



INSTITUTIONAL DEVELOPMENT PLAN

Netaji Subhas Open University

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Preface

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Preface

Netaji Subhas Open University (NSOU) operates within the broader landscape of India's higher education system, where rapid changes and new challenges demand adaptability and innovation. The Institutional Development Programme (IDP) is a cornerstone of NSOU's efforts to remain relevant and impactful in this dynamic environment. It reflects the university's social responsibility to provide accessible, inclusive, and quality education to all sections of society, especially those who have traditionally been underserved.

The IDP is designed to guide NSOU in achieving its core objectives across academic and administrative domains. It serves as a strategic roadmap for enhancing academic programmes, optimizing resource mobilization, developing infrastructure, and embracing digital transformation. By integrating the provisions of the National Education Policy (NEP) 2020 and the criteria set forth by the University Grant Commission and National Assessment and Accreditation Council (NAAC), the IDP ensures that the university's development is both comprehensive and sustainable.

This document is the outcome of extensive consultations with stakeholders, including faculty, staff, students, and external partners. It is rooted in the principles of transparency, inclusivity, and continuous improvement. As a living document, the IDP will evolve in response to new opportunities and challenges, always keeping the learner at the heart of all initiatives.

Through the Institutional Development Programme, NSOU reaffirms its commitment to fostering holistic growth, promoting research and innovation, and building a resilient institution capable of shaping the future of open and distance learning in India.

I would like to put on record my sincere thanks for the dedicated services of Professor Anirban Ghosh, Director-CIQA, Professor Ritu Mathur Mitra, Coordinator-NAAC, Dr. Papiya Upadhyay, Asst. Coordinator-NAAC and other members of the University who have directly or indirectly extended their support in this exercise.

Kolkata
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Professor Indrajit Lahiri
Vice-Chancellor, NSOU

I. Preamble

Netaji Subhas Open University (NSOU) is West Bengal's only State-aided Open University with over 4.5 lakh students. Since its inception in 25th November, 1997, NSOU, has been actively engaged in the development and qualitative expansion of higher education in the State through open and distance mode of teaching-learning, research, and extension activities. It stretches its outreach through various projects, seminars, symposiums, conferences and annual lectures at the national/international levels. The University offers Ph.D., postgraduate and undergraduate programmes in a variety of disciplines, apart from vocational programmes. As a testament to its quality and status, it was accredited with Grade-'A' by the National Assessment and Accreditation Council of India in its 1st cycle in 2021.

Equipped with well-resourced ICT support and a dedicated Centre for Online Education, the University hosts Six Schools of Studies and Five Innovative Centres offering various programs across multiple academic disciplines. Programs are crafted in consistent with the needs of the aspirants as a demand for knowledge in society and economy to acquire contemporary learning skills. Affordability, Accessibility, Quality, Equity and Inclusivity are the pillars of the University's vision of reaching the unreached and meeting the unmet.

The University offers Ph.D. programmes in different disciplines, fifteen undergraduate and sixteen postgraduate, two 2nd Degree Programmes (undergraduate) and a number of short-term vocational and skill development programmes under its six Schools of Studies viz. School of Humanities, School of Social Sciences, School of Sciences, School of Education, School of Professional Studies and School of Vocational Studies. Since its inception, the University has developed its own eco-system over the period to fulfil the dreams of thousands of learners.

The University has set up Centres under the aegis of different Schools of Studies for widening its reach. These Centres are entrusted with extension activities, outreach programme, research collaborations, skill development programme etc., namely:

- Centre for Lifelong Learning (under the aegis of School of Vocational Studies)
- Centre for Language, Translation & Cultural Studies (under the aegis of School of Humanities)
- Centre for Disability Studies & Educational Research (under the aegis of School of Education)
- Centre for Social Studies (under the aegis of School of Social Sciences)
- Centre for Propagation of Scientific Knowledge (under the aegis of School of Sciences)
- Innovation and Incubation Centre (under the aegis of School of Professional Studies)

NSOU has been catering to a very heterogeneous learner base both in terms of age group and socio-economic background. Given all these factors, the matrix of our operations includes both conventional academic areas as also vocational courses that are aimed at skill-development. NSOU operates through three Regional Centres (Kalyani, Durgapur, Jalpaiguri) and 250+ Learner Support Centres across the state of West Bengal.

An appraisal of the existing system will give a better conception and understanding of the University's strengths and opportunities to lessen the weaknesses, overcome the challenges and help develop a road map in the changing milieu of higher education in the local-national-global continuum. NSOU has made gradual yet phenomenal progress over the last 26 years of its existence.

II. Vision

The NSOU, the only State Open University in West Bengal, delivers to build up the quality human resource base of the State and, along with other Open Universities of the country, and moves towards the improvement of the quality of open distance education. It also intends to promote and develop appropriate ambience to develop an international standard distance education scenario in our country, keeping in view of the demands for education of the learners in tune with the requirements of the twenty-first century.

Social and Academic Vision

- To propagate quality education in flexible mode all over the State and to provide access to different skills- enhancing educational programs.
- To collaborate with other Higher Education Institutions (HEIs) for academic and research endeavours.
- To provide education in the vernacular language, i.e., Bengali and making it available at low cost to the underprivileged people.
- To provide facility of Lifelong education to the intending learners.
- To integrate technological tools in the pedagogy for facilitating the learning experiences.
- To contribute to the existing body of knowledge through research and extension activities.
- To render services for the development of the State and the Nation in general to sensitize the learners towards a humanistic and democratic ecosystem.

III. Basic Principles

Identified as the grounding and fundamental principles that will guide all activities and decisions of NSOU. These could include:

- Innovation in teaching and research
- Value-based education
- Equality and Inclusivity
- Employability through Skill Development
- Expanding learning opportunities through Technology
- Pursuit of Excellence in Open Education

The University tunes itself with the four basic foundational principles viz. i) more opportunity for large numbers, ii) flexible learning in terms of pace and time, iii) opportunities for lifelong learning and iv) inclusion. NSOU is now going through a phase where different ICT components are being blended with the traditional teaching learning process to reach the masses. To cater to the needs of the ever-increasing learner base, the

University is developing e-contents for its seamless instantaneous delivery to the learners. NSOU has been making every effort to make the system more accessible, affordable and acceptable by introducing modern technologies to the learners

IV. Main Objectives and Goals to be Achieved by IDP

The main objectives and goals of Institutional Development Programmes (IDPs) for Higher Education Institutions (HEIs) are designed to foster holistic growth, enhance quality, and align institutional practices with national and global educational standards. Below is a detailed summary of these objectives and goals, as outlined by authoritative sources and regulatory guidelines:

Main Objectives of Institutional Development Programmes:

