



INSTITUTIONAL DEVELOPMENT PLAN 2025–2040



Federal Institute of Science And Technology (FISAT)®

Hormis Nagar, Mookkannoor, Angamaly, Kerala 683577

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Abbreviation

Abbreviation	Full Form
ABC	Academic Bank of Credits
AICTE	All India Council for Technical Education
AR/VR	Augmented Reality / Virtual Reality
CBCS	Choice-Based Credit System
CFS	Centre for Future Skills
CGC	Curriculum Governance Council
CTLE	Centre for Teaching & Learning Excellence
DEI	Diversity, Equity & Inclusion
DETT	Diversity-Equity Talent Track
ERP	Enterprise Resource Planning
FBOAES	Federal Bank Officers' Association Educational Society
FDP	Faculty Development Program
FGSP	FISAT Global Semester Program
FISAT	Federal Institute of Science and Technology
GACTBI	Global Alumni Connect & Talent Brand Initiative
GVFS	Global Visiting Faculty Series
ICT	Information and Communication Technology
IDP	Institutional Development Plan
IEDC	Innovation and Entrepreneurship Development Centre
IFRS	International Financial Reporting Standards
IP/IPR	Intellectual Property / Intellectual Property Rights
IQAC	Internal Quality Assurance Cell
IRC	International Relations Cell
IRG	Internal Revenue Generation
K-DISC	Kerala Development and Innovation Strategic Council
KPI	Key Performance Indicator

KTU	APJ Abdul Kalam Technological University
LMS	Learning Management System
MOOC	Massive Open Online Course
MoU	Memorandum of Understanding
NAAC	National Assessment and Accreditation Council
NAD	National Academic Depository
NBA	National Board of Accreditation
NCrF	National Credit Framework
NEP	National Education Policy
NHEQF	National Higher Education Qualifications Framework
NIRF	National Institutional Ranking Framework
NSDC	National Skill Development Corporation
OBE	Outcome-Based Education
OCW	Open Courseware
OLOI	One Local Government One Idea
RISE	Research & Innovation Seed fund
SAAR/SAR	Self-Assessment Report
SDG	Sustainable Development Goals
SIGLC	Social Impact & Government Linkage Cell
SOP	Standard Operating Procedure
SWOC	Strengths, Weaknesses, Opportunities, Challenges
TBI	Technology Business Incubator
TOWS	Threats, Opportunities, Weaknesses, Strengths
TRL	Technology Readiness Level
UGC	University Grants Commission
ULPS	Unified Learning Progression System

INSTITUTIONAL DEVELOPMENT PLAN 2025-2040

FEDERAL INSTITUTE OF SCIENCE AND TECHNOLOGY (FISAT)

A Comprehensive Strategic Blueprint for Academic Autonomy, NBA/NAAC Excellence, and Global Prominence

CHAPTER 1

EXECUTIVE SUMMARY & INSTITUTIONAL VISION

The Federal Institute of Science and Technology (FISAT) has architected this 15-year Institutional Development Plan (IDP) to navigate its transformation from an affiliated, self-financing engineering college into a globally recognized, autonomous, and innovation-driven university.

Anticipating the conferment of Academic Autonomy by 2025, this IDP is precisely calibrated against the **National Education Policy (NEP) 2020**, **UGC Autonomy Guidelines**, and the **National Board of Accreditation (NBA) Tier-1 Criteria**. The strategic horizon extends to 2040, mapped across four distinct developmental phases. Execution is decentralized across eight "Strategic Enablers" (Academic, Research & IP, Digital, Physical, Human Resources, Networking, Financial, and Governance), ensuring that every facet of the institution scales harmoniously.

The Institutional Development Plan (IDP) envisions transforming FISAT into a future-ready, technologically driven institution that fosters innovation, strengthens industry-academia collaboration, promotes societal impact, and advances sustainability as a core principle of growth.

FISAT at a Glance: Legacy, Strengths, and Future Aspirations

The Federal Institute of Science and Technology (FISAT) is a self-financing private engineering college established by the Federal Bank Officers' Association Educational Society (FBOAES). Established in 2002, FISAT strives to become a "Centre of Excellence" in professional education, with the motto "Focus on Excellence." The institution is accredited by the National Assessment and Accreditation Council (NAAC) with an 'A+' grade in the 2nd cycle. The National Board of Accreditation (NBA) has accredited six B.Tech programmes. The institution is ISO 9001:2015 certified. FISAT is located in Ernakulam District, Kerala. Situated at Hormis Nagar, Mookkannoor birthplace of Late Sri. K.P. Hormis, founder of the Federal Bank the campus is located approximately 10 kilometers from Angamaly and 15 kilometers from Cochin International Airport. The serene and verdant setting offers an ideal environment for academic pursuit, fostering reflection, innovation, and holistic development.

FISAT is affiliated with APJ Abdul Kalam Technological University (KTU) and is approved by the All India Council for Technical Education (AICTE). FISAT offers B.Tech engineering programmes, MBA programme, MCA programme, Integrated MCA programme, M.Tech programmes and PhD programmes. The 35-acre campus houses over six lakh square feet of

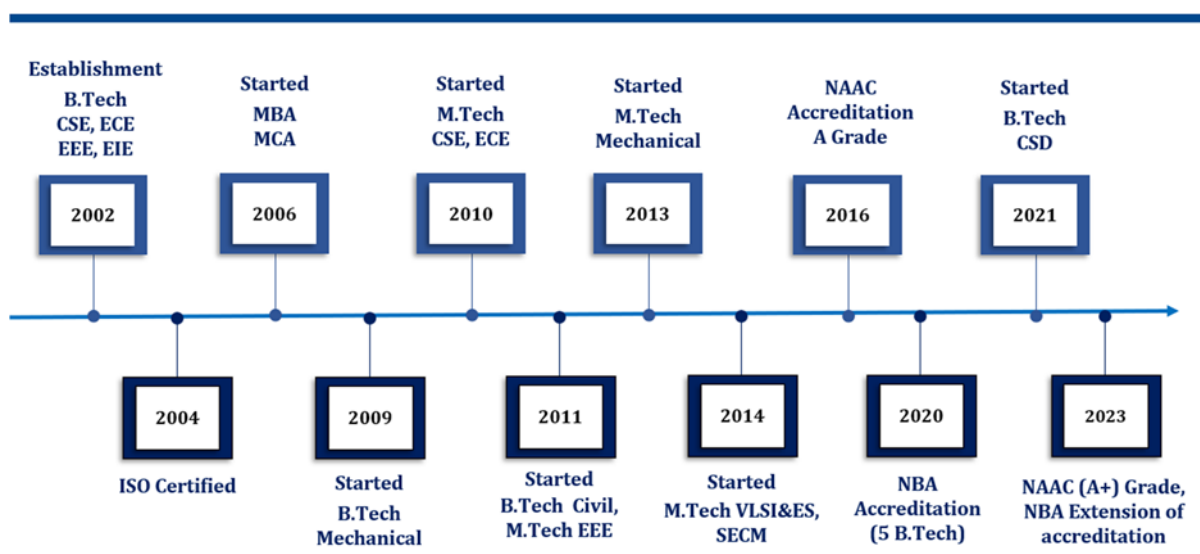
built-up space comprising academic blocks, administrative facilities, hostels, laboratories, smart classrooms, a computerized library, language lab, fitness center, sports facilities, medical center, canteen, bank branch with ATM, and other student support services.

As a higher education institution working toward academic excellence and autonomy, FISAT recognizes the need for structured institutional planning that aligns with the UGC Guidelines and the vision outlined in the National Education Policy (NEP) 2020. In the context of an increasingly dynamic and competitive academic environment, the institution seeks to transform itself into a technologically oriented, outcome-based, and innovation-driven center of excellence over the next decade.

FISAT Vision for education

FISAT envisions becoming a future-ready, technologically oriented, and globally recognized institution that nurtures innovation, entrepreneurship, and sustainability. The institution strives to integrate academic excellence with societal responsibility, positioning itself as a catalyst for positive transformation in education, research, and community development. Guided by a strong quality framework, FISAT seeks to organize and streamline academic and administrative systems for continuous improvement and global competitiveness. It aims to foster industry-academia linkages, promote interdisciplinary learning, and encourage cutting-edge research and start-up culture. The institution is committed to building a student-centric and inclusive campus, ensuring diversity, equity, and accessibility for all. Sustainability is embedded as a core principle, driving green initiatives, renewable energy adoption, and eco-conscious practices. By institutionalizing best practices and embracing internationalization, FISAT aspires to create a culture of innovation, inclusivity, and lifelong learning. Ultimately, the vision is to establish FISAT as a centre of excellence that empowers individuals and communities to thrive in a dynamic global landscape.

Mile stone



MAJOR ACHIEVEMENTS OF THE INSTITUTION (2000–2025) & FUTURE OUTLOOK



CHAPTER 2

MAJOR ACHIEVEMENT OF THE INSTITUTION (2000-2025) & FUTURE OUT LOOK

2.1. Major Achievement

2.1.1. Academic Excellence & Accreditation

- ❖ Achieved NBA accreditation for key B.Tech programs in 2020.
- ❖ Secured NAAC A+ accreditation (2nd cycle), strengthening institutional quality benchmarks.
- ❖ Syllabus revised with multidisciplinary electives to meet emerging industry and academic trends.
- ❖ Introduced value-added programs and certification courses across departments (2020–2025).
- ❖ Regularly organized Faculty Development Programs (FDPs) and enabled faculty participation in FDPs at esteemed institutions (e.g., IIMs, IITs).
- ❖ Increased faculty research publications and patents during 2020–2025.

2.1.2. Research, Innovation & Entrepreneurship

- ❖ Secured approximately ₹75 lakh in research grants and funded projects (2020–2025).
- ❖ Established Innovation and Entrepreneurship Development Centre (IEDC) to strengthen entrepreneurial culture.
- ❖ Expanded startup incubation support, enabling alumni and students to launch ventures.
- ❖ Established IDEA Lab with AICTE and alumni support for entrepreneurial expansion.
- ❖ Set up NSDC Skill Development Lab with government support.
- ❖ Enhanced internship programs through long-term industry–academia engagements (2020–2025).

2.1.3. Internationalization & Collaborations

- ❖ Signed MoUs with international universities during 2020–2025 for academic exchange, research, and collaborative projects.
- ❖ Expanded industry collaborations for training, placements, and joint initiatives.

2.1.4. Student Development, Employability & Placements

- ❖ Consistently achieved 70%+ placement rates for eligible students (2020–2025).
- ❖ Improved admissions quality with students securing high entrance examination rankings.
- ❖ Introduced long-term industry internships with MOUS and live projects.
- ❖ Organized student fests (technical, cultural, and management) to foster talent and visibility.
- ❖ Conducted workshops, seminars, and academic conferences to enhance exposure.

2.1.5 Governance & Institutional Processes

- ❖ Addressed faculty–student ratio in line with AICTE Tier-1 compliance (1:20).
- ❖ Introduced HR software to streamline administrative and faculty-related processes.

- ❖ Initiated paperless operations to ensure digital governance (2020–2025).
- ❖ Submitted fee revision proposals to strengthen financial sustainability.

2.1.6.Social Engagement & Community Development

- ❖ Initiated rural development programs (2020–2025).
- ❖ Conducted community development initiatives to strengthen institutional visibility and social responsibility.
- ❖ Faculty members appointed as resource persons across institutions and organizations.

2.1.7.Sustainability & Green Campus Initiatives

- ❖ Implemented solar energy projects (2020–2025).
- ❖ Adopted waste management, energy conservation, and eco-friendly campus activities as part of sustainability drive
- ❖ Launched rainwater harvesting and green initiatives to promote sustainable living.

2.2. Transitioning to the Future: The Need for an Institutional Development Plan

Building upon this robust foundation of academic, research, and infrastructural achievements, FISAT stands at a pivotal juncture. While the accomplishments of the past five years have cemented our regional leadership, the rapidly evolving global educational landscape, the mandates of the National Education Policy (NEP) 2020, and our imminent transition toward **Academic Autonomy** necessitate a bold, forward-looking roadmap.

To navigate this future and scale from an affiliated engineering college to a globally recognized autonomous digital university, FISAT has formulated the **Institutional Development Plan (IDP) 2025–2040**.

This 15-year strategic blueprint is designed to be the catalyst for our next phase of exponential growth. It intentionally transitions our focus from foundational excellence to global impact, emphasizing sustainable revenue models, deep-tech research, 100% digital governance, and profound societal synergy.

2.2.1. The Committee for the Institution Development Plan

The formulation of this visionary document was not an isolated administrative exercise, but a highly collaborative, stakeholder-driven process. To ensure that every facet of institutional growth was meticulously mapped, mathematically modeled, and aligned with UGC guidelines, a dedicated core committee was constituted.

Comprising the institution's top leadership, academic deans, administrative heads, and thematic enabler experts, this committee spearheaded the hackathons, baseline surveys, and strategic drafting that culminated in this master plan:

Committee for Institution Development Plan

Committee for Institution Development Plan

Mr. Shimith P R, Chairman, FISAT

Dr. Jacob Thomas V, Principal, FISAT

Dr. Mini P. R, Vice Principal, FISAT

Dr. Unni Kartha G, Dean (Academics), FISAT

Mr. Vinod Nair, Administrative Officer, FISAT

Mr. George Joseph, Senior Manager - Finance, FISAT

Dr. Sindhu George, IDP Coordinator, FISAT

Dr. Hema Krishnan

Ms. Raji P

Mr. Unnikrishnan S. Nair

Dr. Rabiya Rasheed

Dr. Jiji Antony

Dr. Anil Kumar M. N

Dr. Jose Varghese

Dr. Rakhi Venugopal

Dr. Beena P. R, IQAC Coordinator, FISAT

Dr. Biji U. Nair, IQAC Coordinator, FISAT

CHAPTER 3

FISAT VISION 2040: THE BLUEPRINT FOR INSTITUTIONAL EXCELLENCE

The Federal Institute of Science and Technology (FISAT) is driven by a clear, forward-looking vision to foster academic excellence, societal impact, and global competitiveness. The Institutional Development Plan outlines four foundational goals that guide our trajectory. These core pillars focus on educational innovation, research, a values-based campus culture, and service-oriented transformation, ensuring a holistic and empowering ecosystem for all stakeholders.



3.1. Core Strategic Targets (The 2040 Audacious Goals)

1. Financial Autonomy: Achieve a 40% non-tuition revenue share fueled by consultancy, patents, lab monetization, and a ₹100 Crore Institutional Endowment.
2. Academic Flexibility: 100% adoption of the Academic Bank of Credits (ABC) and National Credit Framework (NCrF), featuring global credit mobility and an open-access institutional MOOC platform serving 10,000+ learners.

3. Societal Integration: Institutionalize the FISAT-Society Synergy Model, directly linking academic credits to grassroots community problem-solving and deep-tech prototyping.
4. Global Footprint: Maintain 30+ active global MoUs, ensuring $\geq 50\%$ of students and faculty gain international academic exposure.
5. Digital University: Achieve 100% paperless administration via an AI-enabled Unified Learning Progression System (ULPS v2.0) and digital SAAR-NAAC-NIRF dashboards.

CHAPTER 4

NBA CRITERIA MAPPING & COMPLIANCE

To facilitate seamless preparation for the NBA Self-Assessment Report (SAR) and continuous peer-review audits, FISAT's IDP Enablers are strictly mapped to NBA Tier-1 evaluation criteria:

NBA Criterion	Aligned FISAT IDP Enabler	Key Strategic Actionables & Proof Points
C1: Vision, Mission & PEOs	Governance Enabler	Establishment of the Institutional Policy Innovation Lab; 15-year roadmap mapping.
C2: Program Curriculum	Academic & Digital	CBCS & OBE implementation; Curriculum Governance Council (CGC); AICTE Idea Lab integration.
C3: Course & Program Outcomes	Academic & Research	<i>SkillCraft 50</i> Initiative; Open-Source MOOCs; TRL-based capstone evaluations.
C4: Students' Performance	Networking & Academic	MoUs for 2+2 Twinning; industry internships; deep-tech startup incubation.
C5: Faculty Information & Quality	Human Resource Enabler	₹9.9 Crore HR Budget over 10 years; Global Sabbatical Corridors; Faculty Chairs of Eminence.
C6: Facilities & Tech Support	Physical & Digital	AR/VR Classrooms; Green Research Park; IoT Smart Campus; Blockchain IP Engine.
C7: Continuous Improvement	Governance & Digital	AI-enabled SAAR-NAAC-NIRF dashboards cutting audit prep time by 50%; Digital IDP reviews.
C8: First Year Academics	Academic Enabler	Diagnostic tests; Multi-lingual bridge courses; Remedial peer-learning matrices.
C9: Student Support Systems	Social & HR	FISAT-Society Synergy Model ; AI Career Wallet; Mental Health counseling; DETT framework.
C10: Governance & Finance	Financial Enabler	Unit-cost models; Zero-based budgeting; 40% IRG target; ₹100 Cr Endowment; Annual digital audits.

CHAPTER 5

THE 15-YEAR CHRONOLOGICAL PHASING (2025–2040)

FISAT's transformation is managed through a four-phase chronological architecture, ensuring prerequisite foundations are built before scaling to global maturity.

Phase 1: Autonomy & Foundations (2025–2028)

- **Academic:** Establish Curriculum Governance Council (CGC); deploy initial OBE audit framework aligned to NHEQF. Launch *SkillCraft 50* and pilot skill-based MOOCs.
- **Research & IP:** Set up core research labs (Nanoelectronics, AI, Power Systems); notify IP policy; disburse *FISAT-RISE* internal seed grants.
- **Physical & Digital:** Master plan for Incubation Centre; upgrade Wi-Fi/cloud; establish Digital Governance Cell and pilot ULPS v1.0.
- **Financial:** Establish Finance Policy Council; activate Grant Writing Cell to target NSQF/AICTE funds.

Phase 2: Expansion & Integration (2029–2031)

- **Academic:** Full integration of MOOCs with LMS; launch multidisciplinary ABC/NCrF courses; elevate pedagogy via joint industry-faculty training.
- **Research & IP:** Digital patent filing portal launched; scale applied research via embedded campus startups.
- **Physical & Digital:** Roll out ULPS v2.0 (career/micro-credential sync); build AR/VR Lecture Complex and Green Hostels; achieve 100% digital HR/Finance by 2029.
- **Financial:** Launch Executive Education and co-branded certifications; implement quarterly internal financial audits.

Phase 3: Excellence & Global Scale (2032–2035)

- **Academic:** Advance credit recognition to global MOOCs; launch FISAT Global Leadership Certificate Series; forge joint international degrees.
- **Research & IP:** Establish mission-led clusters (Health, Climate); translate patents to prototypes; operationalize CoEs with IIT/IISc.
- **Physical & Digital:** Expand full-scale Green Research Park; deploy AI Copilots Suite and Institutional Digital Twin; build International Student Centres.
- **Financial:** Launch **₹100 Crore Endowment Fund**; adopt IFRS-like reporting; roll out FISAT Co-Financing Models.

Phase 4: Global Leadership & Maturity (2036–2040)

- **Academic:** 100% digital credit mobility internationally; operate Curriculum Assembly to mentor Tier 2/3 HEIs; achieve Top 30 NIRF position.
- **Research & IP:** National research leadership; tech export hub; sustain 100+ deep-tech startups.
- **Physical & Digital:** Global Digital University status; Open Transcript Exchange; zero-carbon campus; host global summits in Exhibition Halls.
- **Financial:** Achieve **40% non-tuition revenue** target; mature endowment generating ₹8–10 Cr annually.

