps addressed	70-80% 70-80%	Universal Accessibility and Barrier-Free Campus Program Safe and Inclusive Campus Development Program

STRATEGIC GOAL 7.2: Develop a safe, resilient, inclusive and environmentally sustainable campus through green practices, efficient resource management and climate-responsive infrastructure

Objective	KPI	Target	Initiative
Strategic Objective 7.2.1: Develop a safe, secure and disaster-resilient campus with effective safety systems, emergency preparedness, risk management and climate-resilient infrastructure.	% of identified critical safety and risk-mitigation measures implemented % of campus emergency preparedness and safety compliance requirements met % of staff and students covered by emergency preparedness/training programs.	≥95% 100% ≥90%	Implement green initiatives (solar energy, waste management)
Strategic Objective 7.2.2: Implement environmentally responsible practices, renewable energy, sustainable buildings, waste management, water conservation and green campus initiatives.	% of campus area maintained as green/sustainable space. % of waste recycled, reused or composted.	40% ≥75%	Implement green initiatives (solar energy, waste management) Integrated Waste and Water Management Program
Strategic Objective 7.2.3: Enhance campus energy efficiency and reduce energy consumption through systematic energy conservation, efficient technologies and sustainable energy management practices.	Percentage reduction in campus energy consumption per unit of built-up area, against the approved baseline Percentage of identified energy-efficiency and conservation measures implemented across the campus	≥20% reduction by 2035 ≥90% by 2035	Energy Efficiency and Conservation Program Water Conservation and Management Program Smart Resource Management and Sustainable Operations

STRATEGIC GOAL 7.3: Strengthen campus asset management, digital infrastructure and smart campus systems to improve operational efficiency, accessibility, connectivity and the overall campus experience.

Objective	KPI	Target	Initiative
Strategic Objective 7.3.1: Strengthen Campus Asset Management Establish an integrated and efficient asset management system for effective planning, utilization, maintenance, lifecycle management and monitoring of campus infrastructure and resources.	Percentage of major campus assets recorded and managed through an integrated digital asset management system	100% by 2035	Integrated Digital Asset Management System Preventive Maintenance and Asset Lifecycle Program
	Percentage of critical infrastructure and assets covered under preventive maintenance and lifecycle management plans	≥90% by 2035	Asset Optimization and Utilization Program
	Percentage improvement in utilization of identified underutilized major campus facilities and assets	≥30% improvement by 2035	
Strategic Objective 7.3.2: Develop a Smart and Digitally Connected Campus Enhance digital infrastructure, connectivity and smart campus technologies to improve operational efficiency, accessibility, communication, service delivery and the overall campus experience.	Percentage of major campus areas and facilities covered by reliable high-speed digital connectivity and smart infrastructure	100% by 2035	Smart Campus Digital Infrastructure Development Integrated Digital Services and Automation Program
	Percentage of priority campus services integrated and delivered through digital/smart platforms	≥90% by 2035	Smart Campus and Data Analytics Program

ENABLER 8 – DIGITAL TRANSFORMATION

STRATEGIC GOAL 8.1: Develop a digitally enabled smart university ecosystem that enhances operational excellence, institutional effectiveness and user experience.

Strategic Objective	KPI	Target	Strategic Initiatives
Strategic Objective 8.1.1 Strengthen digital governance and institutional systems.	Percentage of core institutional systems integrated through a common digital platform	80% of core institutional systems integrated by 2030	University Digital Transformation Governance Program
	Percentage of key administrative processes digitized and automated	90% of key administrative processes digitized and automated by 2030	Enterprise Digital Integration and Modernization Program
Strategic Objective 8.1.2 Digitize academic, student and administrative services.	Percentage of identified priority academic, student and administrative services available fully online	90% of identified priority services fully online by 2030	University-wide Digital Service Transformation Program
	User satisfaction rate with integrated digital services	≥85% user satisfaction with digital services by 2030	Integrated Digital Student Experience Platform
Strategic Objective 8.1.3 Develop a smart and data-driven university ecosystem.	Percentage of major institutional data domains integrated into the central data platform	80% of major institutional data domains integrated by 2030	University Data, Analytics and Institutional Intelligence Platform
	Percentage of strategic decisions and periodic reviews supported by institutional dashboards and analytics	90% of strategic reviews supported by dashboards and analytics by 2030	Smart University and Predictive Analytics Program

STRATEGIC GOAL 8.2: Transform teaching, learning and student engagement through innovative digital technologies.

Strategic Objective	KPI	Target	Strategic Initiatives
Strategic Objective 8.2.1 Transform teaching and learning through digital pedagogies.	Percentage of courses/programs implementing blended, technology-enabled or innovative digital pedagogies Percentage of faculty achieving defined digital pedagogy competency standards	100% of identified programs implementing appropriate digital pedagogies by 2030 90% of faculty in priority programs achieving defined competency standards by 2030	Digital Teaching and Learning Transformation Program Digital Pedagogy Innovation and Quality Enhancement Program
Strategic Objective 8.2.2 Develop an engaging and personalized digital learning ecosystem.	Percentage of students actively using digital learning platforms and resources Student satisfaction with digital learning experience	90% active student usage by 2030 ≥85% student satisfaction by 2030	Integrated Digital Learning Experience Platform Personalized and Adaptive Learning Transformation Program
Strategic Objective 8.2.3 Strengthen digital competencies of faculty and students.	Percentage of faculty achieving defined digital, AI and emerging technology competency standards Percentage of graduating students completing certified digital, AI or emerging technology competency modules	90% of faculty achieving defined competency standards by 2030 80% of graduating students completing at least one certified competency module by 2030	University Digital, AI and Emerging Technology Competency Development Program

STRATEGIC GOAL 8.3: Strengthen institutional data governance, cybersecurity and digital resilience.