- **Articulate a Clear Vision and Mission:** Clearly define and communicate the institution's vision and mission, ensuring they are aligned with national policies like the National Education Policy (NEP) 2020, National Credit Framework (NCrF), and Sustainable Development Goals (SDGs).
- **Assess Institutional Developmental Needs:** Conduct comprehensive and consultative needs assessments to identify priorities and challenges specific to the institution's context, lifecycle stage, location, and resources.
- **Identify Capacity and Organizational Gaps:** Evaluate gaps in human, financial, and material resources, as well as organizational structures, to address deficiencies and build robust institutional capacity.
- **Develop Action Plans:** Create detailed, annual activity plans to systematically build capacity and address identified gaps.
- **Promote Holistic and Inclusive Growth:** Establish transparent systems for inclusive development, leveraging digital technologies and other enablers for balanced growth.
- **Facilitate Internationalization and Employability:** Encourage international collaboration, entrepreneurship, and employability by integrating skilling, vocational education, and lifelong learning into academic programs.
- **Engage Stakeholders:** Ensure meaningful participation of all stakeholders—students, faculty, staff, industry, and community—in the development and implementation of the IDP.
- **Set Measurable Goals and Targets:** Define quantifiable indicators and time-bound targets for progress, with clear implementation plans.
- **Conduct Periodic Reviews:** Regularly review progress, adapt strategies, and implement continuous improvements based on feedback and changing needs.

Key Goals of Institutional Development Plan

- **Enhance Academic and Research Excellence:** Improve teaching, learning, and research outcomes by fostering innovation, interdisciplinary collaboration, and high-quality research.

- **Strengthen Infrastructure and Laboratories:** Upgrade physical and digital infrastructure to create an enabling environment for education and research.
- **Build Intellectual Capital:** Invest in faculty development, research ecosystems, and knowledge creation to ensure the institution remains at the forefront of academic and professional fields.
- **Foster Industry Linkages and Outreach:** Develop outcome-based programs with strong industry connections, promoting employability, entrepreneurship, and community engagement.
- **Promote Inclusivity and Social Responsibility:** Ensure equitable access to education, support disadvantaged groups, and undertake initiatives that contribute to societal well-being.
- **Future-Proof the Institution:** Develop long-term strategies (15-year perspective) to ensure the institution remains relevant, competitive, and adaptable to future challenges.

These objectives and goals collectively ensure that HEIs evolve into future-ready institutions that deliver quality education, drive research and innovation, and contribute meaningfully to society.

V. Strategic Goals and Development Objectives

Strategy Formulation

Strategy formulation, as defined by Netaji Subhas Open University (NSOU), is a critical component of the strategic management process, which also includes strategic analysis and strategy implementation. In NSOU's academic materials, strategy formulation is presented as the stage where an organization develops a plan to achieve its objectives, based on insights gained from analyzing both the external and internal business environments.

Key Aspects of Strategy Formulation in NSOU Curriculum

- **Strategic Analysis as Foundation:** Before formulating a strategy, NSOU emphasizes the importance of strategic analysis—the “homework” required to understand the business environment, including identifying opportunities, threats, strengths, and weaknesses.
- **From Analysis to Plan:** Strategy formulation is described as the process of transforming the findings from strategic analysis into a concrete plan of action.
- **Business Policy and Objectives:** The process involves setting business policies and objectives, aligning them with the organization's vision and mission, and defining the steps needed to achieve them.
- **Comprehensive Approach:** The strategy formulation stage covers the creation of various strategies, such as marketing, financial, and operational strategies, tailored to the organization's goals and the challenges identified during analysis.

Course Content and Learning Outcomes

- **Identification and Illustration:** NSOU's strategic management courses teach students to identify business policies and illustrate the impact of both external and internal environments on strategy.
- **Evaluation of Strategies:** Students learn to evaluate different strategies, including marketing and financial strategies, to determine their suitability for achieving organizational objectives.
- **Conceptual Foundations:** The curriculum covers foundational concepts such as vision, mission, objectives, goals, and the social responsibilities of business.

A. Strategic Goals:

- Strategic Goal 1: Enhancing Academic Quality and Innovation
- Strategic Goal 2: Expanding Learner Access and Support
- Strategic Goal 3: Strengthening Infrastructure and Technology
- Strategic Goal 4: Fostering Collaboration and Partnerships
- Strategic Goal 5: Enhancing Governance and Management

B. Development Objectives:

- **Strategic Goal 1: Enhancing Academic Quality and Innovation**
 - **Development Objective 1.1:** Revise and update curricula across all programs to align with NEP 2020 and industry needs.
 - **Development Objective 1.2:** Integrate more ICT-based tools and resources into teaching, learning, and assessment processes.
 - **Development Objective 1.3:** Promote research and innovation among faculty and learners, with a focus on areas relevant to ODL and the socio-economic context of West Bengal.
 - **Development Objective 1.4:** Strengthen the quality assurance mechanisms for all academic programs and learner support services by.
- **Strategic Goal 2: Expanding Learner Access and Support**
 - **Development Objective 2.1:** Increase the enrollment of learners from underserved communities.
 - **Development Objective 2.2:** Enhance the effectiveness of learner support services, including counseling, guidance, and online resources.
 - **Development Objective 2.3:** Expand the reach of NSOU by establishing new study centers in strategic locations.
 - **Development Objective 2.4:** Provide more flexible learning pathways and multiple entry/exit options in alignment with the National Credit Framework (NCrF).
- **Strategic Goal 3: Strengthening Infrastructure and Technology**
 - **Development Objective 3.1:** Upgrade the digital infrastructure to support seamless online learning and administrative processes.
 - **Development Objective 3.2:** Enhance the facilities at study centers to provide better learning environments and support services.
 - **Development Objective 3.3:** Explore the potential of AI, data analytics, and other emerging technologies to improve operational efficiency and learner experience.
- **Strategic Goal 4: Fostering Collaboration and Partnerships**
 - **Development Objective 4.1:** Establish collaborations with other HEIs,

industry partners, and community organizations for academic and research endeavors.

- **Development Objective 4.2:** Strengthen the alumni network to leverage their expertise and support for the university's development.
- **Development Objective 4.3:** Explore opportunities for internationalization through collaborations and exchange programs (where feasible for an open university).
- **Strategic Goal 5: Enhancing Governance and Management**
 - **Development Objective 5.1:** Implement an Enterprise Resource Planning (ERP) system to integrate various administrative functions for timely information exchange and access.
 - **Development Objective 5.2:** Review and update institutional policies and procedures to ensure transparency, accountability, and efficiency.
 - **Development Objective 5.3:** Enhance the professional development opportunities for faculty and administrative staff.