DEEP DIVE - THE 8 STRATEGIC ENABLERS



CHAPTER 6

DEEP DIVE - THE 8 STRATEGIC ENABLERS

6.1 ACADEMIC ENABLER: Teaching, Learning & Lifelong Mobility

- Initiative - SkillCraft 50: Empower $\geq 50\%$ of students with hands-on, real-world experience via the Centre for Future Skills (CFS) and AICTE Idea Labs.
- Global Academic Access: Implement the FISAT Global Semester Program (FGSP) for 1-semester outbound mobility, and the Global Visiting Faculty Series (GVFS) for rotating guest lectureships.
- FISAT Open Knowledge (MOOCs): Establish a digital studio to develop next-gen, multilingual MOOCs. By Phase 4, the platform aims to engage 10,000+ global learners, promoting inclusive education and IP awareness.
- Curriculum-Industry Fusion: Co-design future-skills content via 'Curriculum Innovation Sprints' featuring IIT mentors and sector leaders.

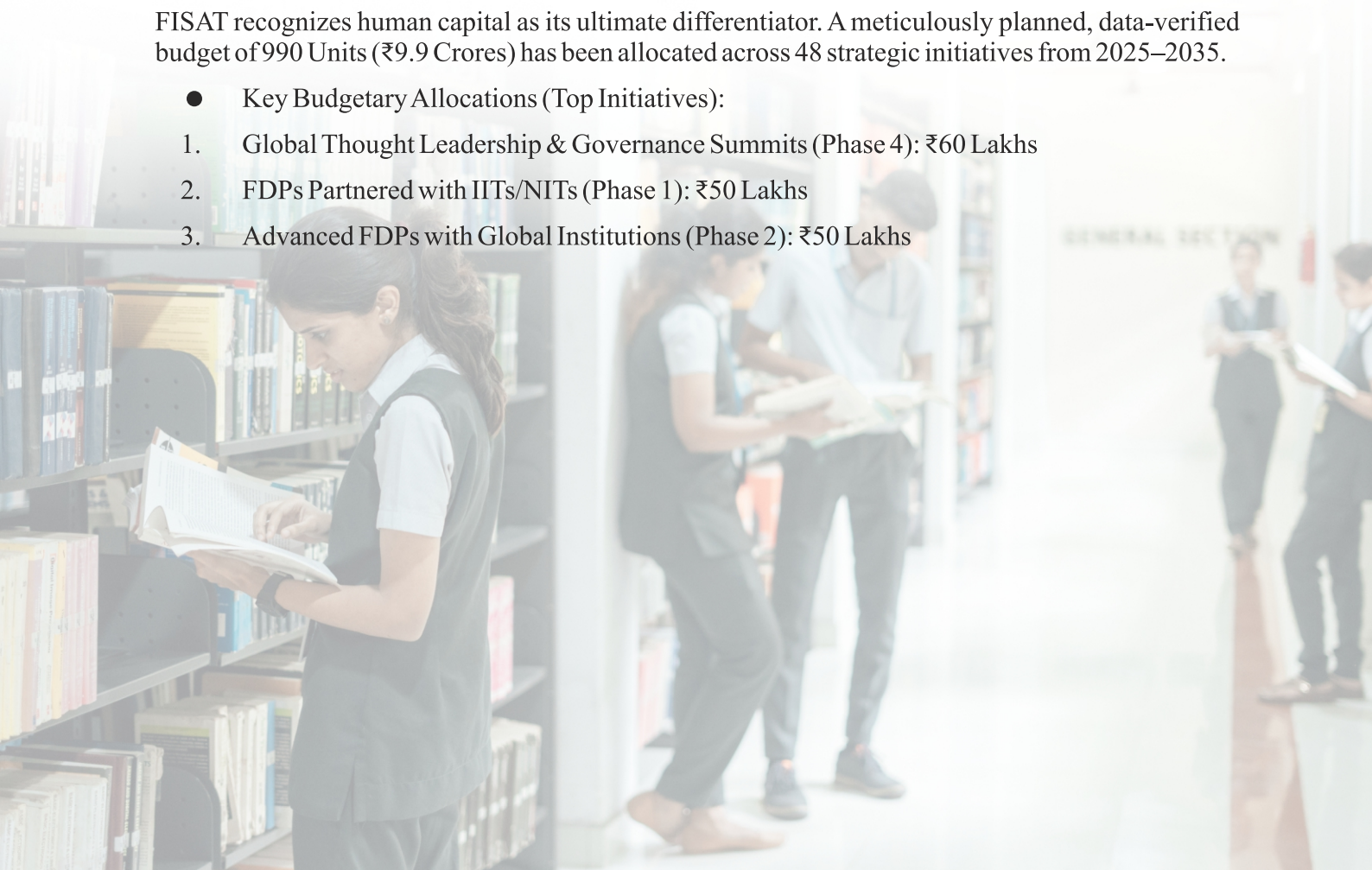
6.2. RESEARCH & IP ENABLER: From Patents to Products

- Institutional Funding: Roll out FISAT-RISE (Research & Innovation Seed fund) with strict peer-review allocation to kickstart faculty research.
- Translational Innovation Office: Create a structured ecosystem to identify top inventors, assign mentors, and provide short-term (6-month) incubation to make patents market-ready.
- Societal Mission Clusters: Focus R&D on high-impact domains aligned with UN-SDGs, notably Tech-Med collaboration (CAD, 3D printing for healthcare devices) and Climate Tech.

6.3 HUMAN RESOURCES ENABLER: The ₹9.9 Crore Talent Investment

FISAT recognizes human capital as its ultimate differentiator. A meticulously planned, data-verified budget of 990 Units (₹9.9 Crores) has been allocated across 48 strategic initiatives from 2025–2035.

- Key Budgetary Allocations (Top Initiatives):
 1. Global Thought Leadership & Governance Summits (Phase 4): ₹60 Lakhs
 2. FDPs Partnered with IITs/NITs (Phase 1): ₹50 Lakhs
 3. Advanced FDPs with Global Institutions (Phase 2): ₹50 Lakhs



1. Seed Grants for Research (Phase 1): ₹50 Lakhs
2. High-Impact Journal Support Fund (Phase 2): ₹50 Lakhs
3. Sabbatical Corridors for Global Learning (Phase 3): ₹50 Lakhs
4. FISAT Faculty Chairs of Eminence (Phase 3): ₹50 Lakhs
- Diversity, Equity & Inclusion (DEI): Implementation of the Diversity-Equity Talent Track (DETT) and a mandatory Career Wallet & AI Helpline Platform to de-stigmatize mental health and support faculty wellness.

6.4 NETWORKING & COLLABORATION ENABLER

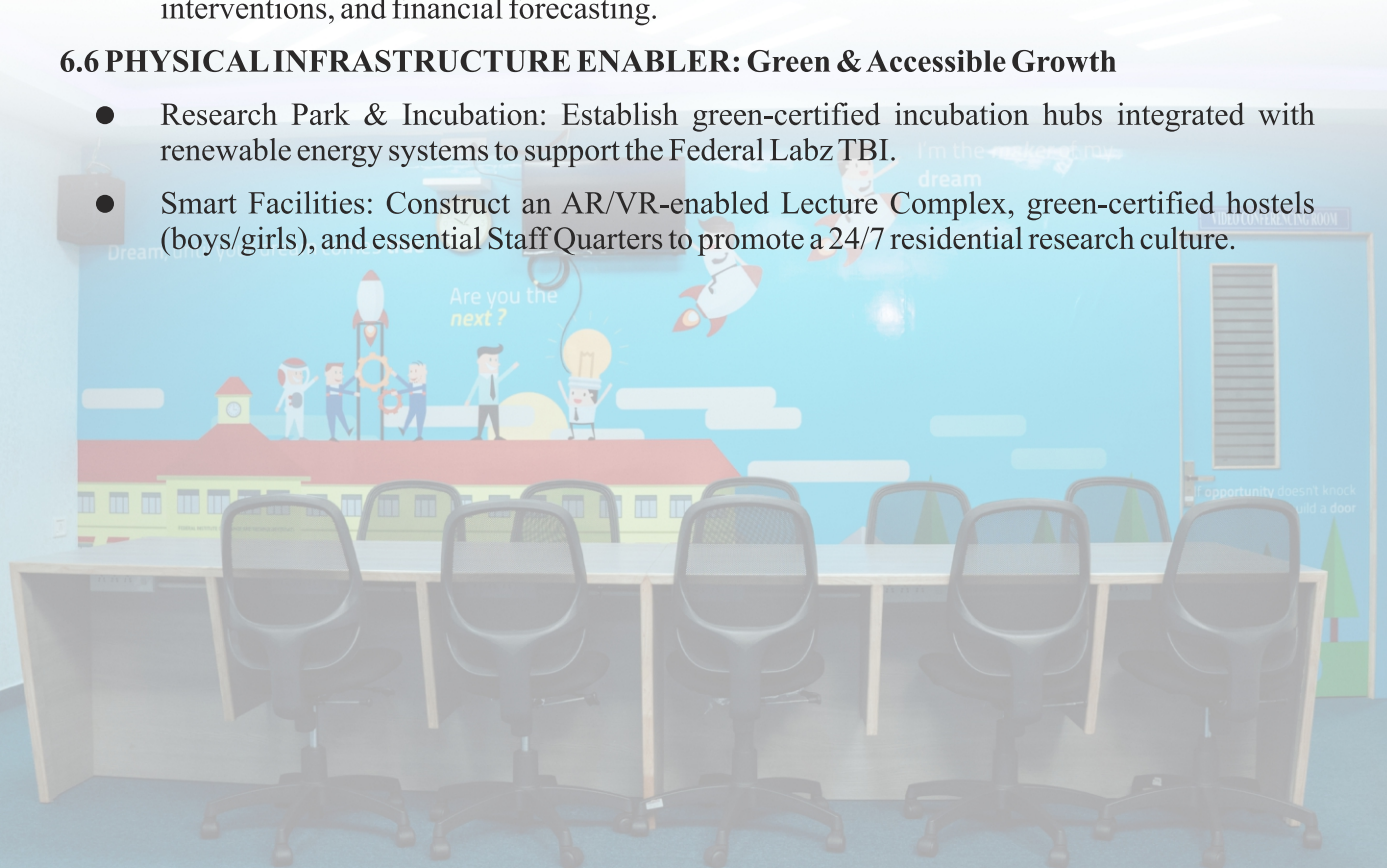
- Global Convening Power: Transition from isolated agreements to establishing the FISAT Connect Hub. Target: 30+ active global partnerships across Europe, the US, SAARC, and the Gulf by 2040.
- Initiative - FISAT Consult: Facilitate strategic partnerships linking departmental consulting units with MSMEs and larger corporates to drive mutual value and Internal Revenue Generation (IRG).
- Alumni Integration: Launch the Global Alumni Connect & Talent Brand Initiative (GACTBI). Leverage alumni for mentoring, startup angel investing, and securing 20+ internships annually in alumni-owned firms.

6.5 DIGITAL & ICT ENABLER: The AI-Powered Campus

- Unified Learning Progression System (ULPS):
 - o v1.0 (Phase 1): Sync LMS with OBE tracking and basic HRMS.
 - o v2.0 (Phase 2): Full-scale rollout integrating career services, micro-credentials, and DigiLocker-NAD.
- Digital IPR & Innovation Engine: Deploy a blockchain-timestamped e-IP filing platform that auto-tracks the innovation journey from ideation to commercialization alerts.
- AI Copilots & Digital Twin: By Phase 3, launch an Institutional Digital Twin for real-time scenario planning and AI Copilots to assist faculty in grading, predictive student interventions, and financial forecasting.

6.6 PHYSICAL INFRASTRUCTURE ENABLER: Green & Accessible Growth

- Research Park & Incubation: Establish green-certified incubation hubs integrated with renewable energy systems to support the Federal Labz TBI.
- Smart Facilities: Construct an AR/VR-enabled Lecture Complex, green-certified hostels (boys/girls), and essential Staff Quarters to promote a 24/7 residential research culture.



- Eco-Mobility & Wellness: Deploy e-buses, EV charging stations, and a smart campus carpooling app. Build a central Sports/Fine Arts Complex, an International Student Centre, and a campus Crèche/Kindergarten.

6.7 FINANCIAL ENABLER: The 40% Non-Tuition Pivot

To achieve true autonomy, FISAT will systematically decouple its operational budget from strict tuition dependency.

- Non-Tuition Target: Achieve a 40% non-tuition revenue share by Phase 4.
- The ₹100 Crore Endowment: Build an institutional endowment (₹50 Cr by 2035, ₹100 Cr by 2040) designed to generate a mature, sustainable annual yield of 8–10% (₹8–10 Crores/year).
- Revenue Diversification: Monetize campus labs for industrial testing, deploy paid Executive Education/MOOCs, and scale consulting (FISAT Consult) for a 5% IRG share.

6.8 GOVERNANCE & ADMINISTRATION ENABLER

- Policy Innovation Lab: Establish a unified, transparent policy framework aligned with SDG-16, supported by a digital policy management system with version control.
- Audit Automation: Deploy the Digital Accreditation Management System (SAAR-NAAC-NIRF) to automate evidence collection, KPI tracking, and report generation, drastically reducing administrative burden.
- Participatory Governance: Establish Citizen and Peer Governance Boards and crowdsourced policy review forums to ensure inclusive institutional decision-making.



CHAPTER 7

THE "FISAT-SOCIETY SYNERGY MODEL"

To differentiate FISAT globally and ensure alignment with grassroots societal development, the institution introduces the **FISAT-Society Synergy Model**. This embeds public engagement directly into the academic workflow via a structured "**Community Problem Discovery & Solution Journey**."

7.1 The Three-Year Workflow

1. **Year 1 (Community Immersion):** Undergraduate students, mentored by faculty, visit nearby panchayaths, MSMEs, and agricultural hubs. They conduct structured dialogues to discover and document authentic grassroots challenges.
2. **Year 2 (IDEA Lab Prototyping):** Identified problems are converted into credit-bearing mini-projects. Students design and prototype solutions utilizing the AICTE IDEA Lab, FabLab, and Atal Tinkering Labs. This is closely aligned with state initiatives like K-DISC's *One Local Government One Idea (OLOI)*.
3. **Year 3 (Open Innovation Showcase):** Mature solutions and prototypes are field-tested and exhibited at annual public "Open Innovation Showcases" hosted off-campus. Industry chapters (CII, FICCI, NASSCOM, IEEE) and local government bodies are invited to fund, scale, and commercialize successful products.

7.2 Supporting Public Engagement Infrastructure

- **OLOI-Integrated "Public Problem Bank":** A citizen-facing online portal where individuals, schools, and MSMEs can submit technical challenges directly to FISAT student/faculty teams.
- **Community Research Helpdesk:** A digital extension cell offering rapid technical consultation for local enterprises.
- **Revival of Faulty Government Equipment:** An initiative where technically qualified NSS volunteers repair idle electrical/medical devices in local government hospitals, adding immense community asset value.
- **Green Protocol & Tech-Enabled Agriculture:** Training local communities in solar installation, rainwater harvesting, smart aquaponics, and IoT-enabled drip irrigation.

CHAPTER 8

INSTITUTIONAL MONITORING & EVALUATION (M&E)

A robust strategic plan requires strict, institutionalized oversight. FISAT will establish a dedicated **Monitoring & Evaluation (M&E) Committee**, chaired by the Principal and governed by the IQAC.

8.1 M&E Rhythms

1. **Monthly Ecosystem Health Checks:** Tactical tracking of startup incubation progress, digital LMS engagement, and infrastructure readiness.
2. **Quarterly Internal Financial Audits:** Zero-based budgeting reviews and cost-center efficiency tracking.
3. **Annual Transformation Audits:** Comprehensive impact assessments measuring research output (citations/patents), industry internship conversion rates, and progress against the 15-year master KPIs.
4. **Biannual Stakeholder Feedback:** Closed-loop ("You Said, We Did") digital surveys capturing feedback from students, faculty, alumni, and industry partners.

8.2 Consolidated Key Performance Indicators (KPIs)

Strategic Dimension	Key Performance Indicator (KPI)	Quantitative Target	Target Horizon
Financial	Non-Tuition Revenue Share	40% of total revenue	Phase 4 (2040)
Financial	Institutional Endowment Fund	₹100 Crore (Yielding 8-10%)	Phase 4 (2040)
Academic	SkillCraft Hands-on Certification	≥50% of student body	Phase 1 (2028)
Academic	MOOC Platform Global Reach	10,000+ active learners	Phase 4 (2040)
Global Diversity	Out-of-State / International Intake	25% of student body	Phase 3 (2032)
Global Diversity	Student/Faculty Global Exposure	≥50% participation	Phase 3 (2035)

Research & IP	Formal Patent Filings	50+ patents filed	Phase 2 (2030)
Innovation	Startup & Venture Incubation	100+ startups supported	Phase 4 (2040)
Digital	Workflow Digitization	100% digital governance	Phase 2 (2029)
Quality	National Engineering Ranking	Top 30 Indian Colleges (NIRF)	Phase 4 (2040)

AUDIT READINESS

The FISAT Institutional Development Plan (2025–2040) represents a paradigm shift in academic governance. It is not a static aspiration, but a mathematically modeled, chronologically phased, and KPI-driven blueprint.

By decentralizing execution across 8 empowered Enabler Committees, , targeting 40% non-tuition revenue, and anchoring teaching-learning to the highly localized **FISAT-Society Synergy Model**, the institution is unequivocally primed for the conferment of Academic Autonomy.

This roadmap satisfies all stringent requirements of the NBA Tier-1 evaluation criteria and the UGC Guidelines for Autonomous Colleges. It ensures that FISAT will confidently emerge as a self-sustaining, globally recognized nexus of engineering excellence, research innovation, and profound societal transformation by 2040.

CHAPTER 9

SWOC Analysis

To sustain and accelerate institutional growth, a comprehensive SWOC (Strengths, Weaknesses, Opportunities, Challenges) analysis was conducted, soliciting inputs from faculty, students, alumni, and management.

STRENGTHS	WEAKNESSES
1. Strong brand recognition and high admission rates among self-financing engineering colleges. 2. Academic departments with highly qualified, dedicated faculty and exceptional retention rates. 3. Proven history of 70%+ placement outcomes, setting FISAT apart regionally. 4. Robust institutional mechanisms (ICC, Grievance Cells) fostering a safe, inclusive atmosphere. 5. NAAC A+ and NBA accreditations. 6. Modernized infrastructure including AICTE IDEA Lab, NSDC, FAB Lab, and active IPR Cell filing multiple patents annually. 7. Highly efficient, in-house ERP system for HR, academic, and administrative management.	1. Semi-rural geographical location limiting immediate urban industrial walk-ins. 2. Lack of adequate residential facilities (no staff quarters, limited guest rooms). 3. Historically limited consultancy revenue and direct industrial collaboration. 4. Insufficient role for industry leaders in core curriculum framing (due to affiliated status). 5. Absence of a centralized, globally competitive Learning Management System (LMS). 6. Lack of exclusive manpower dedicated solely to R&D (high teaching loads). 7. Shortage of specialized facilities for women's empowerment and PWD accessibility.