Strategic Objective	KPI	Target	Strategic Initiatives
Strategic Objective 8.3.1 Establish robust institutional data governance and data quality systems.	Percentage of priority institutional data domains governed through approved data standards and ownership structures Percentage of critical data sets meeting defined data quality standards	100% of priority data domains covered by approved governance mechanisms by 2030 ≥95% compliance with defined data quality standards by 2030	University Data Governance and Institutional Data Quality Program
Strategic Objective 8.3.2 Strengthen cyber security, privacy and protection of digital assets.	Percentage of critical systems covered by approved cyber security controls and periodic security assessments Percentage of employees completing annual cyber security awareness training	100% of critical systems covered by approved cyber security controls by 2030 95% of employees completing annual awareness training by 2030	University Cyber security and Digital Privacy Strengthening Program
Strategic Objective 8.3.3 Enhance digital resilience and continuity of critical university services.	Percentage of critical digital services covered by tested business continuity and disaster recovery plans Availability rate of critical digital services	100% of critical digital services covered by tested continuity and recovery plans by 2030 ≥99.5% availability of critical digital services by 2030	University Digital Resilience and Business Continuity Program

STRATEGIC GOAL 8.4: Build a sustainable digital infrastructure and culture of continuous innovation.

Strategic Objective	KPI	Target	Strategic Initiatives
Strategic Objective 8.4.1 Modernize and strengthen the University's digital infrastructure and connectivity.	Percentage of campus academic and administrative spaces covered by reliable high-speed network connectivity Percentage of priority digital infrastructure modernized according to approved standards	100% coverage of identified priority spaces by 2030 90% of priority infrastructure modernized by 2030	Smart Campus Digital Infrastructure Modernization Program
Strategic Objective 8.4.2 Promote digital innovation, experimentation and adoption of emerging technologies.	Number of digital innovation pilots or proof-of-concept projects implemented annually Percentage of successful pilots scaled or institutionalized	Minimum 15 innovation pilots annually by 2030 At least 40% of successful pilots scaled or institutionalized by 2030	University Digital Innovation and Emerging Technology Program
Strategic Objective 8.4.3 Promote a university-wide culture of digital adoption, change readiness and continuous improvement.	Percentage of employees demonstrating adoption of designated priority digital systems and tools Percentage of major digital transformation projects supported by structured change management and user engagement plans	90% adoption of designated priority systems by 2030 100% of major digital transformation projects supported by structured change management by 2030	University Digital Change Management and Adoption Program

3. Implementation, Monitoring & Review

Implementation of the IDP will be guided by a robust governance, monitoring and evaluation framework supported by clearly defined strategic initiatives, measurable Key Performance Indicators (KPIs), annual operational plans and periodic performance reviews. This approach will ensure transparency, accountability, continuous quality improvement and effective utilisation of institutional resources.

The ten-year Institutional Development Plan will be implemented through a phased approach, translating the University's long-term strategic direction into progressively achievable priorities and actions. The implementation roadmap will be organized across three broad time horizons: Short-Term (Years 1–2), Mid-Term (Years 3–5), and Long-Term (Years 6–10). This phased approach will enable the University to establish the required institutional foundations and enabling systems during the initial phase, scale and institutionalize major strategic reforms during the mid-term phase, and achieve sustained institutional transformation and long-term strategic outcomes during the final phase.

Annual and unit-level operational plans will be developed within this phased strategic framework to ensure that yearly priorities and resource allocation remain aligned with the relevant short-, mid- and long-term Strategic Objectives of the IDP.

The implementation and monitoring framework will therefore:

- Translate the ten-year Institutional Development Plan into phased implementation priorities, comprising Short-Term (Years 1–2), Mid-Term (Years 3–5) and Long-Term (Years 6–10) objectives.
- Translate each implementation phase into annual operational priorities and action plans to ensure systematic progression towards the University's long-term strategic aspirations.
- Align institutional and unit-level action plans with approved Strategic Goals, Strategic Objectives, Strategic Initiatives and phased implementation priorities.
- Establish clear implementation responsibilities and institutional accountability mechanisms for effective execution of approved strategic initiatives.
- Monitor progress through defined KPIs, targets, periodic reviews and performance reporting.
- Use review findings to support corrective action, resource prioritization and continuous improvement.
- Undertake periodic strategic reviews to assess progress, validate strategic assumptions and ensure continued relevance and responsiveness to emerging opportunities and challenges.

This phased and performance-oriented implementation approach will enable the University to maintain a clear line of sight between its long-term strategic aspirations, medium-term transformation priorities and immediate implementation actions, ensuring that the IDP remains a dynamic management instrument rather than a static planning document.

4. Conclusion & Way Forward

Through the successful implementation of this Institutional Development Plan, the University of Calicut aspires to become a nationally recognised and internationally respected university distinguished by academic excellence, impactful research, innovation, quality governance, digital maturity, and strong societal engagement. The IDP serves as a shared institutional commitment to preparing graduates, advancing knowledge, and contributing meaningfully to the sustainable development of the region, the nation, and the global community.

The effectiveness of the Plan will depend on collective ownership, disciplined implementation, measurable performance management and the University's ability to continuously learn, adapt and improve.

5. IDP Approval

Approval	Signature / Date
Vice Chancellor	_____ Date: _____
Registrar	_____ Date: _____