C. Operationalisation:

NSOU can operationalise objectives and strategies by integrating several key processes and practices that ensure alignment with their mission, responsiveness to change, and effective delivery of open and flexible learning. Here's a structured approach based on best practices:

Steps for Operationalising Objectives and Strategies

1. Strategic Planning and Alignment

- **Define Vision and Mission:** Clearly articulate the university's vision, mission, and core values. These should reflect commitments to accessibility, inclusivity, quality, and social impact
- **Set Goals and Enablers:** Develop strategic goals (e.g., expanding access, improving quality, enhancing student support) and identify enablers such as technology, partnerships, and staff development

2. Governance and Coordination

- **Establish Governance Structures:** Create coordination groups (e.g., Planning Coordination Group) that oversee implementation and ensure alignment across academic and professional units
- **Delegate Decision Rights:** Clarify who is responsible for specific actions and decisions, empowering staff at all levels to contribute to strategic objectives

3. Implementation Planning

- **Develop Action Plans:** Translate strategic goals into actionable plans with clear timelines, assigned responsibilities, and measurable outcomes
- **Resource Allocation:** Identify and allocate necessary resources (financial, technological, human) to support implementation

4. Stakeholder Engagement and Partnerships

- Collaborate Widely: Partner with employers, government bodies, and other institutions to extend reach and impact
- Engage Multiple Perspectives: Use systems thinking to understand inter-relationships and reflect on boundary judgments, ensuring diverse viewpoints inform strategy

5. Monitoring, Evaluation, and Adaptation

- Continuous Review: Regularly assess progress against objectives using data and feedback, adapting strategies as needed
- Promote Information Flow: Ensure timely communication across the organisation to share best practices and respond to emerging challenges

6. Embedding Agility and Innovation

- Iterative Improvement: Treat the strategic plan as a living document, open to revision based on experience and changing circumstances
- Leverage Technology: Use digital tools and data analytics to personalise learning, enhance support, and drive innovation

By following these steps, the university can effectively turn their objectives and strategies into operational reality, ensuring they remain responsive, inclusive, and impactful

VI. Institute Development Plan (IDP) Framework-Major Components for Institutional Excellence

A. Governance Enablers

1. Overview:

The governance enabler are reflection of the quality of its leadership, management and the efforts of its stakeholders. These mechanisms pertain to effective functioning of an open University that can be adjudged by its policies and practices that has evolved in the areas of planning human resources, recruitment, training, incentives, avenues and mechanisms for promotion, financial management, resource mobilization and overall efforts to establish quality assurance mechanisms within the University.

2. How to Improve Governance:

- The targeted activities are:
- To work out the direction of transformation
- Revamping Regional Centres and Learner Support Centres
- Expanding e-governance
- Decentralization of powers
- Ensuring effective record keeping and documentation for good governance
- Making implementation policies more action-oriented
- Ensuring transparency in all operations through self-disclosure
- Defining workload norms for all categories of staff: academic and non-academic
- Developing a Resource Mobilization Framework and adopting Fee Rationalization Strategies

- Generating income from different sources
- Rationalizing the workforce.
- Organizing health camps and awareness programmes
- Organizing awareness programmes on disability, women safety, ethics, values, peace and integrity
- Internal quality assurance (Academic-Administrative audit/ SLM audit, internal financial audit, OP for academic counsellors, training for admin staff etc.)
- Encouraging programme evaluation as a part of the programme revision scheme
- Strengthen monitoring of existing programmes with involvement of faculty from Schools of Studies along with Regional Centres
- Coordinating with apex and other professional bodies
- Obtaining and assessing the feedback from all stakeholders undertaking self-audit
- Ensuring compliance with norms of regulatory bodies
- Following the practice of self-disclosures and declarations
- Restructuring of different constituents of the University
- Updating/Revisiting of policies and SOPs for all major operations in line with the IDP
- Maintaining the self-financed status by reducing dependencies and creating avenues for income generation.
- Establishing Wellness centre, counselling centres, Outdoor and Indoor Sports complexes
- Introducing NSS
- Embedding procedures of academic audit, performance audit, capacity audit, along with financial audit into the system.

B. Financial Enablers and Funding Models for Resource Generation

1. Overview

NSOU's financial enablers and funding models are structured to ensure sustainability, expansion, and quality in educational delivery across a wide and diverse learner base.

Main Sources of Funding:

A. External Sources:

- **Government Grants:** The Department of Higher Education, Government of West Bengal provides salary, contingency, and infrastructure development grants based on actual expenditure. Additional grants are sourced from the Department of Science and Technology and the Rehabilitation Council of India for research and program-specific activities.
- **UGC-DEB Grants:** The University Grants Commission's Distance Education Bureau (UGC-DEB) previously provided development grants for human resources, course material development, student support services, technology, and research, though such grants have become less frequent in recent years.
- **Research and Project Grants:** Funding is also received from national agencies like ICSSR, CSIR, DST, and MHRD for research projects and fellowships

B. Internal (Own) Sources:

- **Student Fees:** Admission, renewal, and examination fees constitute a significant portion of the university's internal revenue.
- **Service Fees:** Income is generated from migration fees, duplicate certificates, sale of forms, and other administrative services.
- **Asset Utilization:** Revenue is also earned from leasing non-core assets (e.g., trees, grass, fruits), sale of waste paper, and condemned assets.
- **Interest Income:** Earnings from savings and short-term deposits further supplement the university's finances

2. How to Improve Financial Enablers:

Improving financial enablers is critical for the long-term sustainability and growth of NSOU. The following strategies are recommended, drawing from best practices in higher education and open university systems:

A. Diversification of Funding Sources

- **Expand Government and Agency Grants:** Proactively seek new grants from central and state governments, as well as international funding agencies, for research, infrastructure, and innovation.
- **Alumni and Philanthropy:** Establish robust alumni networks and launch fundraising campaigns to attract donations and endowments.
- **Corporate Partnerships:** Engage with industry for sponsored research, consultancy, and corporate social responsibility (CSR) funding.

B. Revenue Generation and Cost Efficiency

- **Introduce New Programs:** Launch high-demand, skill-based, and vocational courses, including online and hybrid formats, to attract a broader student base and generate additional fee income.
- **Leverage Digital Platforms:** Expand online education offerings and monetize digital resources, such as MOOCs and e-learning modules.
- **Optimize Asset Utilization:** Rent out university facilities for events, conferences, and training workshops to generate non-traditional revenue.

C. Financial Management and Transparency

- **Professional Financial Planning:** Implement robust financial management systems, including long-term financial planning, transparent budgeting, and regular audits to ensure accountability and stakeholder trust.
- **Cost Control Measures:** Regularly review and streamline operational expenses to maximize efficiency and minimize waste.

- **Investment Strategies:** Develop prudent investment policies for university funds to maximize returns while minimizing risk.