OPPORTUNITIES	CHALLENGES
1. Digital India/EdTech growth enabling the adoption of blended learning and global MOOCs. 2. National funding schemes (AICTE MODROB, MSME Incubation, DST-FIST, RUSA) available for infrastructure and research. 3. Expansion of IT, manufacturing, and startup ecosystems into Tier-2 cities. 4. UGC/NAAC push for international collaborations and student exchange programs. 5. Favorable CSR policies allowing institutions to receive corporate infrastructure funding. 6. Global shift toward UN-SDGs offering avenues for eco-friendly, green campus grants.	1. Government policies inviting private and foreign universities to establish local campuses. 2. Autonomy bringing complex, resource-straining compliance requirements (NAAC, NBA, UGC). 3. A shrinking demographic pool of traditional engineering aspirants in the state. 4. Brain drain of top student talent to metro cities and foreign institutions. 5. Rapid, disruptive advancements in AI and technology requiring constant curriculum agility. 6. Inflationary pressures and the rising cost of maintaining modern technical infrastructure.

9.2 SWOC to TOWS Summary

The variables identified during the SWOC analysis were evaluated using the strategic TOWS matrix to generate actionable growth strategies (SO, WO, ST, WT) across the institution's core operational themes.

9.2.1. Academic Excellence

	Opportunities	Threats
External	1. EdTech growth and digital learning platforms. 2. National credit mobility frameworks (ABC/NCrF). 3. Industry demand in Tier-2 cities. 4. UGC push for academic autonomy.	1. Entry of foreign/private universities. 2. Rapidly advancing AI technologies. 3. Shrinking core engineering aspirant pool.
Internal	Strengths 1. NAAC A+ & NBA Accreditation. 2. High admission & placement rates. 3. Highly qualified faculty. 4. Excellent ERP systems.	S-O Strategies (Max-Max) 1. Leverage autonomy and faculty expertise to launch high-demand multidisciplinary minors (AI, Data Science). 2. Utilize strong brand equity to launch an institutional Open Courseware (OCW) / MOOC platform for global reach.
	Weaknesses	W-O Strategies (Min-Max)

	1. Lack of modern LMS. 2. Limited industry role in curriculum. 3. Geographic location.	1. Capitalize on EdTech opportunities to build the Unified Learning Progression System (ULPS v2.0), overcoming LMS weaknesses. 2. Form a Curriculum Governance Council (CGC) featuring industry experts to overcome past affiliation constraints.
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9.2.2.Capability Enhancement (Student-Focussed)

	Opportunities	Threats
Internal	Strengths	S-O Strategies
	1. Strong IDEA/FAB Labs. 2. Robust placement cell. 3. Active student societies (IEEE).	1. Launch <i>SkillImpact 50</i> : Certify $\geq 50\%$ of students via hands-on Idea Lab capstones aligned with Startup India schemes. 2. Integrate micro-credentials and digital badges into student portfolios.
	Weaknesses	W-O Strategies
	1. PWD/Women's facilities need upgrades. 2. Communication/Soft skills gaps in rural intakes.	1. Utilize CSR and external funding to upgrade campus accessibility and establish dedicated International/Multicultural student centers. 2. Deploy AI-tutors and multilingual bridge courses to address soft-skill deficits early.

9.2.4.Capability Enhancement (Faculty-Focussed)

	Opportunities	Threats
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Internal	Strengths 1. High faculty retention. 2. Dedicated, experienced staff. 3. Active IPR cell.	S-O Strategies 1. Establish <i>Sabbatical Corridors</i> for faculty to engage in global learning and research at top-tier universities. 2. Institute <i>FISAT Faculty Chairs of Eminence</i> to reward and elevate top performers.
	Weaknesses 1. High teaching loads limit R&D time. 2. Lack of R&D manpower.	W-O Strategies 1. Utilize national research grants to hire dedicated post-doc researchers, alleviating faculty teaching burdens. 2. Implement the <i>Diversity-Equity Talent Track (DETT)</i> for inclusive faculty promotions.

9.2.5. Research Excellence & Innovation

	Opportunities	Threats
Internal	Strengths 1. Active IPR cell generating patents. 2. Ph.D. research centre status. 3. IEDC incubation success.	S-O Strategies 1. Create a <i>Translational Innovation Office</i> to fast-track patents into commercial products via MSME/CSR funding. 2. Expand the Federal Labz TBI to incubate 100+ deep-tech startups.

	Weaknesses 1. Limited consultancy revenue. 2. Low commercialization rates of patents.	W-O Strategies 1. Launch <i>FISAT Consult</i> to formally link academic departments with local Tier-2 industries for paid technical troubleshooting. 2. Introduce the <i>FISAT-RISE</i> internal seed grant to jumpstart early-stage faculty research.
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9.2.6. Governance and Administration

	Opportunities	Threats
Internal	Strengths 1. Excellent in-house ERP. 2. Strong Alumni/PTA support. 3. Transparent management.	S-O Strategies 1. Establish an <i>Institutional Policy Innovation Lab</i> to rewrite governance SOPs for autonomy. 2. Launch a ₹100 Crore Global Alumni Endowment Fund to secure long-term financial independence.
	Weaknesses 1. Manual compliance tracking. 2. Decentralized policy archives.	W-O Strategies 1. Upgrade the ERP into an <i>AI-Enabled Governance Co-Pilot</i> to automate complex UGC/NBA compliance reporting. 2. Implement Zero-Based Budgeting (ZBB) and unit-cost models to optimize financial efficiency.

9.2.7. Socio-Economic-Development (FISAT-Society Synergy)

	Opportunities	Threats
Internal	Strengths 1. Strong NSS/NCC units. 2. Established FabLab. 3. Socially committed student body.	S-O Strategies 1. Institutionalize the FISAT-Society Synergy Model, linking academic credits directly to grassroots community problem-solving. 2. Host <i>Open Innovation Showcases</i> to pitch student solutions to regional civic and industry leaders.
	Weaknesses 1. Lack of structured integration between social work and academics.	W-O Strategies 1. Create an <i>OLOI-Integrated Public Problem Bank</i> (online portal) allowing citizens to submit technical challenges directly to the Idea Lab for student prototyping.

9.2.8. Engagement (Networking & Collaborations)

	Opportunities	Threats
Internal	Strengths 1. Strong corporate placement ties. 2. Highly successful alumni network.	S-O Strategies 1. Establish the <i>FISAT Connect Hub</i> to formalize 30+ MoUs with universities in Europe, the US, and SAARC. 2. Implement 2+2 twinning programs and global semester exchanges.
	Weaknesses	W-O Strategies

	1. Geographically distant from major international transit hubs. 2. Few active international students.	1. Launch targeted admissions outreach and create an International Student Centre to attract 25% enrollment from out-of-state/Gulf/SAARC regions.
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9.2.9. Infrastructure & Facilities

	Opportunities	Threats
Internal	Strengths 1. 35-acre green campus. 2. Established IDEA/Fab Labs. 3. Robust physical expansion capability.	S-O Strategies 1. Master plan a globally benchmarked <i>Green Research Park & Incubation Hub</i> powered by renewable energy. 2. Construct an AR/VR-enabled smart Lecture Complex.
	Weaknesses 1. Lack of residential staff quarters. 2. Limited sustainable mobility tech.	W-O Strategies 1. Utilize institutional funding to build eco-friendly staff quarters, international student hostels, and a campus crèche to boost retention and diversity.

Conclusion

The Institutional Development Plan (IDP) 2025–2035 of FISAT provides a comprehensive roadmap for academic innovation, research excellence, sustainable growth, and societal engagement. Anchored in the vision of becoming a future-ready, globally recognized centre of excellence, the plan emphasizes educational transformation through outcome-based learning, cutting-edge research, industry-academia collaboration, and digital empowerment. By aligning with the National Education Policy (NEP) 2020 and UGC guidelines, the IDP ensures relevance, inclusivity, and competitiveness in an evolving global higher education landscape.

The strategies outlined across eight enablers governance, finance, academics, research and innovation, human resources, networking, physical infrastructure, and digital frameworks offer a structured pathway for institutional transformation. The monitoring and evaluation mechanisms will further ensure accountability, timely execution, and continuous improvement.

FISAT's commitment to sustainability, diversity, and community engagement reinforces its role as an institution that not only nurtures academic and professional excellence but also drives social impact. Through global partnerships, multidisciplinary initiatives, an innovation-driven culture, FISAT aspires to prepare graduates who are ethical, entrepreneurial, and future-ready. This IDP, thus, represents a collective vision to elevate FISAT into a leading institution that empowers individuals and contributes meaningfully to national and global development.

ANNEXTURE :1

1.Critical Action Points for IDP FISAT 2025-2040

The plan is classified under the eight enablers of institutional development as per UGC Guidelines

Table 1.1 Academic Enabler Road map

FISAT IDP Possible Strategic Initiatives Roadmap (2025-2040)											
Phase 1			Phase 2			Phase 3			Phase 4		
2025	2026		2027	2028	2029	2030	2031	2032	2033	2034	2035
a) Establish Curriculum Governance Council (CGC) and Deploy Curriculum Audit Framework aligned to NHEQF/AB CAN/QF b) FISAT Skill Craft: Empower at least 50% of students with hands-on, real-world experience through CFS and AICTE Idea Lab initiatives, strengthening their practical skills, innovation capacity, and industry readiness c) Empowering Educators: Initiate structured faculty upskilling in pedagogy, OBE, ICT-enabled teaching, and assessment practices d) Future-Ready Academic Tracks: Introduce globally aligned specialization tracks and minor degrees while simultaneously piloting skill-based MOOCs to expand academic flexibility and future-ready learning pathways e) Global Access Initiative: Align Academic Initiatives to enable FISAT to Open up to students from other states/ Gulf/SAARC countries f) Curriculum-Industry Fusion Hub: Establish Curriculum-Industry Convergence Studios by embedding industry-immersive tracks with practitioner evaluation and implementing project-based co-teaching by faculty-industry teams g) FISAT Global Semester Program (FGSP): Enable 1- semester outbound mobility and 2-3 week inbound immersion for foreign students h) Global Visiting Faculty Series (GVFS): Year-long rotating guest lectureships and co-taught modules i) Initiate enhancements to campus infrastructure—including hotels, digital systems, transportation, and support facilities—to create a welcoming environment for students from other states, Gulf, and SAARC countries j) Applied Research & Innovation Translators in Partnership with Industry k) IP-Integrated Curriculum & Faculty IP Mentoring: Embed IP Awareness Modules in UG/PG curriculum across all departments l) Establish departmental MOOC Clubs/Chapters to drive hackathons, bootcamps, and other skill-building activities			a) Fully integrate MOOCs with the LMS and roll out next-gen, regional-language, and industry-linked MOOCs at scale b) Strengthen the Tinkering Lab to accelerate student-led prototype development and transition to startups and commercialization c) Launch multidisciplinary courses mapped to ABC/NOCF and benchmark them against top national institutions d) Elevate pedagogy and industry immersion by refining the competency framework, introducing joint industry-faculty training and immersion fellowships, enabling faculty consultancy and short-term industry projects, and enhancing project-based and innovation-driven teaching e) Launch intercollegiate tech fests, symposiums, and innovation challenges, and promote participation in international competitions f) Create a comprehensive alumni portal and strengthen alumni engagement to support curriculum development, mentorship, internships, placements, and industry networking g) Embed IIT/CFS Modules into Curriculum h) Establish MoUs with IITIM and sector leaders for co-branded emerging-tech modules for executives, and launch Curriculum Innovation Sprints with IIT mentors to co-design future-skills content i) Initiate mapping of global curriculum equivalence to align programs with leading international standards and support future academic mobility j) Co-Branded Global Learning Tracks & Dual Credits: Design global curriculum tracks with partner HEIs that include dual credit pathways, co-branded certification, and short-term faculty exchange modules. Launch "Visiting Scholar-in-Residence" semester tracks and embed intercultural competency modules in the curriculum k) Applied Research & Innovation Translators: Operate "Innovation Translators" – co-located startup/IP mentors from industry embedded in campus for TRL- based commercialization l) IP-Integrated Curriculum & Faculty IP Mentoring: Institutionalize "IP Studio Courses" where faculty and students co- develop innovations with patentable potential as part of coursework			a) Advance credit recognition to global MOOCs and industry training while introducing minors and micro-credentials, integrating interdisciplinary capstones, and enabling global student exchange through seamless credit transfer b) Launch the FISAT Global Leadership Certificate Series to shape breakthrough tech leaders equipped to drive digital transformation and redefine innovation in public systems c) Forge international innovation partnerships and funded projects while expanding global fellowships and joint research focused on advanced credit frameworks d) Increase student publications, patents, project showcases, and hackathon participation to meet international standards e) Embed IP creation across student and faculty work while deepening research-industry collaborations to accelerate innovation and commercialization f) Launch the Faculty Leadership Academy, ensure all faculty undergo annual international, research, or industry training, establish high-impact research clusters, and introduce annual International Teaching & Research Innovation Awards g) Establish regional recruitment hubs and a global agent partnership model to boost international outreach, while enhancing the campus experience with an International Student Centre, Global Village housing, global-cuisine food courts, multicultural counselling, and expanded orientation programs for diverse student backgrounds h) Launch an annual global alumni meet and actively leverage alumni for mentoring, career opportunities, and professional advancement			a) 100% digital credit mobility with national/international institutions aligned with b) Operate FISAT Curriculum Assembly and mentor Tier 2/3 HEIs nationally c) Recognized as a premier research-innovation hub, the institution forges strategic collaborations with top national institutions like the IITs, global academic leaders, and industry trailblazers d) Integrate curriculum-performance-research via Curriculum Data Twin e) More than 50% of students, supported by student societies, CFS, and Idea Labs, actively engage in global collaborations, hackathons, innovation challenges, and entrepreneurial initiatives, driving outstanding student excellence f) Set sights on earning a top spot in global engineering rankings by championing innovation, cutting-edge research, and transformative student development g) Establish the institution as a leading academic enabler by creating an inclusive and empowering environment for students with disabilities (PwD)		

Table FISAT IDP – Goals with Strategic Objective & Action Plan (2025–2035)

Goal 1 : Within 10 years, we aim to launch an open-access MOOC platform to promote inclusive knowledge transfer, support lifelong learning, and empower underserved communities through global education, while actively fostering the creation, protection, and strategic deployment of intellectual property to drive innovation and sustainable development.

Sl No	Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)

1	Develop MOOC Infrastructure	Establish digital studio and platform Build in-house MOOC design team	Set up digital studio and basic MOOC platform Recruit and train MOOC design team	Scale platform capacity Expand content creation teams Full integration with LMS	Upgrade platform with advanced features (AI-based) Strengthen technical backend for large-scale access	Mature, stable model MOOC ecosystem recognized nationally
2	Advance Curriculum & Pedagogy	Launch skill-based MOOCs (AI, DS, etc.) Embed MOOCs in credit curriculum Faculty training	Faculty training in MOOC pedagogy Pilot skill-based MOOCs	Large-scale rollout of next-gen MOOCs	Continuous curriculum modernization Expand interdisciplinary offerings	Position institution as leader in MOOC-based pedagogy
3	Promote Inclusive Academic Access	Bridge courses Multilingual content Rural/underserved outreach	Design foundational bridge courses Start translation initiatives	Roll out regional-language MOOCs	Deepen rural penetration Partner with NGOs, govt programs	Achieve national recognition in inclusive higher education

4	Institutionalize IP Creation & Deployment	MOOCs on IP & entrepreneurship IP facilitation cell	Offer introductory IP MOOCs	Promote entrepreneurship MOOCs	Integrate IP creation into student & faculty work	Showcase strong IP portfolio and commercialization success
5	Strengthen Research & Innovation Ecosystem	Convert projects to IP Link MOOC platform with incubators	Industry-linked research	Promote industry-linked MOOCs	Develop innovation-centered MOOCs Strengthen research–industry tie-ups	Institution recognized as research–innovation hub
6	Enable Global Academic Collaborations	Co-developed courses with other universities	Start co-designing pilot courses	Expand global MOOC collaborations	Align with global accreditation frameworks Increase international enrolments	Become global MOOC partner & exporter of digital learning
7	Ensure Quality Assurance & Impact Measurement	Learning analytics dashboard	Establish review & update protocols	Refine QA systems Track KPIs for learners & IP	Advanced analytics-driven improvement Strengthen outcome-based reviews	Achieve national benchmarking in MOOC quality & impact

8	Establish and Empower Student Chapters	Build student-led communities for MOOC production, outreach, innovation & IP awareness	Form student MOOC Clubs / Chapters in each department	Involve students in MOOC development support (video editing, research input, translations)	Student chapters lead community outreach in rural areas	Student teams contribute actively to global collaborations, hackathons & innovation challenges
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Goal 2 : Enable seamless learner mobility and multidisciplinary education by integrating NEP-aligned curriculum reforms with ABC and NCrF frameworks, while leveraging the Idea Lab to promote innovation and hands-on learning—ensuring that 100% of students accumulate and transfer credits across diverse learning pathways, fostering lifelong learning, creativity, and employability.

Sl No	Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)
1	NEP-Aligned Curriculum Integration	Review and restructure curriculum for multidisciplinary learning and credit flexibility	Curriculum gap analysis; initiate NEP-aligned restructuring	Launch multidisciplinary courses with credit mapping to ABC/NCrF	Expand to offer minors/micro-credentials; integrate interdisciplinary capstones	Achieve full NEP compliance across all programmes

2	ABC & NCrF Implementation	Operationalize ABC/NCrF in all academic processes	Register institution and students on ABC; implement pilot credit transfers	Scale ABC/NCrF integration to all departments ; establish credit transfer policy	Expand credit recognition to global MOOCs & industry training	100% digital credit mobility with national/international institutions
3	Idea Lab Integration	Leverage Idea Lab for innovation-based credit earning	Set up credit-linked project structure; train faculty mentors	Annual innovation challenges linked to societal/industry problems	International innovation partnerships and funded projects	Recognized as national hub for innovation-led credit earning
4	Faculty Capacity Building	Build faculty expertise in NEP, ABC, NCrF, and innovation pedagogy	Faculty training workshops and certification	Advanced pedagogy and industry immersion programmes	International fellowships and joint research on credit frameworks	Faculty recognised as national experts
5	Student Awareness & Engagement	Ensure students understand and use ABC/NCrF effectively	Induction programmes; ABC/NCrF usage orientation	Peer mentoring and student innovation clubs	Global student exchange using credit transfer	Alumni-led credit pathway guidance networks
6	Monitoring & Continuous Improvement	Establish monitoring, review, and compliance mechanism	Annual KPI tracking; mid-term reviews	Benchmark against top national institutions	Benchmark against top global institutions	Maintain leadership status nationally & regionally

Goal 3: Position FISAT as a nationally and internationally recognized centre of excellence in engineering and technology education, by implementing strategic academic initiatives that enhance curriculum innovation, global partnerships, and campus diversity—enabling sustained enrolment from other Indian states, Gulf countries, and SAARC nations.

