



**S.R.M INSTITUTE OF SCIENCE AND TECHNOLOGY**  
*(Deemed to be University under section 3 of UGC Act 1956)*  
[www.srmist.edu.in](http://www.srmist.edu.in)

**STRATEGIC PLAN**

**2023**

**(Plan Period: 2024-2033)**

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# **S.R.M INSTITUTE OF SCIENCE AND TECHNOLOGY**

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## **STRATEGIC PLAN**

### **PREAMBLE**

SRM group of educational institutions had a humble beginning of starting a primary school way back in 1968 which was followed by a series of educational institutions in varied disciplines like engineering, paramedical and dentistry. In 2002-2003, Ministry of Education and University Grants Commission approved the launching of S.R.M Institute of Science and Technology (SRMIST), deemed to be University under section 3 of UGC Act 1956, comprising of Dentistry and Engineering and Technology disciplines. In the following years additional educational institutions under SRM Group were brought under the ambit of the university. Under the able leadership of visionary Dr. T.R. Paarivendhar, the founder Chancellor of the University, SRMIST has been making rapid strides and within two decades, it has blossomed into a multidisciplinary university offering Diploma / UG / PG / PhD / Post-doctoral programs in the disciplines of Engineering and Technology, Medical, Paramedical, Science and Humanities, Management, Law and Agricultural Sciences. It has transformed itself into a distinguished educational hub that articulates bold ambitions and potential visionary responses which are essential for the progress of humanity.

SRMIST has a strong pedestal of 60,000 students supported by about 3,600 faculty spread over five campuses. Among the various higher education institutions in India, SRMIST has the dual advantage of scale and breadth of offerings, thereby holding an enviable position among its peers. SRMIST is one of the pioneering private institutions in the country. SRMIST holds the highest grade of “A++” by NAAC (National Assessment and Accreditation Council) besides being labelled as Category 1 university by MoE / UGC. The renowned Quacquarelli Symonds (‘QS’) has renewed its overall four-Star rating, in conjunction with five-Star ratings in the genres of Teaching, Employability, Online Learning, Innovation and Social Responsibility.

### **INSPIRING CHANGE AT SRMIST FOR GROWTH**

The future of education could be an amalgamation of transformations driven by Education 4.0, NEP 2020, scars of the COVID-19 pandemic, emerging student needs and new technologies. The current social environment, generational differences in society, new student profiles and monumental technological changes have led HEIs to reinvent and redesign the higher education ecosystem to create a more accessible and inclusive environment. This document outlines the plan to strategically position SRMIST as a national leader in niche areas of education and a global competitor in research and

teaching. SRMIST envisages a strong commitment towards nation building by challenging the existing orthodoxies and to transform the society with equity, fairness and transparency.

Creating SRMIST was a courageous and visionary response to address the emerging educational needs of India and her future. From being a teaching intensive institution at the time of inception, it has evolved and transformed itself into a research intensive one now and has become one among the few government and private universities to aspire boldly to compete with global ranked institutions.

The student experience at SRMIST is comparable to any other best world class university. The comprehensive and distinct programs offered at the institute are cautiously designed to cater to the emerging and futuristic needs of the world in general and our nation in particular. Research informed learning, which is rapidly evolving into future academic trend, helps realize the goal of innovation in the classroom. The emphasis and judicious investment in research at SRMIST attract global academic talents that will invariably lead to the technological progress of the nation. The co-creation of new approaches in academic support, interdisciplinary and trans-disciplinary problem-solving helps the graduates to explore the possibilities of state-of-the-art discoveries in society and business which is practised only in a very few select institutes like IITs and IISc. The gratifying vision of SRMIST, transforms the campus into a core of attraction for multitalented people across the globe with expertise in various fields.

## **LEAPING INTO THE FUTURE**

The future of SRMIST will be built on the success of its first 36 years. SRMIST's extraordinary graduates continue to lead meaningful change in every part of the world. Its scholars maintain global standards of excellence in their research and teaching activities, and many thriving companies and transformational ideas have originated on its campuses.

The communities in which SRMIST serves are looking to their universities to help navigate the disruption through which India lives currently. These disruptions are seen in Computing and Information Technologies, Agriculture, Medicine and Healthcare, Environment and Climate Change, Space Science, Telecommunication, Energy and Management. SRMIST aims to partner with various institutions and Government Agencies to continue the work of its founders in similarly challenging global times.

At the heart of SRMIST's plan is a simple principle that it will invest in, and insist on, excellence everywhere. As a premier private university that has withstood various challenges in the past, this is nothing less than what the community expects of SRMIST and which it deserves.

SRMIST will provide the platforms and investment to enable the co-creation of new approaches to interdisciplinary problem-solving and support its academics to realise the possibilities of their discoveries in society and business.

SRMIST aspires to strengthen the bond that exists between SRMIST and the Industry-Academia, based on equity, transparency, trust and engagement. It will use its expertise as a resource, challenging orthodoxies to transform society in the spirit of fairness and transparency.

While institute's responsibilities are to the nation, its horizons are global. The legacy of its long-standing international engagement and expertise has enabled SRMIST deliver unrivalled impact beyond its borders, particularly in Asia and the Pacific. It plans to expand this further by bringing the academic talent from across the globe to its campus thereby bringing in the flavour of multinational, multicultural experience to the students and the faculty.