D. Stakeholder Engagement and Collaboration

- **Strengthen Stakeholder Relationships:** Engage students, faculty, alumni, industry, and community partners in resource mobilization and strategic planning.
- **Public-Private Partnerships (PPP):** Explore PPP models for infrastructure development and service delivery, sharing risks and leveraging private sector expertise.

E. Institutional Development and Innovation

- **Research Commercialization:** Encourage faculty and students to pursue research with commercial potential, including patents and technology transfer, to create new revenue streams.
- **Continuous Improvement:** Foster a culture of innovation, quality assurance, and responsiveness to emerging educational and financial challenges.

By diversifying funding streams, enhancing internal resource generation, and adopting best practices in financial management, NSOU can strengthen its financial enablers and ensure sustainable growth in its mission to provide accessible and quality education.

C. Academic Enablers

1. Overview:

The University has carried out path breaking initiatives to reach out to large segments of the society and serve the learners of different backgrounds and abilities, through effective teaching-learning experiences. In doing so, ICT has penetrated into every aspect of teaching learning, the instructional design adopted by the institution for transaction of curricula, is a suitable mix of interactive media components. The above enumerated measures are the rightful target to empower and sustain open and distance education in the changing face of the society and social contract of education.

Making the course content more engaging/indulging by increasing emphasis on communication, discussion, debate, research, and opportunities for inculcating multidisciplinary, cross-disciplinary and interdisciplinary thinking; Revising the existing programmes to make them multidisciplinary and focus on the development of professional skills, soft skills, employability and value-based education. In order to envision a level-playfield and attain a global standard, the programmes will have integration of the values of social responsibility and sustainability by exposing the learners to cross-cutting areas such as gender, social justice, environment and sustainable development, stress management, occupational health, climate change, information security, entrepreneurship, human values, inclusion and disability studies, including emerging issues related to demographic changes like urbanization and migration, ethical and moral concerns in society, etc. in the curricula. Also inculcating professional ethics through appropriate content across the degree programmes. The enrichment in the programmes sports an integration of the components of innovation, entrepreneurship and start-ups in the UG and PG curriculum and study materials.

In addition to this, the providing opportunities to the learners to improve their employability options, by exposing them to research, internships, hands-on training, consultancy, projects, dissertation, visits, extended lectures, etc. which can be assembled into the curriculum design of the courses/programmes.

2.How to Develop & Improve Innovative Academic Enablers:

These can be achieved through the following measures:

- Inducing learning outcomes-based approach to curriculum planning and development.
- Development of new academic programmes (UG/PG) with a multidisciplinary and holistic approach
- Introduction of new skill development programmes with the industry and social linkage
- Provision for multiple entry and exit
- Integrate OER in online learning materials
- Revision of PG syllabus in line with NCrF
- Development of A/V materials and audio materials of UG and PG programmes for web TV / Web Radio
- Development of digital content for the laboratory procedures and practical for science subjects.
- Development and delivery of self-financed value-added courses (MOOCs) and courses on cross-cutting domains
- Development of SOP for enrichment of existing ODL programmes (at both Degree and Diploma levels), by progressively increasing Online teaching-learning components compliant with the UGC (ODL & OL Programmes) Regulations 2020
- Development of SOP for delivery of Online non-credit programmes (at Diploma level) for professional development and skill upgradation compliant with the UGC-ODL & OL Regulations 2020
- Drawing roadmap for adoption of the University Grants Commission (Credit Framework for Online Learning Courses through Study Webs of Active Learning for Young Aspiring Minds) Regulations, 2021 in a phased manner.
- Introduction of B.Ed-ODL intonating with the NEP 2020 provisions
- Introducing 4-year UG degree programmes
- Regrouping of existing disciplines and introducing new disciplines in emerging areas.
- Strengthening the existing programmes by introducing courses in the areas of waste management, environmental education, climate change, conflict management and peace studies, sustainable development, women empowerment, digital pedagogy, open pedagogy, etc.
- Launching more programmes enriched with Indian knowledge, arts and culture
- Offering programmes/courses in regional languages
- Strengthening the UG degree programmes by integrating the vocational component
- Developing a comprehensive credit transfer policy encompassing the transfer of credits earned, accumulated and thereafter redeemed.
- Development of SOP for development, delivery and management of full-fledged Online programmes
- Creating multiple entry and exit provisions in the structure of the degree programmes
- Providing the option to pre-exit and accumulation of credits, provision of lateral entry and complete the degree

- Extending course-wise registration and certification scheme to programmes at all levels
- Awarding of Certificate/ Diploma/ Degree based on the accumulation of the prescribed number of credits and redemption of credits to obtain the same
- Introducing four-year Teacher professional programmes leading to an undergraduate degree both with reference to specialization and level of education
- Blending Multi-disciplinary and Inter-disciplinary courses in the curriculum of the integrated Bachelor of Education degree programme
- Strengthening ICT enabled pedagogy
- Introduction of online programmes
- Automation in examination system and reform in evaluation process
- Introduction of Faculty Exchange programme with SoUs (blended/ online)
- Introduction of mentoring system for NET/ SET/Career counselling etc.
- Frequent sensitization and induction programmes for newly admitted learners
- Orientation of learners on digital education in regular intervals during the course of study.
- Providing facility for e-tutorial in the e-SLM
- Providing learners facility for online submission of assessment tools
- Facilitating online continuous assessment and evaluation
- Developing digital question banks for different programmes

D. Research, Intellectual Property and Supportive Enablers

1. Overview:

The university should harp upon research, innovation and training related initiatives which are evidence-based in order to improve the system and thereby enhance its credibility and sustenance. Continuous professional development of the teachers, academics and non-teaching staff of the University should be the focus of all staff development initiatives, to keep them abreast of the latest developments in teaching-learning through the ODL and Online/Digital systems. The University should create a favourable environment that enables the youth to change their outlook from job seekers to becoming job creators/entrepreneurs.

How to Develop Research, Intellectual Property and Supportive Enablers:

The following measures are outlined:

- Resource mobilization for research by the faculties
- Promoting systematic and discipline-specific research
- Collaborative seminar/ webinar/ workshop etc.
- Extension activities as community outreach programme
- Conducting training programmes/Faculty Development Programmes (FDP) to keep teachers and academics updated with the requirements of the new age learners and the new teaching – learning pedagogy, etc.
- Offering online professional development programmes and MOOCs for teachers, academics, non-teaching staff, research scholars, etc.
- Encouraging professional achievements of teachers, academics, and learners by way of instituting awards.