Sl No	Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)
1	Strengthen Academic Excellence & Global Relevance	Introduce innovative, globally competitive programs and modernize curriculum continuously	Launch niche/global programmes Add specialization tracks & minor degrees for global alignment Start faculty development in emerging domains	Begin curriculum benchmarking with top institutions Expand interdisciplinary programmes Introduce industry co-taught courses	Launch joint-degree pathways with foreign universities	Achieve recognition for top-tier academic programmes nationally & globally

2	Build International Relations & Admissions Ecosystem	Create strong institutional mechanisms for global collaboration & international recruitment	Establish International Relations & Admissions Cell	Appoint international admissions ambassadors in Gulf/SAARC Create partner-college entry pathways	Create regional recruitment hubs Implement global agent partnership model	Achieve steady international enrolment pipeline; recognized as global destination
3	Expand Global Partnerships & Academic Mobility	Form strategic alliances that promote exchange, mobility, and global exposure	Identify top Gulf & SAARC institutions for MoUs Host visiting professors	Implement student/faculty exchange Start collaborative projects & joint workshops	Launch joint research centres Start dual-degree/twinning programmes	Position FISAT as a long-term global academic partner with sustained collaboration cycles
4	Upgrade Campus Infrastructure for Global Readiness	Create a globally friendly, multicultural, technologically advanced campus environment	Begin upgrading hostels/dining to international standards Introduce dedicated international helpdesk	Develop multicultural recreational spaces Install smart classrooms & digital navigation	Build International Student Centre and Global Village housing Add global cuisine food courts	Maintain world-class infrastructure and international student satisfaction

5	Foster Inclusive Student Support & Cultural Integration	Create a welcoming, inclusive environment for students from all states/countries	Launch International Student Clubs Provide mentorship support	Offer language support courses Initiate cross-cultural festivals	Introduce multicultural counsellors Expand orientation programs for diverse backgrounds	Be recognized for inclusive multicultural practices nationally
6	Strengthen Industry Linkages with a Global Perspective	Build international industry interfaces for placements, internships, and corporate projects	Map global industry needs Start international expert lectures	Partner with GCC/SAARC industries for internships Establish international advisory board	Launch global internship pathways Create joint research with multinational companies	Achieve high employability for students across India, Gulf & SAARC
7	Achieve National & International Accreditations & Rankings	Benchmark academic quality, processes, and outcomes to global standards	Construct data systems for rankings	Apply for Washington Accord pre-qualification Strengthen research and citations	Obtain ABET/Washington Accord accreditation Meet key performance indicators for NIRF, QS metrics	Achieve top 30 NIRF position Enter QS Asia ranking tables
8	Strengthen Alumni & Global Community Engagement	Build strong alumni networks within Gulf/SAARC regions	Identify alumni in GCC/SAARC Initiate communication	Create alumni chapters in all international cities	Launch annual global alumni meet Leverage alumni for mentoring,	Establish sustainable global alumni communities supporting recruitment

			tion channels	Create alumni portal	jobs, promotions	t & branding
9	Strengthen Student Chapters & Professional Societies (IEEE, SAE, ASME, ACM, IET, CSI, etc.)	Build vibrant student-led professional communities to enhance technical exposure, innovation, leadership, and global visibility	Train student leaders and faculty advisors	Launch intercollegiate tech fests, symposiums & innovation challenges Encourage participation in international competitions	Increase student publications, patents, and project showcases through chapters	Student chapters become major contributors to admissions branding, global visibility & industry collaboration

Goal 4 : Build a world-class Faculty Development Ecosystem where 100% of faculty engage annually in structured professional growth through pedagogy, research, industry integration, and global exposure — positioning the institution among the top engineering colleges in teaching excellence and innovation by 2035.

Sl No	Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)
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1	Establish a Structured Faculty Development Ecosystem	Create institutional frameworks, policies, and systems for faculty growth	Create Faculty Development Policy & Framework Conduct baseline competency mapping Establish Centre for Teaching & Learning Excellence (CTLE)	Refine competency framework Introduce multi-level professional development pathways (Beginner–Advanced–Expert)	Implement continuous evaluation of faculty growth via digital dashboards	Institutionalize faculty ecosystem as a national model for excellence
2	Build Pedagogical & Technological Teaching Excellence	Strengthen foundational and modern teaching practices aligned to NEP, OBE, and emerging technologies	Conduct quarterly internal workshops on pedagogy, assessment, OBE, blended learning Introduce EdTech training modules (LMS, MOOCs, AI tools)	Train faculty in NEP-aligned pedagogy, multi-modal delivery, and experiential learning	Promote design of global-standard MOOCs & digital content	Recognize FISAT as a centre of teaching excellence with national visibility

3	Strengthen Industry Integration & Applied Expertise	Deepen industry–academia collaboration, consultancy, and real-world teaching relevance	Initiate industry expert lectures for faculty Begin mapping industry skill needs	Launch joint industry–faculty training programs Introduce Industry Immersion Fellowships Encourage faculty consultancy & short-term industry projects	Establish Industry-Faculty Applied Research Labs	Position faculty as national leaders in industry-linked teaching & innovation
4	Foster Interdisciplinary Teaching & Innovation Culture	Enable cross-departmental collaboration and innovation-driven teaching practices	Start interdisciplinary faculty teams for new course development	Develop interdisciplinary elective clusters Train faculty in project-based and innovation-based teaching	Launch interdisciplinary teaching grants	Create institution-wide culture of collaborative academic innovation
5	Expand Global Exposure & International Academic Mobility	Enable faculty to participate in international training, exchange, and cross-cultural teaching	Identify global partners for faculty training	Facilitate short-term virtual global training modules	Launch faculty exchange programs with top global universities	Achieve consistent international exposure for 50%+ faculty

6	Accelerate High-Impact Research & Publications	Increase quality research output, citations, funded projects, and innovation	Conduct research methodology & publication workshops Identify research potential areas	Organize advanced research clinics with global experts	Establish high-impact research clusters Launch annual International Teaching & Research Innovation Awards	Achieve national recognition for faculty research excellence
7	Build Leadership Capacity & Academic Governance Excellence	Prepare faculty to assume institutional leadership and national roles	Begin leadership orientation workshops	Introduce mid-career leadership training	Launch Faculty Leadership Academy	Position faculty as national leaders in accreditation, policy, and advisory boards
8	Institutionalize a Sustainable, Innovative Faculty Culture	Ensure permanent systems that encourage lifelong learning, innovation, and excellence	Build a culture of quarterly training cycles	Implement performance-linked professional development credits	Ensure all faculty participate in international, research, or industry training annually	Position FISAT as a national faculty development hub

1.3. Academic enabler: Objective, strategy and outcome

Sl No	Enabler Theme	/	Objective	Key Strategies	Expected Outcomes
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1	MOOC & Digital Learning Ecosystem	Democratize knowledge and promote lifelong learning through globally accessible MOOCs and IP-enabled innovation	Establish digital studios & MOOC platform Recruit & train MOOC design teams Launch skill-based, interdisciplinary, and multilingual MOOCs Integrate MOOCs with credit curriculum- Embed IP creation & entrepreneurship MOOCs	Nationally recognized MOOC platform engaging 70%+ students and 100% faculty in innovation and IP reaching 10,000+ learners globally.
2	Curriculum & Pedagogy Innovation	Enable flexible, NEP-aligned, multidisciplinary learning fostering employability, creativity, and innovation	NEP-aligned curriculum reforms Implement ABC/NCrF credit frameworks Offer minors, micro-credentials, and interdisciplinary capstones Continuous faculty training in modern pedagogy	100% credit mobility across 100+ learning pathways, with curriculum benchmarked nationally and internationally, producing 80%+ industry-ready, multidisciplinary graduates.
3	Global Partnerships & Academic Mobility	Position FISAT as a global academic partner and increase international exposure	Forge alliances with international universities and industry Launch student/faculty exchange, joint-degree, and twinning programs Collaborate on research & innovation projects Achieve global accreditation & benchmarking	Increase international enrolment by 50%, establish 20+ global partnerships, and provide 40%+ of faculty and students with international exposure through exchanges and collaborative programs.

4	Research, Innovation & Industry Integration	Strengthen research output, innovation ecosystem, and industry relevance	Convert projects to IP; promote entrepreneurship Industry-linked research & consultancy Establish innovation-centered labs & high-impact research clusters Organize international hackathons & challenges	Recognized as a national research–innovation hub with a strong portfolio of IPs, significant commercialization successes, and a majority of students and faculty excelling in global competitions and industry projects.
5	Student & Alumni Engagement	Foster student excellence, entrepreneurship, and lifelong mentoring networks	Form student MOOC/innovation chapters Support hackathons, competitions, and publications Launch global alumni meets & mentoring networks Leverage alumni for jobs and industry connections	More than 50% of students engaged in global collaborations & entrepreneurship
6	Faculty Development & Leadership	Build world-class faculty capabilities in pedagogy, research, and global exposure	Structured Faculty Development Policy & Framework Pedagogy, EdTech, and industry immersion training Faculty exchange, international fellowships Launch Faculty Leadership Academy & recognition programs	Ensure 100% faculty participation in continuous professional development, establish national acclaim in teaching and research, and cultivate faculty leadership in innovation and global governance.

7	Campus Infrastructure & Multicultural Experience	Develop globally friendly, inclusive, and technologically advanced campus	International Student Centre & Global Village housing Global cuisine food courts Multicultural counsellors and expanded orientation programs Smart classrooms, recreational spaces, and digital navigation	Inclusive multicultural campus, high international student satisfaction, and world-class infrastructure fostering learning and global integration.
8	Quality Assurance & Impact Measurement	Ensure sustained excellence, benchmarking, and data-driven improvements	Establish learning analytics dashboards QA review protocols and KPI tracking Benchmark against top national & international institutions Outcome-based assessments for MOOCs, IP, and research	- Globally recognized standards, continuous academic excellence, and strong rankings presence.
9	Future Skills & Competency Hub	Equip students and faculty with future-ready skills for industry, entrepreneurship, and innovation	Integrate CFS-led skill programs into curriculum and MOOCs Run workshops, bootcamps, and hackathons Offer certification in emerging technologies Partner with industry for skill mentorship and internships	High student and faculty proficiency in future-ready skills, seamless integration of skill development with career readiness, and a thriving culture of innovation and entrepreneurship.

Table 1. 4..RESEARCH & IP ENABLER Road map

FISAT IDP Strategic Initiatives Roadmap (2025-2035)										
Phase 1		Phase 2			Phase 3			Phase 4		
2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Strategic Focus: Build foundations for academics, research, innovation, and global readiness.		Strategic Focus: Expansion, integration, and scale-up.			Strategic Focus: Mission-driven transformation in academics, research, and innovation.			Strategic Focus: Global leadership, societal impact, and long-term institutional excellence.		
Academic Initiatives: - Curriculum redesign initiation - Smart classrooms (Phase 1) - Skill-based modules		Academic Initiatives: - Deep industry-integrated curriculum - Multidisciplinary minors launched			Academic Initiatives: - Globalized curriculum - Joint degree programs with universities abroad			Academic Initiatives: - International benchmarking - Global competency frameworks		
Research Initiatives: - Research clusters established - Basic labs modernized - Seed grants launched - IP & Research policy notified		Research Initiatives: - National/international funded projects - Strengthened publication mentoring - Prototype development begins			Research Initiatives: - Mission-led clusters (Health, Climate, Clean Tech) - Patents → prototypes → field trials - Centers of Excellence fully operational			Research Initiatives: - FISAT as a national research leader - High-impact global publications - National mission-scale research programs		
Innovation Initiatives: - Idea Labs & Innovation Cell - Prototype/Fabrication labs - Hackathons, Ideathons		Innovation Initiatives: - Innovation Park Phase-1 - Expanded startup incubation			Innovation Initiatives: - Product validation & field pilots - Deep-tech incubation			Innovation Initiatives: - Global Innovation Park recognition - International commercialization & technology export		
Global Engagement: Initial MoUs with foreign institutions		Global Engagement: - Exchange programs - Joint applied research			Global Engagement: - Global research centres - International accreditation			Global Engagement: - International partnerships strengthened - Top 100 global ranking in selected domains		

Table 1.5.FISAT IDP – Goals with Strategic Objective & Action Plan (2025–2035)

GOAL 1: Research Excellence & High-Quality Output

This goal aims to build a strong research culture with high-quality publications, patents and funded projects. It strengthens systems, capability, and collaboration to position FISAT as a leading research institution.

Strategic Objective	Key Action Plan	Phase 1 (2025–2026)	Phase 2 (2027–2029)	Phase 3 (2030–2032)	Phase 4 (2033–2035)
Achieve national-level research leadership with strong publication and patent output.	Develop research infrastructure, faculty capability, and strong research governance.	Establish clusters, labs, FDPs; IP & research policies.	Expand funded projects; strengthen publication mentoring.	Mission-focused clusters; patents→prototypes; CoEs active.	National research hub; high global visibility.

GOAL 2: Innovation, Technology Development & Commercialization

This goal focuses on converting ideas into prototypes, patents, products and startups. It aims to position FISAT as an innovation-driven entrepreneurship ecosystem.

Strategic Objective	Key Action Plan	Phase 1 (2025–2026)	Phase 2 (2027–2029)	Phase 3 (2030–2032)	Phase 4 (2033–2035)
Build a high-performing innovation and startup ecosystem.	Create innovation infrastructure and strengthen industry-linked commercialization pathways.	Launch Idea Labs, prototype labs, innovation cell.	Strengthen incubation ; Innovation Park Phase-1.	Product validation , field trials; deep-tech startups.	International commercialization & tech export.

GOAL 3: Societal Impact (Health, Climate, SDG Research)

This goal addresses societal needs through mission-driven research in healthcare, climate resilience, clean tech, and sustainability. It aims for measurable societal transformation.

Strategic Objective	Key Action Plan	Phase 1 (2025–2026)	Phase 2 (2027–2029)	Phase 3 (2030–2032)	Phase 4 (2033–2035)
Drive mission-oriented research that improves societal well-being and environmental resilience.	Develop interdisciplinary SDG-aligned programs and deploy solutions in real-world settings.	Identify mission areas; interdisciplinary teams; hospital partnerships.	Pilot programs with govt/NGOs ; early prototype deployment .	Large SDG missions ; national-level adoption .	National impact; global SDG partnerships .

GOAL 4: Institutional Capacity, Talent & Global Standing

This goal strengthens institutional systems, digital platforms, and global partnerships to elevate FISAT to international recognition.

Strategic Objective	Key Action Plan	Phase 1 (2025–2026)	Phase 2 (2027–2029)	Phase 3 (2030–2032)	Phase 4 (2033–2035)
Achieve global institutional competitiveness and strong academic reputation.	Build digital systems, global collaborations , and talent	Research governance , digital systems, faculty	Digital ecosystem strengthening ; global faculty links.	International accreditation ; global programs.	Top global reputation ; talent mobility

	development frameworks.	recruitment .			& rankings.
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Table 1.6. RESEARCH & IP ENABLER enabler: Objective, strategy and outcome

Enabler / Theme	Objective	Key Strategies	Expected Outcomes
Academic Initiatives	Drive mission-driven transformation in academics by building strong foundations, integrating industry needs, and globalizing the curriculum.	• Initiate curriculum redesign and launch skill-based modules. • Establish smart classrooms (Phase 1). • Develop deep industry-integrated curricula and launch multidisciplinary minors. • Implement a globalized curriculum and establish joint degree programs with universities abroad.	• Achievement of international benchmarking. • Implementation of global competency frameworks.

Enabler / Theme	Objective	Key Strategies	Expected Outcomes
Research Initiatives	Build a foundation for research that scales into mission-driven, national-level leadership and high-quality outputs.	• Establish research clusters, modernize basic labs, and notify IP & Research policy. • Launch seed grants and secure national/international funded projects. • Strengthen publication mentoring and begin prototype development. • Operationalize Centers of Excellence and mission-led clusters (Health, Climate, Clean Tech). • Transition innovations from patents → prototypes → field trials.	• FISAT positioned as a national research leader. • Generation of high-impact global publications. • Execution of national mission-scale research programs.
Innovation Initiatives	Foster an end-to-end entrepreneurship ecosystem, moving from foundational ideation to	• Set up Idea Labs, Innovation Cells, and Prototype/Fabrication labs.	• Global Innovation Park recognition. • Successful international commercialization &

Enabler / Theme	Objective	Key Strategies	Expected Outcomes
	international deep-tech commercialization.	- Organize hackathons and ideathons. - Build Innovation Park (Phase-1) and expand startup/deep-tech incubation. - Conduct product validation and field pilots.	technology export.
Global Engagement	Achieve global readiness and long-term institutional excellence through international partnerships and accreditation.	- Sign initial MoUs with foreign institutions. - Facilitate exchange programs and conduct joint applied research. - Establish global research centres. - Attain international accreditation.	- Strengthened international partnerships. - Attainment of Top 100 global ranking in selected domains.