- Sponsoring teachers and academics for participation in conferences, exchange programmes, study tours, etc.
- Mapping of curricula with MOOCs and OERs
- Developing an Institutional Blended Learning policy
- Capacity building of learners and faculty for Innovation, start-ups and entrepreneurship
- Capacity building/ orientation programme for faculties/ academic counsellors considering learner diversity.
- Encouraging national and international collaborative research projects focusing on innovation
- Providing opportunities for collaboration with renowned national and international institutions
- Engaging the learners in social and sustainable development activities.
- Extending Industry-linkage for facilitating Placement drives
- Honouring distinguished alumni
- Creation of Incubation Centres and promoting Start-ups at Headquarters and Regional Centres to foster Skill and Entrepreneurship development among learners

3. Research Enablers

Research enablers in open universities are specialized staff and structures that support the successful delivery, coordination, and implementation of research projects, programs, and strategic initiatives. These roles include project managers, program managers, research administrators, and facilitators who work closely with academics, funders, collaborators, and internal services to ensure research excellence and collaboration.

Key Functions and Benefits

- **Project Management:** Leading administration and management of large research investments and grants, including financial reporting and ensuring deadlines are met.
- **Stakeholder Coordination:** Acting as central points of contact and facilitating communication among internal and external stakeholders.
- **Strategic Oversight:** Providing a strategic, cohesive perspective across projects and initiatives.
- **Academic Support:** Reducing the administrative burden on academics, allowing them to focus on research and innovation.
- **Specialist Expertise:** Bringing skills in project development, design, and delivery, often including active research contributions.
- **Pastoral Care:** Offering support to doctoral and early-career researchers, contributing to a positive research environment.
- **Institutional Capability:** Enhancing the university's ability to respond to major, short-notice opportunities and deliver large-scale collaborative projects.

Recommendations for Strengthening Research Enablers

- Establish a recognized professional identity and peer networks for research enablers.
- Improve management and integration of these roles within institutional structures.
- Ensure funders recognize the value of research enablers in project design and delivery.
- Enhance training, induction, and career development opportunities for research enablers.

4. Supportive and Facilitative Enablers

Supportive Enablers

Supportive enablers focus on creating an environment that nurtures a sense of belonging, pride, and ownership among all stakeholders—students, faculty, staff, and external partners. These enablers include:

- **Learner-Centric Practices:** Designing regulations and services with the student at the center
- **Visionary Leadership:** Leaders who treat every stakeholder as a valued member of the university community
- **Mutual Trust and Respect:** Fostering a culture of openness, transparency, and accountability
- **Core Values:** Promoting commitment, dedication, and service among all stakeholders
- **Institutional Tradition:** Building a culture rooted in local traditions and values
- **Social Responsibility:** Supporting economically weaker sections and local communities
- **Inclusion and Diversity:** Providing mentorship, financial assistance, and inclusive curricula for underrepresented groups

Facilitative Enablers

Facilitative enablers are mechanisms and practices that make learning and research processes more effective and accessible in open universities. They include:

- **Facilitation Roles:** Appointing facilitators or instructional staff who guide, motivate, and support learners, especially in online and distance modes
- **Online and Blended Learning Support:** Providing platforms and tools for flexible, accessible, and learner-centric education
- **Collaborative Learning:** Encouraging co-learning and knowledge sharing through living labs, communities of practice, and participatory activities
- **Feedback and Motivation:** Facilitators provide timely feedback, help develop study skills, and reduce the sense of isolation for distance learners

- **Participative Techniques:** Using group dynamics, communication skills, and participative tools to enhance engagement and learning outcomes

Open universities thrive when research, supportive, and facilitative enablers work together to foster a vibrant, inclusive, and effective learning and research environment. Recognizing and investing in these enablers is essential for the continued success and innovation of open and distance education

E. Human Resources Management Enablers

Below is a structured response outlining the Institutional Development Plan (IDP) for Human Resources Management Enablers in Netaji Subhas Open University (NSOU), covering both an overview and the contextualization of key HR practices.

1. Overview

Netaji Subhas Open University (NSOU) is committed to building a quality human resource base for the state and nation, with a particular focus on accessibility, inclusivity, and lifelong learning. As part of its institutional development, NSOU has established systems to recruit, retain, and develop faculty and staff in line with statutory requirements and best practices. The university's approach to human resources is guided by its vision, mission, and core values, which emphasize transparency, multidisciplinary education, digital integration, and outreach.

Key elements of NSOU's HR management include:

- **Recruitment and Retention:** Faculty and staff are appointed following relevant UGC / GoWB regulations. The university ensures that the majority of its faculty hold doctorates or are pursuing PhDs, and academic counsellors meet UGC norms.
- **Professional Development:** NSOU invests in capacity-building workshops, faculty exchange programs, and collaborations with other institutions to enhance the skills and knowledge of its staff.
- **Performance Management:** There is a focus on continuous appraisal, feedback, and the development of a supportive work environment.
- **Inclusivity and Outreach:** HR practices are designed to reach marginalized groups and support the university's mission of "reaching the unreached" through equitable access to education.

2.Contextualizing Key HR Practices

To contextualize HR practices at NSOU, the following strategies are essential:

- **Alignment with Institutional Vision and Mission:** HR policies and practices must reflect NSOU's commitment to providing flexible, quality education, especially for disadvantaged learners. This includes recruiting staff who are sensitive to the needs of diverse student populations and who can support the university's outreach initiatives¹.
- **Adherence to Regulatory Frameworks:** All HR activities must comply with UGC, GoWB, NCTE, and other relevant statutory bodies. This ensures that recruitment, promotions, and professional development are transparent and merit-based.
- **Capacity Building and Continuous Learning:** Regular training programs, workshops, and collaborations with national and international bodies should be organized to keep faculty and staff updated with the latest pedagogical and technological advancements.

- **Performance and Appraisal Systems:** Implementing robust performance appraisal mechanisms that recognize and reward excellence, while also providing constructive feedback for improvement, is crucial for maintaining high standards.
- **Inclusivity and Diversity:** HR practices should actively promote diversity and inclusion, ensuring that recruitment and development opportunities are accessible to all, including marginalized groups.
- **Digital Integration:** As NSOU moves towards greater digitalization, HR policies should support the adoption and effective use of ICT tools among staff, facilitating remote teaching, learning, and administration.
- **Collaboration and Networking:** Encouraging faculty exchange, research collaborations, and partnerships with industry and NGOs can enhance the university's reputation and the professional growth of its staff.

By embedding these principles, NSOU can ensure that its HR practices are not only compliant with regulatory standards but also aligned with its broader goals of accessibility, excellence, and societal impact. The university's Institutional Development and Strategic Plan (IDSP) serves as a roadmap, integrating NAAC criteria and NEP 2020 provisions to guide HR management and other key institutional functions.

F. Enablers for Networking and Collaborations

The Development Plan for Enablers for Networking and Collaborations in Netaji Subhas Open University, covers both the Overview and Developing Networking Enablers, based on available institutional documents and best practices.

1. Overview

Netaji Subhas Open University (NSOU) is committed to fostering robust partnerships and collaborations as part of its institutional development strategy. Networking and collaboration enablers are essential for enhancing academic quality, broadening research opportunities, and ensuring institutional growth. The university's approach is aligned with the National Education Policy (NEP) 2020, which emphasizes multidisciplinary education, skill development, and linkages with industry and society.

NSOU's institutional development and strategic plans highlight the importance of building networks with other educational institutions, industry, government agencies, and non-governmental organizations. These collaborations are designed to support student mobility, faculty exchange, joint research, and the development of innovative academic programmes.

2. Developing Networking Enablers

Key Strategies for Developing Networking Enablers:

- **Formalization of MoUs and Partnerships:**
 - Establish Memoranda of Understanding (MoUs) with national and international universities, research organizations, and industry partners to facilitate academic and research collaborations.
 - Develop standard operating procedures (SOPs) for initiating, monitoring, and evaluating collaborative activities.
- **Industry and Social Linkages:**
 - Strengthen ties with industry for curriculum design, internships, and placement opportunities.
 - Collaborate with government and non-government organizations to offer skill development and professional enhancement courses, especially in emerging

areas such as digital pedagogy, environmental education, and sustainable development.

- **Regional and International Academic Networks:**
 - Engage in regional and international academic networks to promote faculty and student exchange programmes.
 - Participate in joint research projects and conferences to enhance the university's research profile.
- **Technology-Driven Collaboration Platforms:**
 - Leverage digital platforms for virtual exchange, online workshops, and webinars to connect with global academic communities.
 - Implement ICT-enabled teaching-learning processes and digital resource sharing to support collaborative learning.
- **Alumni Engagement:**
 - Actively involve alumni in networking activities, mentorship programmes, and knowledge-sharing sessions to strengthen institutional connections and support current students.
- **Community Outreach and Social Involvement:**
 - Organize community-based programmes, awareness campaigns, and social initiatives in partnership with local organizations to foster a sense of social responsibility and community engagement.

Expected Outcomes:

- Enhanced academic and research opportunities for students and faculty through diverse collaborations.
- Strengthened institutional reputation and global visibility.
- Improved employability of graduates through industry and social linkages.
- Increased access to resources, knowledge, and best practices from partner institutions.

This approach ensures that Netaji Subhas Open University remains at the forefront of open and distance learning, leveraging networking and collaboration enablers for sustained institutional development.

G. Physical Enablers

1. Overview

Netaji Subhas Open University (NSOU) has established a robust physical infrastructure to support its mission of accessible and quality higher education. The university's facilities include well-equipped classrooms, laboratories, a large central library with e-resources, Wi-Fi throughout the campus, canteens, medical facilities, and accessible buildings for all stakeholders. The institution is also recognized for its green campus initiatives, particularly at its regional centers, which feature extensive greenery and sustainable infrastructure.

2. How to Improve the Physical Enablers

To further enhance its physical enablers, NSOU can focus on the following strategies:

- **Upgrade and Expand Laboratories:**
 - Continuously update laboratory equipment and technology, especially in science, IT, and multimedia disciplines.
 - Introduce new labs that support emerging academic and research needs.

- **Modernize Classrooms and Learning Spaces:**
 - Equip all classrooms with smart technology, including projectors and digital teaching aids.
 - Ensure classrooms are spacious, well-lit, and accessible to all students.
- **Enhance Library Resources:**
 - Expand the collection of both printed and digital resources.
 - Increase access to e-libraries and online databases for remote learners.
- **Improve IT Infrastructure:**
 - Strengthen Wi-Fi coverage and bandwidth across all campuses.
 - Provide high-performance computing facilities for research and academic work.
- **Expand Student Amenities:**
 - Upgrade canteens, common rooms, and sports facilities.
 - Ensure medical facilities are modern and easily accessible.
- **Accessibility for All:**
 - Maintain ramps, lifts, and restrooms that are accessible to differently-abled and LGBTQ+ individuals.
- **Expand Hostel and Accommodation Facilities:**
 - Provide more hostel spaces for outstation students.
 - Ensure living facilities are safe, clean, and comfortable.
- **Construct and Maintain Auditoriums and Conference Rooms:**
 - Build and upgrade auditoriums for seminars, workshops, and cultural events.
- **Regular Maintenance and Upkeep:**
 - Implement a systematic maintenance schedule for all buildings and facilities.

3. Green Campus Strategy

NSOU is already recognized for its green campus initiatives, especially at its Regional Centre in Kalyani, which boasts approximately 77.8% greenery and sustainable infrastructure. The university can further strengthen its green campus strategy through the following actions:

- **Increase Green Cover:**
 - Plant more native trees and maintain herbal gardens.
 - Promote landscaping with indigenous flora to support biodiversity.
- **Sustainable Infrastructure:**
 - Use energy-efficient lighting, solar panels, and rainwater harvesting systems.
 - Construct new buildings with green building standards and materials.
- **Waste Management:**
 - Implement robust recycling and composting programs.
 - Maintain a plastic-free campus by reducing single-use plastics and promoting reusable alternatives.
- **Green Transportation:**
 - Encourage the use of bicycles and electric vehicles on campus.
 - Provide secure bicycle parking and charging stations for electric vehicles.
- **Environmental Awareness:**
 - Organize workshops, seminars, and campaigns on sustainability.
 - Involve students and staff in green initiatives and environmental stewardship.
- **Resource Conservation:**
 - Monitor and reduce water and electricity consumption.
 - Use energy-efficient appliances and smart meters for resource management.

This plan will ensure that NSOU continues to provide a supportive, modern, and sustainable environment for its students and staff, reinforcing its commitment to accessible and eco-friendly higher education.

H. Digital Enablers

1. Overview

Netaji Subhas Open University (NSOU) is committed to expanding its reach, enhancing academic quality, and fostering a culture of innovation and collaboration. The Institutional Development Plan (IDP) is designed to guide the university in strengthening its internal and external networks, aligning with the National Education Policy (NEP) 2020, and meeting the standards of the National Assessment and Accreditation Council (NAAC). The plan emphasizes the importance of networking and collaborations for academic excellence, research, innovation, and community engagement.

NSOU's IDP includes strategic actions to:

- **Promote academic collaborations** with other higher education institutions (HEIs), both nationally and internationally.
- **Strengthen industry-academia linkages** for research, consultancy, and skill development.
- **Enhance community outreach** through partnerships with NGOs, government bodies, and local organizations.
- **Leverage technology** to improve connectivity and collaboration among stakeholders.
- **Develop best practices** in programme design, delivery, and student support through shared learning with partner institutions.