Table 1.7.HR enabler

FISAT IDP Strategic Initiatives Roadmap (2025-2040)															
Phase 1				Phase 2			Phase 3				Phase 4				
2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Institutional HR Readiness & Foundational Systems Future-Ready Pedagogy Program 1. FDPs (partnered with IITs/NITs) 2. Digital Tools & Subscriptions 3. Curriculum Redesign Grants 4. Pedagogical Mentorship				Ecosystem Building, Global Collaboration & Innovation Institutionalization Innovative Teaching Excellence Program (ITEP) 1. Advanced FDPs with Global Institutions 2. AI & EdTech Integration Workshops 3. Outcome-Based Curriculum Assessment 4. Cross-Institutional Teaching Fellowships			Institutional HR Readiness & Foundational Systems Data-Driven, Agile, and Intelligent HR Ecosystem 1. Launch the FISAT HR Analytics Engine 2. Integration HR Analytics into Institutional Planning Processes 3. Creation the Faculty & Staff Performance Intelligence System 4. Establish the HR Policy & Decision Support Lab				Global Positioning, Societal Leadership & Regenerative Institutionalism Intelligent & Predictive Governance Ecosystem 1. AI-Enabled Governance Co-Pilot Deployment 2. Institutional Digital Twin for Real-Time Governance 3. Predictive Dashboard & Policy Foresight System 4. Data Governance & Ethical AI Framework				
Alumni-led Faculty Branding & Recruitment Drive 1. CRM & Alumni Portals 2. Branding & Media Campaigns 3. Alumni Events & Outreach 4. Referral Programs & Incentives				Global Alumni Connect & Talent Brand Initiative (GACTBI) 1. Global Alumni Ambassadors Program 2. Strategic Social Media Branding & Storytelling 3. Virtual Alumni-Faculty Recruitment Fair 4. Faculty Referral Analytics Dashboard			Build Academic Leadership, Mobility and Global Excellence 1. FISAT Faculty Chairs of Eminence Program 2. Implementation National & International Faculty Exchange and Joint Postdoc Tracks 3. Establishment of Sabbatical Corridors for Global Learning and Research 4. Create Strategic Academic & Institutional Leadership Roles				Participatory & Regenerative Governance Models 1. Citizen and Peer Governance Boards 2. Crowdsourced Policy Review & Innovation Forum 3. Regenerative Governance Charter 4. Global Thought Leadership & Governance Summits				
Research Funding Support 1. Seed Grants for Research 2. Publication Incentives 3. Research Proposal Support 4. Collaboration Platforms				Next-Gen Research Empowerment Program (NREP) 1. Industry-Sponsored Research Challenges 2. High-Impact Journal Support Fund 3. International Grant Writing Bootcamps 4. Multi-Institutional Research Consortia			Foster Inclusive Futures and Empower Career & Institutional Wellbeing 1. Deployment of the Career Wallet & AI Helpline Platform 2. Roll Out the Diversity-Equity Talent Track (DETT) 3. Institutionalize Annual Culture Week & Staff Festival 4. Lifelong Learning & Inclusive Futures Framework				Governance Excellence, Diplomacy & Institutional Renewal 1. FISAT Governance document Publication 2. Joint Governance Mentoring Program 3. Governance Forum on Global Research Diplomacy & Ethics 4. Continuous Institutional Renewal Lab				

1.8. FISAT IDP – Goals with Strategic Objective & Action Plan (2025–2035)

Goal 1: Educational Innovation for Global Impact

Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)
Advance educational innovation and global impact through future-ready pedagogy.	Implement teaching excellence programs, academic leadership initiatives, and a predictive governance ecosystem.	Future-Ready Pedagogy Program with IIT/NIT partners; Digital tools; Curriculum redesign grants; Pedagogical mentorship. <i>Outcomes: Improved pedagogy; Better teaching quality; NEP-aligned curriculum; Standardized teaching.</i>	Innovative Teaching Excellence Program (ITEP) Global FDPs; AI & EdTech workshops; OBE curriculum assessment; Teaching fellowships. <i>Outcomes: Global teaching standards; AI-enabled learning; Accreditation readiness; Cross-institutional mobility.</i>	Academic Leadership & Global Excellence Initiatives Faculty Chairs of Eminence; Faculty exchange; Sabbaticals; Leadership roles. <i>Outcomes: Attraction of top faculty; Global research partnerships; Leadership pipeline.</i>	Intelligent & Predictive Governance Ecosystem AI governance co-pilot; Institutional digital twin; Predictive dashboards; Ethical AI. <i>Outcomes: Predictive academic governance; Real-time</i>

					<i>insights; Ethical digital ecosystem .</i>
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Goal 2: Research Innovation & Startup Culture for Institutional Growth

Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)
Foster a high-performing research, innovation, and startup culture for institutional growth.	Provide research funding support, next-gen empowerment programs, and global research diplomacy.	Research Funding SupportSeed grants; Publication incentives; Proposal support; Collaboration platforms. <i>Outcomes: Higher publications & patents; Strong proposals; Research clusters.</i>	Next-Gen Research Empowerment Program (NREP)Industry research challenges; Q1/Q2 publication fund; Grant bootcamps; Research consortia. <i>Outcomes: Industry-funded projects; High-impact publications; International research grants; Multi-institutional networks.</i>	Academic Leadership & Global Research ExcellencePodoc tracks; Faculty mobility; Sabbaticals for research. <i>Outcomes: Global research collaboration; More patents & publications.</i>	Governance Forum on Global Research Diplomacy & EthicsGovernance summits; Research ethics programs; Renewal lab. <i>Outcomes: Leadership in research diplomacy; Ethical AI research standards; Continuous innovation.</i>

Goal 3: Strengthening Campus Life Through Value-Based Institutional Culture

Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)
Cultivate a value-based, inclusive, and well-being-focused campus environment.	Leverage alumni networks, implement well-being frameworks, and adopt participatory governance models.	Alumni-driven Institutional Culture EnhancersAlumni events; CRM systems; Outreach initiatives. <i>Outcomes: Strong alumni relationships; Enhanced mentoring culture.</i>	Global Alumni Connect & Talent Brand Initiative (GACTBI)Ambassador program; Storytelling campaigns; Virtual recruitment fair; Analytics dashboards. <i>Outcomes: Higher engagement; Strong identity; Wider faculty recruitment.</i>	Inclusive Futures & Wellbeing FrameworkAI Helpline; DETT; Annual culture week; Lifelong learning. <i>Outcomes: Equitable culture; Wellbeing improvement; Strong community bonding.</i>	Participatory & Regenerative Governance ModelsCitizen governance boards; Crowdsourced policy; Regenerative charter; Thought leadership summits. <i>Outcomes: Participatory culture; Transparent governance; Regenerative campus identity.</i>

Goal 4: Service-Oriented Education for Social Transformation

Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)
Drive social transformation	Integrate community-	Community-Integrated CurriculumExperiential &	Global Community Engagement via Alumni	Inclusive Futures & Wellbeing Framework	Regenerative & Societal Leadership EcosystemGo

through service-oriented education and community integration.	linked curriculum, global alumni engagement, and regenerative societal leadership.	interdisciplinary curriculum components. <i>Outcomes: Values-based, community-linked learning.</i>	NetworksGlobal alumni initiatives supporting social innovation. <i>Outcomes: Improved societal engagement.</i>	Equity initiatives; Wellbeing culture; Lifelong learning. <i>Outcomes: Socially responsible institutional culture.</i>	governance summits; Ethical AI; Community participation; Regenerative charter. <i>Outcomes: Institution as social transformation leader; Service-oriented governance.</i>
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Table 1.8. HR ENABLER: Objective, strategy and outcome

1. Leadership Development & Succession

Objective	Key Strategies	Expected Outcomes
Build internal leadership pipeline for continuity in governance	• Faculty succession planning & talent mapping • Mentorship & shadow leadership roles • 5-Year Leadership Readiness Program • Leadership Advisory Board & continuity blueprints	• Smooth leadership transitions • 75% leadership roles filled internally • Increased faculty engagement & diversity

2. Social Responsibility & Rural Outreach

Objective	Key Strategies	Expected Outcomes
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Empower rural communities through academic expertise	• Rural Technology Resource Centers • Mobile skill training units (Tech-on-Wheels) • Rural Immersion Fellowships • Annual “Tech for Bharat” challenge	• Technology access in villages • Enhanced employability & rural entrepreneurship • National recognition for social responsibility
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▲3. Globalization & International Collaboration

Objective	Key Strategies	Expected Outcomes
Strengthen global visibility & partnerships	• MoUs with top global universities • Inbound/outbound faculty exchange • Joint research, grants & publications • Annual International Faculty Conclave	• Increased citations & global collaborations • Improved academic branding • Faculty with international exposure

▲4. Pedagogical Innovation & Future-Ready Teaching

Objective	Key Strategies	Expected Outcomes
Upgrade teaching methods for Industry 4.0	• Digital pedagogy certification • Blended & flipped classrooms • Interdisciplinary minors & micro-credentials • Hackathons, projects & innovation labs	• Future-ready graduates • Faculty as learning designers • Higher student engagement & outcomes

▲5. Ethical HR & Inclusive Culture

Objective	Key Strategies	Expected Outcomes
Ensure fairness & transparency in HR systems	• HR Code of Ethics & Charter • Transparent recruitment & promotions • Anti-discrimination policy & grievance redressal • Whistleblower protection & Ombudsperson	• Improved faculty trust & morale • Bias-free HR practices • Enhanced institutional credibility

▲6. Alumni Engagement for Branding & Recruitment

Objective	Key Strategies	Expected Outcomes
Leverage alumni networks for faculty recruitment & branding	• Alumni Ambassadors Council • Referral & scouting program • “Return to Teach@FISAT” initiative • Alumni-supported campaigns & events	• Stronger employer brand • Wider reach for quality faculty • Deeper alumni–institutional ties

▲7. Green HR & Sustainability

Objective	Key Strategies	Expected Outcomes
Integrate eco-friendly practices into HR & campus culture	• 100% digital HR operations • Faculty green orientation & incentives • Green Faculty Champion awards • Faculty-led sustainability projects	• Reduced carbon footprint • Stronger Green Campus rankings • Eco-conscious faculty & students

▲8. Diversity, Equity & Inclusion (DEI)

Objective	Key Strategies	Expected Outcomes
Build diverse & equitable faculty ecosystem	• DEI Policy & monitoring • Inclusive recruitment & infrastructure • Mandatory DEI training • Annual DEI report & Council	• Representative faculty body • Transparent, bias-free systems • Recognition in DEI benchmarks

▲9. Faculty Wellness & Mental Health

Objective	Key Strategies	Expected Outcomes
Promote holistic well-being & resilience	• Faculty Wellness Cell with counselors • Stress management & wellness leave • Annual health checks, fitness programs	• Improved faculty well-being & retention • De-stigmatized mental health culture

	Crisis support & peer wellness champions	Higher productivity & teaching quality
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▲10. Research Funding & Innovation Ecosystem

Objective	Key Strategies	Expected Outcomes
Strengthen faculty research capacity	- Research Facilitation Cell - Institutional Research Seed Fund - Incentives for publications & patents - Industry/CSR co-funded projects	- Growth in externally funded research - Higher publication & patent output - Better NAAC/NIRF positioning

Table 1.9. NETWORKING & COLLABORATION ENABLER

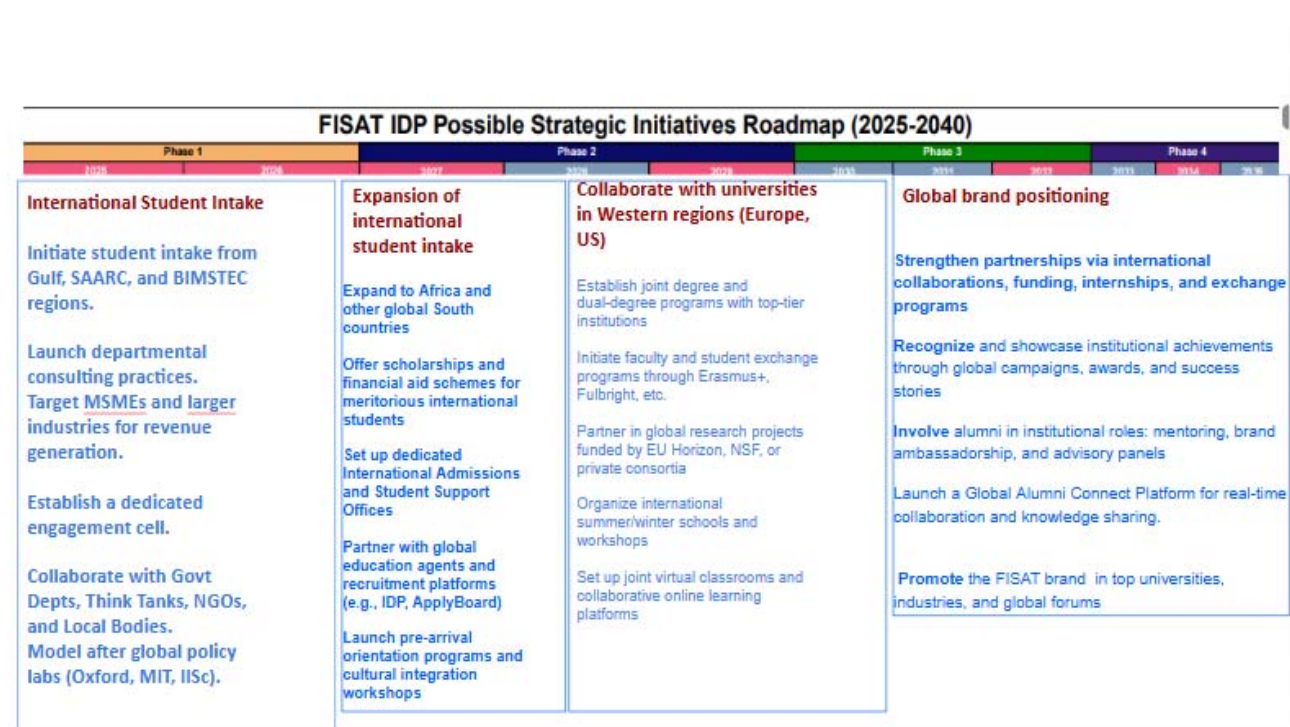


Table 1.10.FISAT IDP – Goals with Strategic Objective & Action Plan (2025–2035)

Goal 1:

Within 10 years, we aim to launch and enable a sustainable collaboration and knowledge exchange ecosystem by building global digital platforms, innovation hubs, and co-developed projects that foster cross-sector and cross-border partnerships.

Strategic Objective	Key Action Plan	Phase 1 (2025–2026)	Phase 2 (2027–2029)	Phase 3 (2030–2033)	Phase 4 (2034–2040)
Establish Global Collaboration Platform	Create digital and physical collaboration hubs connecting academia, industry, and innovators	Design FISAT Connect Hub and digital collaboration systems	Launch Global Collaboration Portal	Integrate international partners and IP-sharing tools	Fully functional global collaboration ecosystem recognized internationally
Build Open Knowledge & Innovation Hubs	Develop spaces for shared R&D and innovation	Set up on-campus collaboration zones	Host co-creation labs with industry mentors	Launch cross-institutional innovation networks	Recognized as a national model for shared innovation ecosystems
Promote IP & Knowledge Co-Creation	Encourage co-owned IP and patents	Conduct IP workshops	Launch joint IP creation programs	Link IP to industry partnerships	Strong IP portfolio and commercialization success

Goal 2:

Facilitate multi-institutional and inter-industry mobility by enabling credit transfers, interdisciplinary projects, and skill-linked collaborations to empower lifelong learners and innovators.

Strategic Objective	Key Action Plan	Phase 1 (2025–2026)	Phase 2 (2027–2029)	Phase 3 (2030–2033)	Phase 4 (2034–2040)
Develop Integrated Mobility Framework	Map pathways for inter-institutional and industrial learning	Design digital mobility credit system	Launch pilot credit-sharing projects	Scale to national/global network	100% digital mobility for academic and professional learners
Strengthen Cross-Sectoral Learning	Enable credit-linked industry experience	Create pilot partnerships	Launch networked internship system	Integrate work-based credits globally	Seamless academic-industry integration model
Enhance Learner Exchange & Recognition	Recognize joint learning achievements	Establish credentialing frameworks	Partner with accrediting bodies	Launch joint certification programs	Global mutual recognition ecosystem

Goal 3:

Position FISAT as a globally recognized collaboration hub connecting universities, research centers, and industries across India, the Gulf, and SAARC nations for sustained innovation and diversity.

Strategic Objective	Key Action Plan	Phase 1 (2025–2026)	Phase 2 (2027–2029)	Phase 3 (2030–2033)	Phase 4 (2034–2040)
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Forge Global Academic & Industry Alliances	Build strong partnership networks	Identify potential partners	Sign MoUs and initiate collaborations	Develop joint programs and projects	30+ global partnerships established
Promote International Exchange	Enhance mobility of students and faculty	Launch exchange fellowships	Establish short-term immersion programs	Start dual-degree/twinning models	50%+ faculty and students with international exposure
Build Global Visibility and Reputation	Strengthen brand as a global partner	Launch global outreach campaigns	Host annual collaboration summit	Earn top-tier global ranking mentions	Recognized as a top collaboration hub in Asia

Goal 4:

Build a world-class faculty collaboration ecosystem that enables 100% of faculty to engage annually in co-teaching, industry immersion, joint research, and leadership in global networks.

Strategic Objective	Key Action Plan	Phase 1 (2025–2026)	Phase 2 (2027–2029)	Phase 3 (2030–2033)	Phase 4 (2034–2040)
Create Faculty Collaboration Framework	Establish collaboration policy and systems	Conduct baseline mapping	Launch Faculty Collaboration Hub	Integrate industry and research mentors	Institutionalized collaboration model nationally
Promote Global Exposure & Training	Strengthen international learning	Facilitate virtual global modules	Implement exchange programs	Establish long-term international networks	100% annual global exposure for faculty

Recognize Collaborative Excellence	Incentivize and reward partnerships	Introduce collaboration awards	Launch Faculty Leadership Academy	Host Global Faculty Summit	National recognition for collaboration leadership
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Table: 1.11. NETWORKING & COLLABORATION ENABLER: Objective, strategy and outcome

Enabler Theme /	Objective	Key Strategies	Expected Outcomes
Collaboration & Knowledge Exchange Ecosystem	Enable a sustainable collaboration and knowledge exchange ecosystem.	• Establish a Global Collaboration Platform (digital & physical hubs). • Build Open Knowledge & Innovation Hubs. • Promote co-owned IP and knowledge creation.	• A fully functional, globally recognized collaboration ecosystem. • Established national/international model for shared innovation. • Strong, commercialized IP portfolio from partnerships.

Seamless Academic and Industry Mobility	Facilitate multi-institutional and inter-industry mobility for lifelong learners.	• Develop an integrated mobility and credit transfer framework. • Strengthen credit-linked cross-sectoral learning (e.g., internships). • Enhance learner exchange and mutual recognition of credentials.	• A seamless academic-industry integration model. • Scalable, nationwide mobility for academics and professionals. • Global mutual recognition of joint learning achievements.
Global Collaboration Hub	Position FISAT as a globally recognized hub connecting academia and industry.	• Forge global academic and industry alliances. • Promote international mobility for students and faculty. • Build global visibility and reputation through outreach and rankings.	• Recognized as a top collaborative hub in Asia. • 30+ established global partnerships. • Over 50% of students and faculty with international exposure.