2. Developing Networking Enablers in the Future

To foster robust networking and collaborations, NSOU will undertake the following initiatives:

- **Establish Strategic Partnerships**
 - Sign Memoranda of Understanding (MoUs) with other universities, research institutions, and industry partners for academic exchange, joint research, and faculty development.
 - Promote faculty and student exchange programmes to encourage cross-institutional learning and innovation.
- **Strengthen Digital Infrastructure**
 - Expand ICT-enabled platforms for seamless communication and resource sharing among stakeholders.
 - Develop online portals for collaborative research, project management, and knowledge dissemination.
- **Enhance Community and Industry Engagement**
 - Organize workshops, seminars, and conferences with participation from academia, industry, and community leaders.
 - Collaborate with government agencies, NGOs, and local organizations to address societal challenges and promote lifelong learning.
- **Develop Multidisciplinary Programmes**
 - Launch new multidisciplinary programmes and courses in emerging fields to attract diverse learners and foster interdisciplinary collaboration.
 - Introduce flexible, job-oriented certificate and diploma courses in partnership with industry and government.

- **Promote Research and Innovation**
 - Encourage joint research projects and consultancy with partner institutions.
 - Focus on research areas relevant to local and national development needs.
- **Capacity Building and Best Practices**
 - Share and adopt best practices in teaching, learning, and administration with partner institutions.
 - Train faculty and staff in collaborative tools, digital pedagogy, and project management.

By implementing these enablers, NSOU aims to become a hub for networking and collaboration, driving academic excellence, research innovation, and community development in line with its vision and national education goals.

Below is a rubric format, focusing on the action plan with short-term and long-term timelines for achievable terms, drawn directly from the provided IDP content.

NSOU Institutional Development Plan (IDP) - Action Plan Rubric

Purpose: This rubric outlines Netaji Subhas Open University's (NSOU) action plan for institutional development, detailing achievable goals with clear short-term (1-2 years) and long-term (3-5 years) timelines, aligned with the stated Strategic Goals and Development Objectives of the IDP.

Strategic Goal / Enabler	Development Objective / Key Action (Achievable Terms)	Short-Term Timeline (1-2 Years) 2025-2027	Long-Term Timeline (3-5 Years) 2027-2030	Responsibility
I. Governance Enablers	1.1 Improve Governance & Transparency	<ul style="list-style-type: none"> • Revamp Regional Centres and Learner Support Centres • Expand e-governance initiatives • Ensure effective record keeping and documentation • Implement self-disclosure for transparency in operations • Define workload norms for academic and non-academic staff • Review and update 	<ul style="list-style-type: none"> •Decentralize powers where appropriate •Restructure different university constituents • Embed academic, performance, and capacity audits into the system alongside 	Registrar / Study Centres Dept./ School of Studies

		<p>institutional policies and SOPs in line with IDP</p> <ul style="list-style-type: none"> • Strengthen monitoring of existing programs with faculty and RC involvement • Undertake self-audits and obtain stakeholder feedback 	<p>financial audits</p> <ul style="list-style-type: none"> • Establish Wellness and Counselling Centres, Outdoor and Indoor Sports complexes • Introduce NSS 	
	1.2 Resource Mobilization & Financial Prudence	<ul style="list-style-type: none"> • Develop a Resource Mobilization Framework • Adopt Fee Rationalization Strategies • Rationalize the workforce 	<ul style="list-style-type: none"> • Generate income from diverse sources • Maintain self-financed status by reducing dependencies 	Finance Dept.
	1.3 Quality Assurance & Compliance	<ul style="list-style-type: none"> • Implement Internal Quality Assurance mechanisms (Academic-Administrative audit, SLM audit, internal financial audit) • Provide training for academic counsellors and administrative staff • Encourage program evaluation as part of program revision • Ensure compliance with norms of regulatory bodies 	<ul style="list-style-type: none"> • Coordinate with apex and other professional bodies 	CIQA/ School of Studies
II. Financial	2.1	<ul style="list-style-type: none"> • Proactively seek new 	<ul style="list-style-type: none"> • Establish 	Finance/

Enablers	Diversification of Funding & Revenue Generation	<p>grants from central/state governments and international agencies</p> <ul style="list-style-type: none"> • Introduce new high-demand, skill-based, and vocational courses (online/hybrid) to generate fee income • Expand online education offerings and monetize digital resources (e.g., MOOCs) 	<p>robust alumni networks and launch fundraising campaign</p> <ul style="list-style-type: none"> • Engage with industry for sponsored research and CSR funding • Optimize asset utilization (e.g., renting out facilities) • Explore Public-Private Partnerships (PPP) for infrastructure and service delivery • Encourage research commercialization (patents, copyrights, technology transfer) 	School of studies/ CoEdn/ RDC
	2.2 Financial Management & Transparency	<ul style="list-style-type: none"> • Implement robust financial management systems and transparent budgeting • Conduct regular audits 	<ul style="list-style-type: none"> • Develop prudent investment policies for university funds 	Finance Dept.

		<p>to ensure accountability</p> <ul style="list-style-type: none"> • Regularly review and streamline operational expenses (cost control) 	<ul style="list-style-type: none"> • Foster a culture of continuous improvement in financial management 	
III. Academic Enablers	3.1 Curriculum Revision & New Program Development	<ul style="list-style-type: none"> • Revise and update curricula across all programs to align with NEP 2020 and industry needs • Introduce new skill development programs with industry and social linkage ⁵¹ • Revise PG syllabus in line with NEP • Develop new academic programs (UG/PG) with a multidisciplinary and holistic approach • Strengthen existing programs by introducing courses in waste management, environmental education, climate change, etc. • Launch more programs enriched with Indian knowledge, arts, and culture • Offer programs/courses in regional languages 	<ul style="list-style-type: none"> • Introduce 4-year UG degree programs • Regroup existing disciplines and introduce new disciplines in emerging areas • Introduce 4-year Teacher professional programs (integrated B.Ed) • Blend multi-disciplinary and inter-disciplinary courses in integrated B.Ed 	School of Studies
	3.2 Flexible Learning & Digital Integration	<ul style="list-style-type: none"> • Integrate more ICT-based tools and resources into teaching, learning, and assessment • Develop A/V materials and audio materials for 	<ul style="list-style-type: none"> • Provide for multiple entry and exit options in alignment 	School of Studies/ CoEdn

		<p>UG-NEP and PG programs (web TV/radio)</p> <ul style="list-style-type: none"> • Develop digital content for laboratory procedures and practical for science subjects • Develop and deliver self-financed value-added courses (MOOCs) and courses on cross-cutting domains • Provide e-tutorial facilities in e-SLM • Facilitate online submission of assessment tools and continuous assessment • Develop digital question banks • Orient learners on digital education at regular intervals 	<p>with NCeF</p> <ul style="list-style-type: none"> • Adopt UGC (Credit Framework for Online Learning Courses through SWAYAM) Regulations, 2021 in a phased manner • Develop SOP for development, delivery, and management of full-fledged Online programs • Extend course-wise registration and certification schemes to all levels • Award Certificate/ Diploma/Degree based on credit accumulation and redemption 	
	3.3 Skill Development & Employability	<ul style="list-style-type: none"> • Revise existing programs to focus on professional skills, soft skills, employability, and 	<ul style="list-style-type: none"> • Provide opportunities for research, 	School of Studies/ Board of

		<p>value-based education</p> <ul style="list-style-type: none"> • Integrate components of innovation, entrepreneurship, and start-ups in UG and PG curriculum • Strengthen UG degree programs by integrating vocational components 	<p>internships, hands-on training, consultancy , projects, etc.</p> <ul style="list-style-type: none"> • Develop a comprehensive credit transfer policy 	Studies
IV. Research, Intellectual Property & Supportive Enablers	4.1 Promoting Research & Innovation	<ul style="list-style-type: none"> • Mobilize resources for faculty research • Promote systematic and discipline-specific research • Organize collaborative seminars/webinars/workshop • Encourage national and international collaborative research projects focusing on innovation • Provide opportunities for collaboration with renowned institutions 	<ul style="list-style-type: none"> • Create Incubation Centres and promote Start-ups at HQ and Regional Centres • Encourage research with commercial potential (patents, technology transfer) 	School of Studies/ RDC
	4.2 Professional Development & Support	<ul style="list-style-type: none"> • Conduct training programs/FDPs to update teachers/academics on new pedagogy • Offer online professional development programs and MOOCs for staff and scholars • Map curricula with MOOCs and OERs • Build capacity of learners and faculty for innovation, start-ups, and 	<ul style="list-style-type: none"> • Encourage professional achievements of teachers/academics/learners with awards • Sponsor teachers/academics for conferences , exchange programs, 	School of Studies/ CoEdn/ Study Centres Dept.

		<p>entrepreneurship</p> <ul style="list-style-type: none"> • Implement mentoring system for NET/SET/Career counselling • Organize frequent sensitization and induction programs for new learners 	<p>study tours</p> <ul style="list-style-type: none"> • Develop an Institutional Blended Learning policy • Provide pastoral care and support to doctoral and early-career researchers • Enhance training, induction, and career development for research enablers 	
	4.3 Community Engagement & Learner Support	<ul style="list-style-type: none"> • Engage learners in social and sustainable development activities • Strengthen the quality assurance mechanisms for all academic programs and learner support services • Enhance the effectiveness of learner support services (counseling, guidance, online resources) • Implement learner-centric practices 	<ul style="list-style-type: none"> • Extend Industry-linkage for facilitating Placement drives • Honour distinguished alumni • Provide mentorship, financial assistance, and inclusive curricula for underrepresented groups • Appoint 	School of Studies/ Study Centres Dept./ NSOUAA

			<p>facilitators to guide and motivate learners, especially in online/distance modes</p> <ul style="list-style-type: none"> • Provide timely feedback and help develop study skills for distance learners 	
V. Human Resources Management Enablers	HR Policy & Professional Development	<ul style="list-style-type: none"> • Align HR policies with NSOU's vision/ mission, focusing on flexible, quality education for disadvantaged learners • Ensure adherence to UGC, NCTE, and other regulatory frameworks in all HR activities • Organize regular training programs and workshops for faculty and staff (capacity building) • Implement robust performance appraisal mechanisms with constructive feedback 	<ul style="list-style-type: none"> • Promote faculty exchange programs and collaborations with national/international bodies • Actively promote diversity and inclusion in recruitment and development opportunities • Support the adoption and effective use of ICT tools among 	Registrar/ CIQA/ School of Studies

			staff	
VI. Networking & Collaborations Enablers	6.1 Strategic Partnerships & Global Outreach	<ul style="list-style-type: none"> • Formalize MoUs with national and international universities, research organizations, and industry partners • Strengthen ties with industry for curriculum design, internships, and placements • Collaborate with government/non-government organizations for skill development courses • Organize workshops, seminars, and conferences with multi-stakeholder participation 	<ul style="list-style-type: none"> • Engage in regional and international academic networks for faculty/student exchange • Participate in joint research projects and conferences to enhance research profile • Explore opportunities for internationalization through collaborations (where feasible for an open university) 	School of Studies/ RDC
	6.2 Alumni Engagement & Community Involvement	<ul style="list-style-type: none"> • Actively involve alumni in networking activities, mentorship programs, and knowledge-sharing • Organize community-based programs and social initiatives in partnership with local organizations 	<ul style="list-style-type: none"> • Strengthen the alumni network to leverage their expertise and support 	NSOUAA
VII. Physical Enablers	7.1 Infrastructure Upgrade & Modernization	<ul style="list-style-type: none"> • Continuously update laboratory equipment and technology, especially in science, IT, and 	<ul style="list-style-type: none"> • Introduce new labs supporting emerging 	Registrar/ Library

		<p>multimedia</p> <ul style="list-style-type: none"> • Equip all classrooms with smart technology (projectors, digital teaching aids) • Strengthen Wi-Fi coverage and bandwidth across all campuses • Upgrade canteens, common rooms, and sports facilities • Implement a systematic maintenance schedule for all buildings and facilities 	<p>academic and research needs</p> <ul style="list-style-type: none"> • Expand the collection of both printed and digital library resources • Provide high-performance computing facilities for research • Construct and upgrade auditoriums for events • Expand hostel and accommodation facilities for outstation students 	
	7.2 Green Campus & Accessibility	<ul style="list-style-type: none"> • Increase green cover by planting native trees and maintaining herbal gardens • Implement robust recycling and composting programs; maintain plastic-free campus • Organize workshops and campaigns on sustainability; involve students/staff in green 	<ul style="list-style-type: none"> • Use energy-efficient lighting, solar panels, rainwater harvesting systems • Construct new buildings with green 	Registrar/ Net Zero Committee/ RCs

		initiatives	building standards and materials <ul style="list-style-type: none"> • Encourage use of bicycles and electric vehicles on campus • Monitor and reduce water and electricity consumption • Maintain ramps, lifts, and restrooms accessible to differently-abled and LGBTQ+ individuals 	
VIII. Digital Enablers	Digital Infrastructure & Learning Platforms	<ul style="list-style-type: none"> • Upgrade the digital infrastructure to support seamless online learning and administrative processes • Expand ICT-enabled platforms for seamless communication and resource sharing • Develop online portals for collaborative research, project management, and knowledge dissemination 	<ul style="list-style-type: none"> • Explore the potential of AI, data analytics, and other emerging technologies to improve operational efficiency and learner experience 	Registrar/ School of Studies

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