Faculty Collaboration Ecosystem	Build a world-class ecosystem for faculty collaboration and development.	• Create a formal faculty collaboration policy and framework. • Promote global exposure and training programs. • Recognize and incentivize collaborative excellence.	• 100% of faculty engaged annually in collaborative activities. • An institutionalized, nationwide collaboration model. • National recognition for collaborative leadership.
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Table.1.12.DIGITAL & ICT ENABLER: The AI-Powered Campus

FISAT IDP Strategic Initiatives Roadmap (2025-2040)															
Phase 1				Phase 2			Phase 3				Phase 4				
2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Digital Infrastructure & Planning Foundations: a) Digital Infrastructure Modernization: Upgrade Wi-Fi, LMS, firewalls, cloud backup; integrate with Physical Enabler's infra projects. b) FISAT Digital Governance Cell: Establish links to Governance MIS, ERP pilots, and paperless workflows. c) ULPS v1.0 & Learner Analytics Pilot: Sync with Academic Enabler's OSE tracking and HRMS for student-faculty experience. d) Digital Library + NDU Gateway: Linked to Research Enablers for publication & citation access. e) Digital Readiness Index & Bootcamps: Joint programs with HR Enablers for staff digital fluency. f) E-Governance Protocols: Initiate digitization of admission, finance, grievance, & audit processes (Governance, Finance sync). g) Rally the Systems & People Around Long Term (2035-40) AUDACIOUS Goals like Institutional AI Copilot Stack (AI copilots embedded across governance, learning, finance, HR, research—supporting smart, ethical decision-making), Student-Led Open Knowledge Platform (A global-first open science and citizen learning platform curated and moderated by FISAT learners and alumni) h) To Welcome/Engage students from other Gulf/SAARC countries, Deploy a Digital Admissions & CRM Portal with International Interface i) Deploy Skill Tracker Dashboards (Track student progress across skills using AI-based diagnostic and recommendation systems.) j) Integrate Skill Tracking with ABC/NAD and DigLocker (Ensure micro-credentials are portable and verifiable on national digital learning stack.) k) Virtual Industry Connect & Project Matching Platform : Launch "Industry Sandbox" on the LMS for students to solve real-world problems via digital mentorship, Deploy AI-powered Industry-Student Matchmaking Engine for internships, projects, and joint credentials l) Digital IPR Stack & Innovation Traceability Engine: Launch e-IP Filing Platform with blockchain timestamping and auto-notification workflows				Digital Systems Expansion: Platform Integration, Learner Empowerment & Faculty Digitalization a) ULPS v2.0 Rollout: Full-scale deployment with integration of career services, micro-credentials (Academic, Financial Enablers). b) ABC-DigLocker-NAD Ecosystem: Seamless credentials integration (National Policy compliance). c) Digital Teaching Portfolios + Assessment Lab: Empower faculty under HR & Academic Enablers. d) Blockchain Records & RIMS Sync: Ensure integrity and analytics in research & grant systems. e) Digital MoU Lifecycle Manager: Coordinate with Networking Enablers to track impact dashboards. f) Virtual Civic Platforms & Alumni Commons: Enable stakeholder engagement & student placement via digital hubs. g) Integrate with Digital Learning Platforms of ITs/CFS (Use SWAYAM+, FutureSkills Prime, and RTX platforms to embed national courses in the LMS.) h) CFS Credential Portability via ABC/NAD Stack (Ensure co-branded IT/CFS credentials are integrated into Digital Wallets of learners). i) Deploy National Digital Academy Format: Mirror IIT/NPTEL Academy style to build FISAT-branded digital learning environment (eventually plug into global platforms). j) Digital IPR Stack & Innovation Traceability Engine: Deploy Digital Innovation Ledger (DIL): Track innovation journey, generate automatic IP alerts, and manage co-inventorship digitally			AI & Predictive Intelligence, Global Readiness & Smart Campus Systems a) AI Copilots Suite: Assist teaching, learning analytics, financial planning, and governance predictions (cross-enabler copilots). b) Institutional Digital Twin (Academic + Physical + Research + Finance): Real-time visualizations; scenario planning for all enablers. c) Immersive LMS (VR/AR, AI Tutors): Enhance learner experience, global access, multilinguality. d) Smart Campus Systems: IoT-enabled facilities management, safety monitoring, and e-mobility (Physical Enabler integration). e) Open Innovation Dashboard: Aggregate data from Research, Academic, and Finance Enablers. f) FISAT AI-Enhanced Placement & Mentoring Portal: Linked to HR and Collaboration Enablers.				Global Digital University Leadership & Public Digital Infrastructure: a) AI-Enhanced Strategic Planning Engine: Integrated with national platforms, syncs with Governance, Finance, and Research Enablers. b) Open Transcript & Micro-Credential Exchange: Facilitate lifelong learning & student mobility (ABC, NCF-ready). c) Global Digital Academy: Anchor international collaborations and MOOCs with stackable offerings. d) Citizen Science & Open Knowledge Systems: Promote student-led global research (linked to Research & Collaboration Enablers). e) Digital Commons Infrastructure: Shoreable digital assets for Tier 2/3 HEIs under the Mentorship & Equity agenda. f) Publish FISAT Global Digital Blueprint: Serve as a model for digital excellence across Global South HEIs.				

Table.1.13 FISAT IDP – Goals with Strategic Objective & Action Plan (2025–2035)

Goal 1: Build a Robust Digital Infrastructure & Smart Campus

FISAT aims to evolve into a digitally empowered smart campus with modern infrastructure, integrated systems, and AI-enabled automation that enhances learning, research, and administration. This transformation will improve efficiency, transparency, safety, and user experience, positioning FISAT as a technology-driven and innovation-focused institution.

Strategies	Key Values	Phase 1 (0–2 yrs)	Phase 2 (2–3 yrs)	Phase 3 (3–5 yrs)	Phase 4 (5–10 yrs)
Campus-wide High-Speed Network & Wi-Fi Modernization	Reliability, Accessibility	Upgrade network backbone & optimize coverage	High-speed Wi-Fi across academic blocks	Hostel & outdoor Wi-Fi expansion	Intelligent bandwidth control & monitoring
Cloud & Data Storage Infrastructure Modernization	Scalability, Continuity	Cloud backup & storage implementation	Centralized digital content storage	Disaster recovery and failover systems	Fully cloud-integrated operations
Device, Classroom & AV Modernization	Digital readiness, Flexibility	Smart classroom enablement basics	AV hardware & lecture capture tools	Unified teaching-learning hardware system	Fully automated learning spaces
Smart Safety & Surveillance Systems	Security, Protection, Awareness	CCTV coverage review & upgrade plan	Centralized monitoring dashboard	Smart access control & visitor tracking	AI-enabled emergency alert system
IoT-Based Smart Campus Utilities & Energy Systems	Sustainability, Efficiency	Utility monitoring digitization (electricity/water)	Automated energy tracking	Smart sensors & maintenance workflows	Fully automated smart building ecosystem

Digital Support Systems for Labs & Centres of Excellence	Industry relevance, Practical learning	Digital lab asset & booking system	Remote experiment access & sharing	Virtual simulation / mixed reality labs	Fully integrated Lab-CoE research collaboration network
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Goal 2: Transform Teaching–Learning & Research through a Digital Academic Ecosystem

FISAT aims to create a digitally integrated academic environment that enhances teaching effectiveness, learning personalization, and research productivity through advanced learning platforms and data-driven insights. This transformation will empower students and faculty with AI-enabled learning tools, collaborative digital resources, and research support systems that elevate academic quality, innovation, and global competitiveness.

Strategies	Key Values	Phase 1 (0–2 yrs)	Phase 2 (2–3 yrs)	Phase 3 (3–5 yrs)	Phase 4 (5–10 yrs)
Digital CBCS Implementation & Curriculum Automation	Flexibility, Choice, Transparency	CBCS digital framework setup	Online elective registration	Multi-department integration	Autonomous modular learning
Multidisciplinary & Cross-Department Course Enablement	Collaboration, Exposure, Integration	Identify interdisciplinary subject clusters	Cross-department electives	Interdisciplinary minor programs	Institutionalized multidisciplinary tracks
Digital Academic Bank of Credits & Multiple Entry–Exit Support System	Mobility, Academic freedom	Credit documentation	Student credit tracking dashboard	Transfer & exit/entry workflows	Full academic mobility ecosystem
Faculty & Student Digital Fluency &	Empowerment, Competency	Digital skill baseline assessment	Foundational training programs	Advanced certifications	National/global digital micro-credentials

Skill Development					
Digital Portfolios & Individual Development Plans (IDPs)	Growth, Progress tracking	Portfolio template launch	Integration with achievements & badges	Project-based IDPs	Industry-ready competency portfolios
AI & Emerging Technology Curriculum and Learning Tools	Innovation, Readiness	Add AI course modules	AI tools for learning & evaluation	AI in projects and labs	AI-driven personalized learning
BTech & MTech Digital Project Depository & Evaluation System	Research culture, Visibility	Digital archive platform	Online evaluation and plagiarism integration	Industry research collaboration	Public global research showcasing
Digital IPR & Patent Management System	Ownership, Innovation recognition	Online IP filing support	Digital tracking of patents & publications	Prototype showcasing digitally	Full digital innovation & IPR ecosystem

Goal 3: Enhance Global Visibility, Collaboration & Innovation Culture

FISAT aims to build strong global academic and industry partnerships, expand international outreach, and elevate the institution's reputation through digital branding and strategic collaboration. This transformation will foster an innovation-driven culture that strengthens research, entrepreneurship, startup growth, and global engagement opportunities for students and faculty.

Strategies	Key Values	Phase 1 (0–2 yrs)	Phase 2 (2–3 yrs)	Phase 3 (3–5 yrs)	Phase 4 (5–10 yrs)
Global Digital Branding &	Reputation, Visibility, Trust	Improve website &	Digital storytelling, videos &	Highlight success,	Global multi-

Institutional Promotion		social platforms	branding standards	research & rankings	channel outreach
International Partnerships & MoU Collaborations	Diversity, Global integration	Identify target universities & industries	MoU signing process digitally centralized	Joint seminars & faculty exchange	Long-term joint academic programs
International Student Enrollment & Mobility Programs	Cultural exchange, Diversity	Digital international admissions page	Virtual counseling & recruitment support	Student exchange & internships abroad	Annual global student intake
Digital Startup & Innovation Support Platform	Creativity, Innovation culture	Startup idea submission platform	Digital mentoring & review panel	Prototype showcasing digitally	Connect with VCs and industry
Incubation & Entrepreneurship Development Support	Self-reliance, Growth	Online incubation application	Knowledge sessions, business tools	Startup competitions & expo	National-level incubation visibility
Digital Event Governance & Global Conferences	Professionalism, Scale	Online event registration & certificates	Automated scheduling & scoring system	Host national & international events	Global summit and tech fest

Goal 4: Strengthen Governance, Quality, Accreditation & Digital Sustainability

FISAT aims to establish transparent, accountable, and data-driven governance systems supported by digital dashboards, automated accreditation processes, and structured quality monitoring frameworks. This transformation will enable evidence-based decision-making, continuous improvement, sustainability in operations, and stronger national and international accreditation outcomes.

Strategies	Key Values	Phase 1 (0–2 yrs)	Phase 2 (2–3 yrs)	Phase 3 (3–5 yrs)	Phase 4 (5–10 yrs)

Digital Accreditation Management System (SAAR–NAAC–NIRF)	Quality, Compliance, Transparency	Accreditation data structure & templates	Digital documentation workflows	SAAR-linked evaluation & review cycles	Fully automated accreditation system
KPI Governance & Academic Performance Dashboard	Accountability, Data-driven decisions	Identify KPIs & metric design	Data collection and MIS integration	KPI review & departmental scorecards	Predictive performance analytics
Autonomy Implementation & Governance Digitization	Institutional flexibility, Reform	Policy alignment and process mapping	Digital workflows & approval systems	Autonomous course & regulation tracking	Model autonomous governance
Digital IDP Monitoring & Progress Tracking	Monitoring, Improvement	Define IDP roadmap & metrics	Dashboard setup & departmental updates	Progress review cycles	AI-based improvement insights
Annual Review & SAAR-Based Audit Mechanism	Quality enhancement, Consistency	Annual audit planning	Evidence collection & reporting	Review meetings & improvement implementation	Continuous internal quality audits
Digital Financial Automation & Transparency System	Trust, Efficiency	Online fee & receipt automation	Accounts digitization & analytics	Digital scholarship, payments & reimbursements	Self-sustainable revenue governance
Resource Mobilization & Alumni Funding System	Sustainability, Development	Sponsorship opportunities portal	Alumni contribution platform	CSR & industry partnerships	Long-term endowment systems

External Research Funding & Grants Management Portal	Research advancement	Grant info & opportunity listing	Proposal preparation workflows	Fund tracking & documentation	National & international grant ecosystem
FISAT for Society – Digital Community & Service Platform	Social impact, Inclusiveness	Community service documentation	Volunteer management system	Service-learning integration	State/National-level social impact showcase

5.3.DIGITAL & ICT ENABLER: ENABLER: Objective, strategy and outcome

Enabler / Theme	Objectives	Key Strategies	Expected Outcomes
Global Collaboration, Enrollment & Branding	Enhance student intake, global partnerships & visibility	AI-driven admissions, CRM, digital marketing; ABC credit integration; Digital brand analytics dashboard	5+ international MoUs; 25% intake from outside Kerala by 2032; improved global ranking visibility
Faculty & Student Digital Fluency & IDPs	Build personalized development journeys	Digital mentoring platforms; IDP dashboards; e-portfolios	100% faculty onboarded; 80% students with e-portfolios by Phase 2
Leadership & Mentorship Systems	Strengthen mentoring culture & leadership	Mentor–mentee mapping systems; buddy program automation	70% faculty–scholar mentorship match rate; 2 mentors per department
Digital Course Intelligence & CBCS Planning System	Align curriculum with national priorities & CBCS	AI foresight dashboards; digital CBCS elective registration; multidisciplinary course management	8+ new future-ready courses by 2031; seamless CBCS implementation; 100% online elective registration

BTech & MTech Project Repository	Centralize research outcomes & collaboration	Online project repository with searchable faculty expertise	300+ projects uploaded; 70% departments using repository
Foundational Digital Infrastructure Modernization	Upgrade governance systems & digital operations	ERP, MIS, e-HR, cloud infra modernization	100% digital HR/Finance/Academics by 2029
Integrated Data Governance & Analytics	Create unified institutional data model	Centralized data governance; AI/ML dashboards	90% data unified; 10+ analytics dashboards
Digital Financial Platforms & Resource Mobilization	Strengthen scholarships & external funding growth	Scholarship portals & donor dashboards; funding analytics	100% scholarships digital; ₹50 Cr endowment by 2035
Research Funding & IRG Enhancement Portal	Boost grant opportunities & industry revenue	Grant portal; consultancy marketplace for MSMEs	30+ grant proposals annually; 20+ consultancy projects; 5% IRG from consulting
Digital Support for Lab & CoE Modernization	Upgrade labs & CoEs with industry alignment	IoT asset management; AR/VR labs	57 labs digitally managed; 20 predictive labs; 3 AR/VR labs
Digital Entrepreneurship & Startup Ecosystem	Strengthen innovation & startup culture	Digital incubation portal; startup tracking dashboards; investor connect	Support 100+ startups; 10 tech transfer/licensing deals
Accreditation, Autonomy & Audit Management System	Improve accreditation readiness & autonomy KPIs	Autonomous governance & KPI dashboards; digital workflows; compliance monitoring	100% automated reports; 50% less prep time; annual digital IDP review by IQAC & experts
Digital Event Governance Platform	Standardize planning & branding	Centralized event calendar; ROI dashboards	30+ events tracked; full branding compliance

FISAT for Society – Digital Community Engagement	Strengthen societal project outcomes	MSME clinics portal; hackathon platforms; community KPI dashboards	500+ citizens engaged; 10 hackathons; measurable societal impact
Campus Safety & Smart Systems	Improve security & risk prevention	IoT surveillance; safety apps; analytics	100% coverage of labs & hostels; <5% incident recurrence
Digital IPR, Innovation & Patent Management	Promote research commercialization	Patent filing portal; IP dashboards; incubation linkage	50+ patents filed by 2030; 10 commercialization outcomes
Digital IDP Monitoring & Governance Dashboard	Ensure effective execution of IDP	Annual performance review dashboards; milestone KPI tracking	Transparent IDP progress; digital reporting for stakeholders

6. PHYSICAL INFRASTRUCTURE ENABLER

FISAT IDP Strategic Initiatives Roadmap (2025-2040)															
Phase 1				Phase 2			Phase 3				Phase 4				
2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
- Incubation Centre & Research Park (Green/ Sustainable Building) - Infrastructure to Commute - Lecture Complex and Classrooms - Hostels				- Smart Campus - Green campus			- Staff Quarters - International Student Centres - Fine Arts space - Games & Sports Facilities - Health & Well-being - Student Recreation Facilities - International Library resources Access				- Exhibition Hall - Commercial shops and centers - Botanical parks/gardens - Creche				

Table 1.14.FISAT IDP – Goals with Strategic Objective & Action Plan (2025–2035)

GOAL 1 — Develop globally benchmarked academic and research infrastructure that fuels cutting-edge innovation, fosters high-quality scholarship, and enables industry-linked innovation at scale

Strategic Objective	Key Action Plan	Phase 1(Years 1–2)	Phase 2(Years 3–5)	Phase 3(Years 6–8)	Phase 4(Years 9–10)
Incubation Centre & Research Park	Green-certified incubation hubs, renewable energy systems, industry/startup collaboration	Master planning; land allocation; basic incubation spaces	Expand labs, startup offices, testbeds; sign industry MoUs	Full-scale research park with sustainability systems	International research clusters; global startup partnerships
Lecture Complex & Smart Classrooms	AR/VR-enabled hybrid classrooms, modular green buildings, collaborative learning zones	Build initial smart classrooms ; upgrade select halls	Construct new lecture complex with hybrid tech	Expand multidisciplinary learning studios	Achieve next-gen learning hub status
International Library & Resource Hub	Hybrid library, global digital resources, AI-enabled knowledge tools	Upgrade digital access; sign e-resource agreements	Construct hybrid library; integrate AI tools	Expand research cubicles, global reading zones	Establish global knowledge collaboration centres

Exhibition & Innovation Hall	Convention/exhibition centre for research, culture & industry showcases	Design hall layout; begin construction	Launch academic fairs, startup expos	Expand digital/hybrid exhibition systems	International innovation festivals hosted
Botanical Parks for Research	Thematic botanical collections, environmental studies zones, nature trails	Create biodiversity nursery; basic walkways	Develop thematic gardens, water features	Add research stations for ecology & sustainability	International recognition as nature-linked academic space

Goal 2 : Transform FISAT into a fully sustainable, digitally empowered, and environmentally responsible campus that sets national benchmarks in smart infrastructure and green living.

Smart/Green Campus Transformation	Renewable energy expansion, IoT monitoring, paperless systems	Solar expansion; smart meters; digital workflows	Full IoT integration; smart waste & water systems	Campus-wide automation	Zero-carbon & fully digital campus
Sustainable Campus Mobility	E-buses, bicycles, walking lanes, EV charging, smart commute app	Launch bicycle-sharing; add EV charging	Deploy e-buses; expand roads	Smart commute app; carpool automation	Fully green mobility campus

Green-Certified Hostels	Eco-friendly hostels with Wi-Fi, security, inclusive spaces	Renovate existing hostels; digital access	Build new green hostels; wellness rooms	International student-friendly blocks	Fully sustainable residential clusters
Eco-Friendly Staff Quarters	Modern housing, community zones, recreation facilities	Renovation; planning	Construct new eco-friendly quarters	Add community facilities	Mature residential community
Commercial & Retail Hubs	Eco-friendly shops, food courts, digital payments, student enterprises	Set up essential shops; digital payment systems	Expand retail corridors; student-run outlets	Add sustainable food courts	Self-sustaining campus economy

Goal 3: Develop holistic, accessible, and people-centred campus amenities that promote well-being, cultural integration, and community engagement.

Strategic Objective	Key Action Plan	Phase 1	Phase 2	Phase 3	Phase 4
Sports, Recreation & Fine Arts Complex	Indoor & outdoor arenas, theatres, arts studios, wellness centres	Upgrade basic sports facilities	Build central sports complex; fine arts studios	Expand arenas; wellness zones	Host national/international events

International Student Centres	Cultural, recreational & academic support zones	Set up helpdesk; counselling services	Build international student centre	Launch global exchange programmes	Expand integration facilities
Crèche, Kindergarten & Menstrual Lounge	Childcare, early learning, hygiene & wellness spaces	Establish crèche & menstrual lounge	Build kindergarten block	Add family support services	Fully developed child & family support hub
Campus Botanical Gardens (Public Spaces)	Recreation trails, aesthetic green zones for wellness	Develop walking paths & seating	Add themed gardens	Research-linked eco zones	Internationally recognized green campus
Commercial & Retail Hubs	Eco-friendly shops, food courts, digital payments, student enterprises	Set up essential shops; digital payment systems	Expand retail corridors; student-run outlets	Add sustainable food courts	Self-sustaining campus economy

Table 1.15. PHYSICAL INFRASTRUCTURE ENABLER: Objective, strategy and outcome

Enabler/Theme	Objectives	Key Strategies	Expected Outcomes
Incubation Centre & Research Park (Green/Sustainable Building)	- Foster innovation, entrepreneurship, and industry-academia partnerships. - Promote sustainable and eco-friendly infrastructure.	- Establish incubation hubs with green-certified infrastructure. - Integrate renewable energy systems and waste recycling.	- Vibrant startup ecosystem. - Enhanced patents, publications, and technology transfers. - Recognition as a

	- Position FISAT as a hub for global-standard research.	- Facilitate collaborations with industries, startups, and research councils.	sustainable innovation hub.
Infrastructure to Commute	- Enhance campus and external connectivity. - Promote sustainable and inclusive mobility. - Ensure safety and accessibility.	- Introduce eco-friendly transport (e-buses, bicycles, walking lanes). - Expand road networks, parking, and EV charging stations. - Deploy smart commute apps for shuttle and carpool services.	- Faster, greener, and safer mobility. - Improved accessibility for all. - Reduced carbon footprint.
Lecture Complex & Classrooms	- Provide modern, technology-enabled, and flexible learning spaces. - Cater to multidisciplinary and hybrid learning needs. - Support growing academic programmes.	- Build smart classrooms with AR/VR and hybrid facilities. - Use green building standards and modular layouts. - Integrate collaborative learning environments.	- Enhanced teaching-learning experience. - Increased student capacity. - Recognition as a next-gen learning hub.
Hostels	- Provide safe, comfortable, and inclusive accommodation. - Foster student community and well-being. - Integrate sustainability and digital access.	- Construct modern, green-certified hostels. - Add smart security, Wi-Fi, and wellness facilities. - Design inclusive spaces for international and differently-abled students.	- Improved student satisfaction and retention. - Vibrant residential experience. - Sustainable and inclusive campus living.

Staff Quarters	- Support faculty and staff welfare. - Provide quality housing to attract and retain talent. - Promote a strong sense of community.	- Develop modern, eco-friendly residential quarters. - Ensure affordability and access to amenities. - Create community and recreational spaces.	- Higher staff satisfaction and retention. - Improved work-life balance. - Strengthened campus community.
Sports / Recreation / Fine Arts Complex	- Encourage holistic student development. - Support competitive sports and cultural growth. - Promote health and creativity.	- Build multi-sports complexes with indoor/outdoor arenas. - Establish fine arts studios, theatres, and cultural centers. - Introduce wellness and recreation facilities.	- Better physical and mental well-being. - Excellence in sports and arts at national/international levels. - Stronger student engagement.
Smart / Green Campus	- Transform FISAT into a digital and eco-friendly campus. - Reduce operational costs and environmental footprint. - Promote sustainable living.	- Expand renewable energy usage. - Deploy IoT-enabled monitoring for energy, water, and waste. - Develop paperless and digital administration.	- Recognition as a smart, green campus. - Improved sustainability rankings. - Cost savings and global reputation.
International Library Resource Access	- Provide global academic and research resources. - Strengthen digital access for students and faculty. - Enable advanced research.	- Collaborate with international digital libraries. - Build hybrid library (physical + e-resources). - Integrate AI-based knowledge tools.	- Global knowledge access. - Enhanced research and innovation quality. - Competitive academic edge.

International Student Centres	- Support global cultural integration. - Attract international students and collaborations - Provide inclusive facilities.	- Develop centres with cultural, recreational, and academic support. - Provide language training, counseling, and orientation. - Facilitate exchange programs with global institutions.	- Improved international student intake. - Strengthened cultural diversity. - Enhanced global reputation.
Crèche, FISAT Kindergarten & Menstrual Lounge	- Support student, staff, and faculty families. - Promote inclusivity and well-being. - Ensure gender-sensitive facilities.	- Establish on-campus childcare and kindergarten. - Provide menstrual lounges with hygiene and rest facilities. - Integrate wellness programmes for women.	- Better work-life balance for staff and students. - Gender-sensitive campus environment. - Increased inclusivity and support services.
Exhibition Hall	- Showcase academic, research, and cultural achievements. - Promote industry-academia collaboration. - Serve as a hub for innovation expos.	- Build multipurpose exhibition and convention halls. - Host academic fairs, cultural events, and startup expos. - Provide digital and hybrid exhibition facilities.	- Increased visibility of FISAT research and talent. - Stronger industry partnerships. - Recognition as a hub for innovation showcases.
Commercial Shops & Centres	- Provide essential services within campus. - Promote convenience and self-sustaining campus economy. - Support student and staff needs.	- Establish retail, food courts, and service outlets. - Prioritize eco-friendly and student-run enterprises. - Integrate digital payment and smart retail systems.	- Convenient campus living. - Self-sufficient and vibrant campus economy. - Opportunities for student entrepreneurship.
Botanical Parks / Gardens	- Promote biodiversity and environmental sustainability. - Provide learning and	- Develop thematic botanical gardens with native flora. - Establish research	- Improved biodiversity and ecological awareness. - Healthier and greener

	recreation spaces. - Enhance campus aesthetics.	spaces for environmental studies. - Integrate walking trails and green recreational zones.	campus environment. - Recognition as a sustainable and nature-integrated campus.
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Table 1.16.FINANCE ENABLER

FISAT IDP Strategic Initiatives Roadmap (2025-2040)

Phase 1				Phase 2			Phase 3				Phase 4				
2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Financial Foundations & Governance Modernization - Establish Financial Policy Council - Launch Integrated Financial MIS with audit dashboard integration - Activate IRG (Internal Revenue Generation) units and Grant Writing Cell - International Exchange & Collaboration Fund (IECF)				Diversification & Financial Ecosystem Expansion - Access Govt Skill Grants - Launch CSR-driven Skill Infrastructure Plan - Define IRG Pathways through Certification Revenue - Sign MoUs with industry for joint financing of labs and innovation			Sustainable Financial Models & National Leadership - Create Joint Grant Pipeline for CoEs with IITs - Offer IIT/CFS Subsidized Fee Pathways via MoU Clauses - Roll out FISAT Co-Financing Models with Tier 2/3 HEIs				Global Capital Mobilization & Regenerative Financing - Launch FISAT Global HEI Investment Exchange - Deploy AI-powered Financial Copilots - Publish "University for India" multilingual funding prospectus - Lead regenerative finance diplomacy across HEIs in the Global South; publish FISAT Financial Playbook and mentor peer institutions on sustainable financial innovation.				

Botanical Parks / Gardens	- Promote biodiversity and environmental sustainability. - Provide learning and recreation spaces. - Enhance campus aesthetics.	- Develop thematic botanical gardens with native flora. - Establish research spaces for environmental studies. - Integrate walking trails and green recreational zones.	- Improved biodiversity and ecological awareness. - Healthier and greener campus environment. - Recognition as a sustainable and nature-integrated campus.
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Table 1.17 FISAT IDP – Goals with Strategic Objective & Action Plan (2025–2035)

Goal 1 : Build a strong and transparent financial backbone that supports smarter decision-making and institutional accountability. This goal focuses on establishing **modern financial governance systems**, including cost-center models, SOPs, audits, digital dashboards, predictive analytics, and AI-driven reporting. The purpose is to ensure FISAT becomes a **national leader in financial governance**, with high transparency, strong compliance, and data-driven financial planning.

Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)
Establish modern financial governance and institutional finance discipline	Build financial systems, frameworks, protocols and accountability mechanisms	• Create Institutional Finance Governance Council • Implement Cost-Center Model across all departments • Introduce Digital Financial Dashboard (real-time spend tracking) • Establish SOPs for budgeting, utilization, audits	• Introduce Quarterly Internal Financial Audits • Performance-linked fund allocation to departments • Introduce financial risk management system	• Implement IFRS-like reporting standards • Deploy predictive financial analytics (AI/ML forecasting) • Annual external governance scoring	• Achieve national recognition for governance maturity • Fully automated real-time financial intelligence system • Model replicated by other institutions

Strengthen financial transparency & stakeholder trust	Create clarity in allocation, utilization and accountability	• Publish Annual Financial Transparency Report • Introduce unit-cost models for labs, programs, events	• Automated financial disclosures to stakeholders • Institutionalized transparency portal	• International standard transparency certification	• Continuous audit-less financial system
Build institutional-level financial stability	Ensure financial readiness to support all other enablers	• 5-year rolling financial plan • CapEx–OpEx split framework	• Cross-enabler fund integration system	• Multi-source long-term reserve fund	• Fully stabilized financial autonomy

Goal 2 : Reduce overdependence on tuition by expanding new, diversified revenue streams. This goal aims to generate **multi-channel institutional revenue** through monetizing labs, consulting, executive education, co-branded certifications, CSR funding, digital micro-credentials, and global contract training. By Phase 4, FISAT develops a **global financial ecosystem**, tapping international learners and industry partnerships to fuel campus growth.

Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)
Create multiple revenue channels beyond tuition	Monetization of institutional assets & offerings	• Launch Lab Monetization (industry testing, prototyping) • Introduce Skilling Hub (paid MSME training)	• Launch Executive Education School • Co-branded Certification Programs (FinTech, AI, Cybersecurity) • CSR Partnerships for	• Digital Revenue Models: Online Micro-Credentials, MOOCs, Global Courses • Flexible	• International Education Vertical • 40% non-tuition revenue target achieved • Global contract training

		• Launch Consulting Revenue Model (faculty + departments)	training & societal projects	Course-Fee Models	
Expand research-linked revenue	IP, patenting, consulting & industry-funded research	• Launch Translational Consulting for MSMEs • Set up IP Facilitation Cell	• Patent commercialization pipeline • Paid Joint R&D Labs	• International research funding channels	• Global research commercialization partnerships
Improve financial ecosystem through partnerships	University, industry, government partners	• Early partnerships with MSMEs • SAARC/Gulf linked financial collaborations	• National-level corporate tie-ups	• Global multi-institutional financial networks	• FISAT positioned as South-Asia financial ecosystem leader

Goal 3: Build long-term continuous revenue and position FISAT as a national model in financial sustainability. This goal establishes **sustainable funding mechanisms** such as grants (NSQF, Skill India), a ₹100 Cr Endowment Fund, scholarships, alumni fundraising, and recurring non-tuition revenues. By the final phase, FISAT achieves **40% non-tuition income** and becomes a **benchmark institution** in financial resilience and innovation.

Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)
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Build long-term sustainable funds for the institution's global ambitions	Endowment, scholarships, global fundraising, alumni capital	• Begin design of Endowment Fund Framework • Launch Alumni Giving Program 1.0 • Engage top 100 influential alumni	• Launch ₹100 Cr Endowment Fund • Named Scholarships, Chairs, Donor Programs • Global Alumni Chapters (Gulf, Europe, US)	• International Fundraising Drives • Corporate Endowment Partnerships	• Mature Endowment generating ₹8–10 Cr/year • Global recognition as financially autonomous
Enable sustainable national-level revenue	Government grants, national missions, lifelong learning	• Access NSQF, Skill India, DDU-GKY grants (start in Yr 1) • Research grant writing system	• Mega-grant applications (DST, DBT, AICTE, SERB)	• National Innovation Ecosystem Partnerships	• Become a recognized national model HEI for financial resilience
Support institutional-scale expansion	International campuses, industry parks	• Feasibility & financial modelling	• Funding approvals & partnerships	• Build & operate international units	• Full multi-country financial operation

Botanical Parks / Gardens	- Promote biodiversity and environmental sustainability. - Provide learning and recreation spaces. - Enhance campus aesthetics.	- Develop thematic botanical gardens with native flora. - Establish research spaces for environmental studies. - Integrate walking trails and green recreational zones.	- Improved biodiversity and ecological awareness. - Healthier and greener campus environment. - Recognition as a sustainable and nature-integrated campus.
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Table 1.18. FIANANCE.ENABLER: Objective, strategy and outcome

Enabler Theme /	Objective	Key Strategies	Expected Outcomes
Financial Governance & Institutional Accountability	Establish modern financial governance and institutional finance discipline	• Create Institutional Finance Governance Council & implement Cost-Center Models. • Introduce Digital Financial Dashboard for real-time spend tracking. • Establish SOPs and introduce Quarterly Internal Financial Audits. • Implement IFRS-like reporting standards and deploy AI/ML predictive	• Achieve national recognition for governance maturity. • Fully automated real-time financial intelligence system. • Model replicated by other institutions.

Enabler Theme /	Objective	Key Strategies	Expected Outcomes
		financial analytics.	
	Strengthen financial transparency & stakeholder trust	• Publish Annual Financial Transparency Report. • Introduce unit-cost models for labs, programs, and events. • Implement automated financial disclosures via an institutionalized transparency portal.	• International standard transparency certification. • Continuous audit-less financial system.
	Build institutional-level financial stability	• Develop a 5-year rolling financial plan with a CapEx–OpEx split framework. • Implement a cross-enabler fund integration system. • Build a multi-source long-term reserve fund.	• Fully stabilized financial autonomy.
Revenue Diversification	Create multiple revenue channels	• Launch Lab Monetization, Skilling Hub, and	• 40% non-tuition revenue target achieved.

Enabler Theme /	Objective	Key Strategies	Expected Outcomes
& Ecosystem Expansion	beyond tuition	Consulting Revenue Models. • Launch Executive Education School & Co-branded Certification Programs (FinTech, AI, Cybersecurity). • Establish flexible Course-Fee Models & Digital Revenue Models (MOOCs, Micro-Credentials).	• Establishment of an International Education Vertical. • Global contract training enabled.
	Expand research-linked revenue	• Launch Translational Consulting for MSMEs. • Set up IP Facilitation Cell and patent commercialization pipeline. • Establish Paid Joint R&D Labs.	• Global research commercialization partnerships secured. • International research funding channels established.
	Improve financial ecosystem through partnerships	• Build early partnerships with MSMEs. • Foster SAARC/Gulf linked financial collaborations.	• FISAT positioned as a South-Asia financial ecosystem leader. • Global multi-institutional

Enabler Theme /	Objective	Key Strategies	Expected Outcomes
		Establish national-level corporate tie-ups.	financial networks established.
Sustainable Financial Models & National Leadership	Build long-term sustainable funds for the institution's global ambitions	- Design Endowment Fund Framework and launch Alumni Giving Program. - Establish Named Scholarships, Chairs, and Donor Programs. - Create Global Alumni Chapters (Gulf, Europe, US). - Drive Corporate Endowment Partnerships and International Fundraising.	- Mature ₹100 Cr Endowment Fund generating ₹8–10 Cr/year. - Global recognition as a financially autonomous institution.
	Enable sustainable national-level revenue	- Access NSQF, Skill India, and DDU-GKY grants. - Establish a dedicated research grant writing system. - Apply for mega-grants (DST, DBT, AICTE, SERB).	- Become a recognized national model HEI for financial resilience. - National Innovation Ecosystem Partnerships established.

Enabler Theme /	Objective	Key Strategies	Expected Outcomes
	Support institutional-scale expansion	• Conduct feasibility & financial modelling for expansion. • Secure funding approvals & partnerships. • Build & operate international units and industry parks.	• Full multi-country financial operation.

Botanical Parks / Gardens	- Promote biodiversity and environmental sustainability. - Provide learning and recreation spaces. - Enhance campus aesthetics.	- Develop thematic botanical gardens with native flora. - Establish research spaces for environmental studies. - Integrate walking trails and green recreational zones.	- Improved biodiversity and ecological awareness. - Healthier and greener campus environment. - Recognition as a sustainable and nature-integrated campus.
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TABLE 1.19. GOVERNANCE ENABLER

FISAT IDP Strategic Initiatives Roadmap (2025-2040)															
Phase 1				Phase 2			Phase 3				Phase 4				
2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Initiating Global Collaborations 1. Form an International Relations Cell (IRC) with Dean + departmental coordinators 2. Identify potential partner universities (priority: SAARC, BIMSTEC, Gulf) 3. Sign MoUs with at least 3 foreign universities 4. Conduct short-term online faculty lecture series with partners 5. Send first batch of faculty for short-term research visits (2-3 weeks). <i>Develop SoP for collaborations & governance of MoUs</i>				Establishing Faculty & Student Exchange Programs 1. Expand MoUs to cover joint faculty research and dual supervision of PG/PhD students 2. Initiate structured student exchange programs (summer/winter schools, 1-semester exchange) 3. Host visiting foreign faculty for joint teaching at FISAT 4. Launch one joint certification program with a foreign university 5. Secure external mobility funding (Erasmus+, DAAD, Fulbright, etc.) <i>Introduce annual review & metrics</i>			Advancing Joint Degrees and Collaborative Research 1. Establish long-term exchange agreements with top universities in Europe/US 2. Introduce dual-degree programs (UG/PG) with partner universities 3. Organize annual International Research & Innovation Conclave with partners 4. Launch collaborative online courses and virtual labs with global faculty 5. Achieve at least 10 joint international research publications. <i>Publish collaboration outcomes aligned to NBA/NAAC requirements</i>				Global Leadership in Collaboration & Exchange 1. Develop global research clusters in niche areas (AI, renewable energy, healthcare technologies) 2. Establish a FISAT International Campus/Center with a global partner university 3. Institutionalize a Faculty & Student Global Fellowship Program (50+ participants annually) 4. Position FISAT as a hub for cross-continental collaborative education (Asia-Europe-US) 5. Publish a 15-year impact report showcasing global collaboration success stories. <i>Digital dashboard for monitoring global collaborations & reviews</i>				

FISAT IDP Strategic Initiatives Roadmap (2025-2040)															
Phase 1				Phase 2			Phase 3				Phase 4				
2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Foundation for Policy Framework 1. Establish the Institutional Policy Innovation Lab with defined roles and governance structure 2. Conduct a baseline study of existing policies across academics, research, administration, and student affairs 3. Initiate stakeholder consultations (faculty, students, alumni, industry, community) to ensure representation in policy-making 4. Develop the first draft of the Unified Policy & Ethics Framework ensuring compliance, fairness, and transparency. <i>Define governance SoP for policy creation & review</i>				Implementation & Integration 1. Expand policy implementation to all departments and functional areas 2. Create a digital policy management system with version control, tracking, and access for all stakeholders 3. Set up automated compliance monitoring tools to regularly check adherence across departments 4. Provide capacity-building workshops for faculty, staff, and students on policy awareness and ethics. <i>Annual digital policy compliance report with metrics</i>			Institutional Alignment & Transparency 1. Achieve full alignment with NEP 2020, NAAC/NBA requirements, and SDG 16 policy goals 2. Publish annual governance and ethics reports for accountability and transparency 3. Establish a Policy & Ethics Review Board to monitor continuous improvement 4. Build a regional hub that supports other institutions in adopting similar frameworks <i>Integrate reviews with existing accreditation cycles</i>				Leadership in Policy & Ethics 1. Position FISAT as a benchmark institution for governance and ethics frameworks at the national and international level 2. Establish a Centre for Policy, Governance & Ethics Studies in collaboration with think tanks and global policy labs (Oxford, MIT, IISc) 3. Partner with UN, UNESCO, and global policy bodies for joint research and advocacy on SDG 16 4. Publish a 15-year impact report on the effectiveness of unified policy and ethics framework implementation. <i>Digital impact tracking system for transparency</i>				

FISAT IDP Strategic Initiatives Roadmap (2025-2040)															
Phase 1				Phase 2			Phase 3				Phase 4				
2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Foundation for Experiential Learning 1. Constitute Social Impact & Government Linkage Cell (SIGLC) 2. Develop a Real-World Problem Solving Framework in curriculum 3. Implement Community-Linked Mini Projects for students 4. Launch Student Societal Challenge Series (annual competition) 5. Launch the “FISAT for Society” Program <i>Set up governance process with project review metrics</i>				Institutionalization of Practice-Based Learning 1. Formal MoUs with industry, research labs & govt. departments 2. Establish 2 Living Labs / Innovation Hubs on campus 3. Create credit-linked project internships in professional courses <i>Digital tracking of student project outcomes</i>			Scaling Student Engagement with Real-World Problems 1. Establish a Permanent Centre for Applied Learning & Social Innovation 2. Incubate student-driven enterprises and start-ups for social/industry needs 3. Expand Living Labs into Regional/National Hubs 4. Introduce national-level student innovation challenge hosted by FISAT <i>Annual review report with societal impact metrics</i>				Recognition & Leadership 1. National recognition as a Model Institution for Experiential Learning (NEP 2020) 2. Establish global collaborations for project-based student exchange 3. Publish annual Impact Reports & Innovation Success Stories 4. Launch FISAT Global Social Impact Forum with academia–industry–community partnerships <i>Stakeholder review board for governance & IDP alignment</i>				

Table 1.19. FISAT IDP – Goals with Strategic Objective & Action Plan (2025–2035)

Goal 1:

To position FISAT as a globally connected institution through sustainable international collaborations, faculty–student mobility, and joint academic–research initiatives, thereby advancing Educational Innovation for Global Impact and fostering Research, Innovation, and a values-driven campus culture.

Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)
1. Establish a structured global collaboration ecosystem for research, mobility, and academic partnerships	Create an International Relations Cell (IRC) with clear governance	- Form IRC with Dean + departmental coordinators - Identify priority partner universities (Asia, UK, USA, Europe) - Sign MoUs with 4–5 target universities - Create governance SOP for MoUs	- Expand MoUs to cover major faculty research areas - Start structured summer/winter schools with partner universities - Develop an annual review mechanism	- Maintain 15+ active MoUs with tangible yearly activities - Institutionalize annual International Research & Innovation Conclave	- Establish FISAT International Campus/Center with a global partner university - Publish a 15-year global collaboration impact report

2. Strengthen faculty and student mobility for global exposure, aligned with NEP 2020 & institutional goal of educational innovation	Launch long-term, short-term exchange programs	- Initiate 1-semester faculty exchange piloting - Send first cohort of students abroad (1-2 week programs) - Setup foreign university engagement weeks	- Expand student mobility (Erasmus+, DAAD, Fulbright) - Institutionalize 1-semester faculty exchange - Achieve 10 international visiting professors annually	- Achieve 50+ students/faculty participating annually - Ensure every department partners with at least 3 international universities	- Create a Faculty & Student Global Fellowship Program (50+ annually) - Position FISAT as a hub for cross-continental education (Asia ↔ Europe/US)
3. Advance collaborative academic programs and international curricula	Joint degree programs, dual-degree pathways, and collaborative online labs	Begin discussion for joint degree/dual-degree frameworks	- Develop UG/PG dual-degree pathways with global partners - Launch collaborative online courses with shared teaching	- Offer 5+ active dual-degree programs - Operate virtual labs jointly with partners	Become Tier-1 South India leader in dual-degree & hybrid international programs
4. Enhance global research visibility and international joint publications	Joint research clusters and global research labs	- Identify 3 research clusters for collaboration (AI, renewable energy, health tech etc.) - Initiate joint research proposals	- Secure international funding with partners - Publish annual joint research reports	- Launch joint research labs with at least 5 universities - Achieve 10+ joint international research publications yearly	Establish global research clusters and centers of excellence at FISAT
5. Promote global innovation culture through improved governance and monitoring	Introduce dashboards, competitive benchmarking, and outcome monitoring (NBA/NAAC aligned)	- Create dashboard to monitor MoUs, exchange, outcomes - Begin competitive landscape study of HEIs in Kerala & neighboring states	- Publish annual competitive benchmarking report - Incorporate outcomes in ranking frameworks (NIRF, QS, THE) - Strengthen governance SOP	- Develop outcome-driven global collaboration scorecards for each dept - Achieve alignment with NBA/NAAC internationalization requirements	- Publish 10-year internationalization success report - Position FISAT among top globally collaborative institutions in the region

Goal 2:

To establish FISAT as a leading institution for real-world, hands-on, experiential learning aligned with NEP 2020, by integrating community-linked projects, industry collaboration, and social innovation into the curriculum to achieve societal impact and student transformation.

Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)
1. Establish a structured global collaboration ecosystem for research, mobility, and academic partnerships	Create an International Relations Cell (IRC) with clear governance	- Form IRC with Dean + departmental coordinators - Identify priority partner universities (Asia, UK, USA, Europe) - Sign MoUs with 4–5 target universities - Create governance SOP for MoUs	- Expand MoUs to cover major faculty research areas - Start structured summer/winter schools with partner universities - Develop an annual review mechanism	- Maintain 15+ active MoUs with tangible yearly activities - Institutionalize annual International Research & Innovation Conclave	- Establish FISAT International Campus/Center with a global partner university - Publish a 15-year global collaboration impact report
2. Strengthen faculty and student mobility for global exposure, aligned with NEP 2020 & institutional goal of educational innovation	Launch long-term, short-term exchange programs	- Initiate 1-semester faculty exchange piloting - Send first cohort of students abroad (1–2 week programs) - Setup foreign university engagement weeks	- Expand student mobility (Erasmus+, DAAD, Fulbright) - Institutionalize 1-semester faculty exchange - Achieve 10 international visiting professors annually	- Achieve 50+ students/faculty participating annually - Ensure every department partners with at least 3 international universities	- Create a Faculty & Student Global Fellowship Program (50+ annually) - Position FISAT as a hub for cross-continental education (Asia ↔ Europe/US)

3. Advance collaborative academic programs and international curricula	Joint degree programs, dual-degree pathways, and collaborative online labs	• Begin discussion for joint degree/dual-degree frameworks	• Develop UG/PG dual-degree pathways with global partners • Launch collaborative online courses with shared teaching	• Offer 5+ active dual-degree programs • Operate virtual labs jointly with partners	• Become Tier-1 South India leader in dual-degree & hybrid international programs
4. Enhance global research visibility and international joint publications	Joint research clusters and global research labs	• Identify 3 research clusters for collaboration (AI, renewable energy, health tech etc.) • Initiate joint research proposals	• Secure international funding with partners • Publish annual joint research reports	• Launch joint research labs with at least 5 universities • Achieve 10+ joint international research publications yearly	• Establish global research clusters and centers of excellence at FISAT
5. Promote global innovation culture through improved governance and monitoring	Introduce dashboards, competitive benchmarking, and outcome monitoring (NBA/NAAC aligned)	• Create dashboard to monitor MoUs, exchange, outcomes • Begin competitive landscape study of HEIs in Kerala & neighboring states	• Publish annual competitive benchmarking report • Incorporate outcomes in ranking frameworks (NIRF, QS, THE) • Strengthen governance SOP	• Develop outcome-driven global collaboration scorecards for each dept • Achieve alignment with NBA/NAAC internationalization requirements	• Publish 10-year internationalization success report • Position FISAT among top globally collaborative institutions in the region

Goal 3:

To develop a unified, transparent, and inclusive policy and ethics framework ensuring compliance, fairness, stakeholder representation, and alignment with NEP 2020 and SDG 16—thereby strengthening governance, institutional culture, and accountability across all functions.

Strategic Objective	Key Action Plan	Phase 1 (Years 1–2)	Phase 2 (Years 3–5)	Phase 3 (Years 6–8)	Phase 4 (Years 9–10)
1. Establish a unified policy and ethics governance foundation	Create Institutional Policy Innovation Lab & initiate consultations	- Establish Institutional Policy Innovation Lab with roles & structure - Baseline study of existing policies (academics, research, admin, student affairs) - Initiate stakeholder consultations (faculty, students, alumni, industry) - Draft Unified Policy & Ethics Framework - Define governance SoP for policy creation & review	Expand policy implementation to all departments and functions	Review and refine policies based on feedback and compliance data	Position FISAT as national benchmark for ethics and governance
2. Implement institution-wide policy systems & digital compliance mechanisms	Deploy digital platforms and build capacity	—	- Digital policy management system with version tracking and controlled access - Automated compliance monitoring tools - Capacity-building workshops for faculty, staff & students - Annual digital compliance report with metrics	Strengthen monitoring and internal audits with improved versions of digital tools	Fully automated governance dashboards for policy compliance & transparency

3. Achieve institutional alignment with NEP 2020, NAAC/NBA A & SDG 16 goals	Build transparent reporting and review systems	—	—	• Achieve full alignment with NEP 2020, NAAC/NBA requirements, and SDG 16 • Publish annual governance & ethics reports • Establish Policy & Ethics Review Board • Build regional hub to support similar frameworks • Integrate reviews with existing accreditation cycles	• Recognized as Centre of Excellence for Governance and Ethics Frameworks
4. Demonstrate leadership in policy, ethics & global governance practices	Build Centres, global partnerships, and showcase impact	—	—	—	• Establish Centre for Policy, Governance & Ethics Studies (collaboration with Oxford/MIT/IISc) • Partner with UN, UNESCO & global policy bodies • Publish 15-year impact report • Digital impact tracking system for transparency

Table 1.20. Governance Enabler: objective strategy and outcome

Sl. No	Enabler / Theme	Objective	Key Strategies	Expected Outcomes
1	Collaboration with Foreign Universities and Faculty–Student Exchange Programs	To position FISAT as a globally connected institution through sustainable academic partnerships, mobility programs, and joint research initiatives.	• Establish IRC (International Relations Cell) • Sign MoUs with global universities • Faculty & student mobility (short-term & semester-long) • Dual-degree & joint-degree programs • Collaborative online learning (COIL) & virtual labs • Global collaboration dashboards & governance SoP • Annual review mechanism for MoUs and exchanges	• Increased global visibility • Enhanced international research output • Higher student & faculty mobility • Improved NIRF/QS/THE metrics • Strong multi-country academic network

2	Institution-wide Unified Policy & Ethics Framework (Aligned to SDG-16)	To develop a transparent, inclusive, and compliant policy and ethics ecosystem aligned with NEP 2020 and accreditation requirements.	• Establish Institutional Policy Innovation Lab • Baseline study of all existing policies • Stakeholder consultations (faculty, students, alumni, industry) • Develop Unified Policy & Ethics Framework • Create digital policy portal with version tracking • Annual ethics & governance report • Policy & Ethics Review Board • Integrate with NAAC/NBA/NEP cycles	• Improved transparency & governance culture • Strengthened compliance and accountability • Streamlined policy implementation across departments • Enhanced accreditation readiness • Recognition as a policy-driven model institution
3	FISAT for Society – Real-World Problem Solving, Experiential Learning & Social Innovation	To integrate hands-on, real-world, societal, and industry-linked problem solving into the curriculum, aligned with NEP 2020 and SDGs.	• Constitute SIGLC (Social Impact & Government Linkage Cell) • Real-World Problem Solving Framework • Community-linked mini projects • Student Societal Challenge Series • Create Living Labs & Innovation Hubs • Credit-linked project internships • Establish Centre for Applied Learning & Social Innovation • National innovation challenge • Annual societal impact reviews & metrics	• Holistic NEP-based experiential learning ecosystem • Student start-ups & social enterprises • Strong regional impact through living labs • National recognition for experiential learning • A values-based, socially responsible student culture

Annexure 2

Critical Action Points for IDP FISAT 2025-2035

The plan is classified under the eight enablers of institutional development as per UGC guidelines

ENABLER	ACTIVITIES	RESPONSIBLE STAKEHOLDERS	TIMELINE
Governance enabler	Appoint Dean & committee, identify collaborators, develop policy & selection framework, sign MoUs, launch twinning programs, establish Centres of Excellence	Governing Council, Dean (International Affairs), Department Heads, International Relations Office	Phase I I (2025–27): Phase II (2028–30)
	Establish Policy Innovation Lab, engage governance experts, draft & pilot institutional policies, stakeholder training, deploy compliance tools, create digital policy management system	Policy Innovation Lab, Governance Experts, IQAC, Legal Advisors, Administration	Phase I (2025–28) Phase II (2029–35)
	Constitute SIGLC, implement curriculum-linked mini projects, formal MoUs with govt. agencies, develop policy framework for engagement, expand into CPSI & Living Labs, launch “FISAT for Society”	SIGLC, Faculty, Students, Govt. Departments, NGOs, Community Partners	Phase I (2025–28): Phase II (2029–35)
Financial Enablers and Resource Funding Models	Establish consultancy services, patent commercialization mechanisms, and alumni endowment systems to initiate sustainable revenue generation	Finance Committee, Research Development Office, Alumni Cell	2025-2026
		Federal Labz TBI, Industrial Institute	2027-2030

	Strengthen incubation and startup equity models, expand industry partnerships, and launch community-focused training programs to diversify income sources	Cell, Idea Lab, Management	
	Achieve long-term financial sustainability through global alumni networks, international collaborations, and innovation-driven revenue contributing to institutional growth	Management, International Relations Cell, Alumni Network	2031-2035
Academic enabler	Redesign curricula with multidisciplinary electives, minors, and flexible pathways Integrate industry certifications, MOOCs, and SDG-linked courses Establish seamless credit transfer mechanisms (national/international/online)	Academic Council, Controller of Exams, IQAC, HoDs, UGC Cell	Phase I (2025–27) – Curriculum reform & pilot credit transfer Phase II (2028–31) – 75% student participation in ABC/NCrF Phase III (2032–35) – 100% adoption; global benchmarking achieved
	Link Idea Lab outputs (prototypes, patents, start-ups) with academic credits - Collaborate with NSDC for skill-based training & certifications	IIC, Incubation Cell, Industry Cell, Idea Lab, CFS	Phase I (2025–27) – Innovation-credit linkage pilot Phase II (2028–31) – Full integration with NSDC Phase III (2032–35) –

			National /International recognition as skill innovation hub
	Build MoUs with Gulf & SAARC universities. Launch international admissions outreach. Create student/faculty exchange programs	International Relations Office, Admissions, Registrar	Phase I (2025–27) – 5 MoUs & pilot exchanges Phase II (2028–31) – 50 international students/year Phase III (2032–35) – Recognition as multicultural campus
	Launch institutional OCW platform for community & lifelong learning - Offer micro-credentials, digital badges, and NSDC-linked certificates	ICT Cell, Extension Cell, Faculty Teams	Phase I (2025–27) – Platform launch & 20 courses Phase II (2028–31) – 100+ courses & 25,000 learners Phase III (2032–35) – Regional hub for lifelong learning
	Establish Faculty Academy for annual FDPs in pedagogy, research, and global immersion - Ensure 100% faculty participation in structured professional growth	HRDC, IQAC, FDP Cell	Phase I (2025–27) – Framework & policy adoption Phase II (2028–31) – Industry & global immersion

			Phase III (2032–35) – Centre of Excellence in Teaching
Research, Intellectual Property, and Supportive Enablers	Research & Innovation Development (problem identification, prototypes, CAD/3D printing, patents, publications, PhD programs, SDG-aligned projects)	Faculty, Research Office, IP Cell, Students, Research Scholars	Phase 1 → Foundation building Phase 2 → Specialized labs & CoEs Phase 3 → National/Global leadership
	Entrepreneurship & Startup Ecosystem (bootcamps, hackathons, incubation, startup pavilion, industry collaboration, tech transfer)	Innovation Cell, Incubation Centre, Entrepreneurship Cell, Alumni, Industry Partners	Phase 1 → Startup culture initiation Phase 2 → Research Park Phase 3 → National innovation clusters
	Institutional Research Policy & Funding (internal grant schemes, seed grants, policy alignment with NEP 2020, global collaborations, fellowships)	Governing Body, Research Office, Finance Cell, External Agencies	Phase 1 → Policy setup & internal grants Phase 2 → External collaborations & MoUs Phase 3 → Global fellowships & rankings
	Academic & Global Recognition (innovation festivals, MoUs with	Academic Council, Governing Body, Research Cell	Phase 1 → Policy and foundation

	IITs/IISc/foreign universities, global internships, inviting global experts, curriculum transformation)		Phase 2 → Global MoUs & recognition Phase 3 → Global leadership & curriculum integration
Human Resources Management Enablers	Audit current teaching capabilities & skill gaps in pedagogy. Form task force to align courses with NEP 2020 & future jobs. Implement basic HR analytics, e-portfolios for faculty. Launch baseline skill diagnostics for first-year students	Principal, Dean, HODs and HR Dept.	2025-2026
	Start outcome-based teaching certification for faculty, Introduce structured internships, hackathons, and peer projects, Set up Industry Advisory Boards per department, Launch skill-aligned job readiness program.	HODs, Dean, Placement office, HR Dept.	2027-2030
	Join international education alliances & global ranking programs, Alumni as career coaches, startup mentors, and recruiters, Partner with global bodies (Google, AWS, IBM) for student credentials, Embed sustainability, equity, and ethical frameworks in all programs	Placement office, Alumni office, International relations office, HODs and Management	2030-2035
Enablers for Networking	Collaborate with government, industries and funding agencies for international grants and joint projects	Research Development Office, Industrial	2025-2026

and Collaborators		Collaboration cell, Principal	
	Organize international alumni–industry networking events for placement and collaboration opportunities	Alumni Cell, Placement Cell	2027-2030
	Establish exchange programs with top-ranked global universities for joint research and dual-degree opportunities.	International Relations Cell, HoDs, Principal	2031-2035
Physical Enablers (Infrastructure)	Establish sustainable research, IT-enabled academic, and residential infrastructure to support innovation and campus growth	Management	2025-2026
	Upgrade residential, recreational, and academic facilities to foster a smart, green, and globally connected campus	Management	2027-2030
	Develop community, cultural, and commercial facilities to enhance campus inclusivity, biodiversity, and engagement	Management and welfare cell	2031-2035
Digital & ICT Framework	Upgrade core digital infrastructure, set up a Digital Governance Cell, pilot ULPS with AI-enabled systems, conduct faculty digital fluency bootcamps, and strengthen the Digital Library by enhancing	Management	2025-2026

	NDLI usage and research access.		
	Roll out ULPS v2.0 with full adoption, integrate national academic systems, digitize faculty teaching and assessment, upgrade classrooms with AR/VR and hybrid platforms, and boost research through a DOI-indexed portal and virtual industry labs.	Management	2027-2030
	Develop AI copilots, upgrade to an immersive LMS with VR/AR and AI tutors, deploy IoT-enabled smart campus systems, establish AI-driven placement and mentoring platforms, and integrate academic services with national platforms for open transcripts and micro-credentials.	Management	2031-2035

7. Academic Master Plan Methodology

The Academic Master Plan was developed through a highly structured, voluntary, and participatory 6-stage framework guided by professional leadership coaches and the IQAC.

1. **Orientation Webinar (June 2025):** Introduced the 6-stage IDP preparation process, defined enabler committee roles, and built consensus on autonomy readiness.
2. **IDP Lab - Workshop I (July 2025):** Conducted extensive stakeholder SWOC analysis and initial drafting of enabler strategies across eight domains.
3. **IDP Lab - Workshop II (July 2025):** Finalized enabler canvases, stakeholder personas, and formulated rigorous 10-to-15 year budgetary models.
4. **Student Futures Hackathon (August 2025):** An innovative "Art-Infused, Future-Backcasting Hackathon" where students, alumni, and faculty utilized visual art and "Transition Canvas Sprints" to envision the student journey in 2035 and reverse-engineer the required institutional capabilities.
5. **External & Executive Review:** Iterative refinement by the Managing Committee to extend the timeline to 2040, culminating in this final audit-ready blueprint.