SRMIST's students' experience will be enhanced by benchmarking the best of the institutions in India. Its range of programs will respond to the needs of the industry and the students, and its institutional culture will distinguish SRMIST from other universities. SRMIST will innovate in the classroom through research-informed learning delivered seamlessly across physical and digital spaces as this is going to be the future. The technology driven processes will be of top most priority.

On the research front, SRMIST will continue to attract the most exciting academic talent globally and support their success by making judicious investment in areas that would advance its vision. It will continue to champion the value of research as the building blocks of all new knowledge the students gain in order to be competitive in the global market.

SRMIST wants its campus and community to be the best place to work and study in India, a welcoming and safe place for all. Its bold vision includes transforming our campuses so that they become a magnet for talented people from every part of the world, built on a commitment to equity and the platform for excellence.

As SRMIST works to bring its vision to life, its values will guide and inform the stakeholders, and it will continue to deliver on the mission of SRMIST.

Any institution, however renowned it is, unless it plans for the future strategically with an intent to implement the same, it will lose its way in the labyrinth of constantly evolving technology and society, when pitted against the competition of peers and the expectations of the stakeholders. Therefore, SRMIST has embarked on an initiative to update its strategic plan to realize its stated vision and mission.

## VISION

To emerge as a World - Class University in creating and disseminating knowledge, and providing students a unique learning experience in Science, Technology, Medicine, Management and other areas of scholarship that will best serve the world and betterment of mankind.

## MISSION

MOVE UP through international alliances and collaborative initiatives to achieve global excellence.

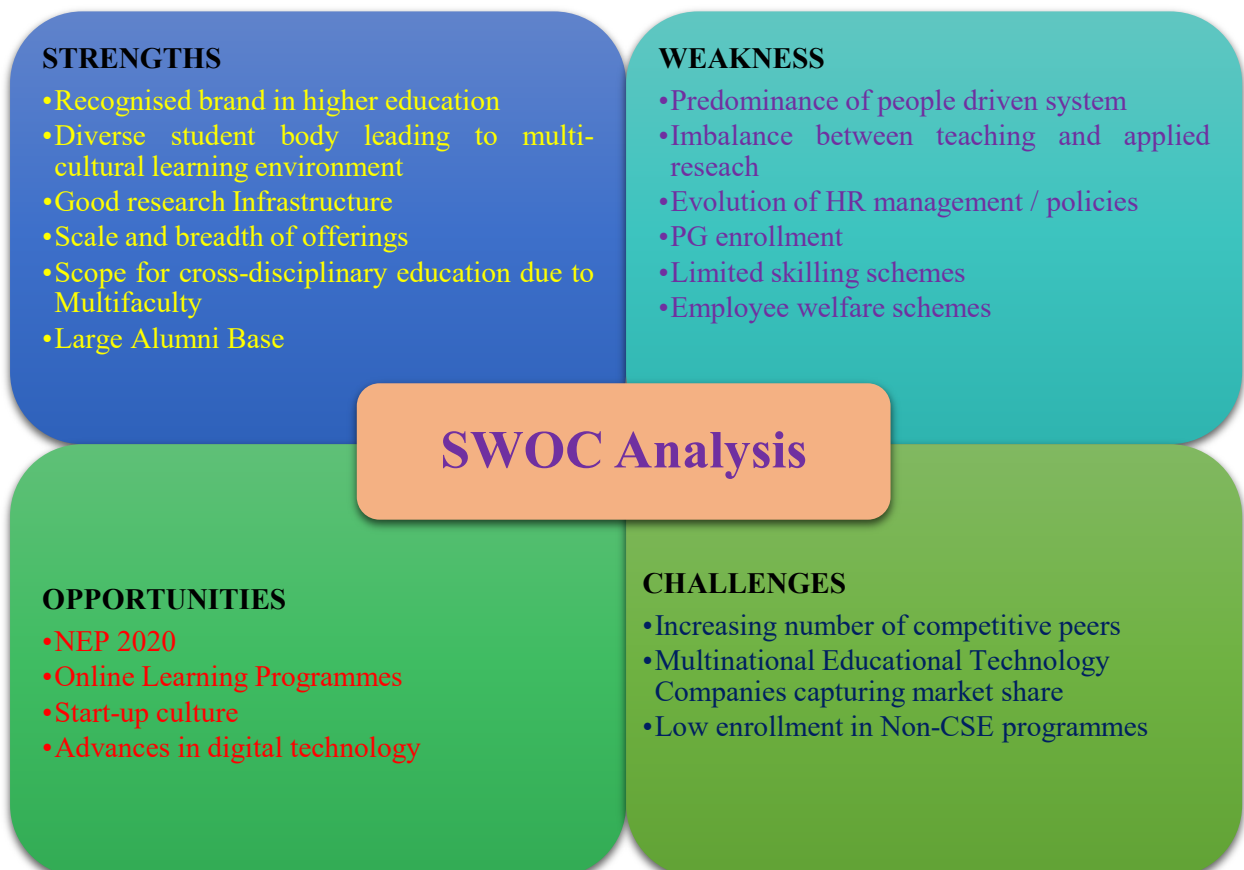
ACCOMPLISH A PROCESS to advance knowledge in a rigorous academic and research environment.

ATTRACT AND BUILD PEOPLE in a rewarding and inspiring environment by fostering freedom, empowerment, creativity and innovation.

A well conceptualized strategic plan provides the roadmap towards the realization of vision through the mission.

## SWOC ANALYSIS

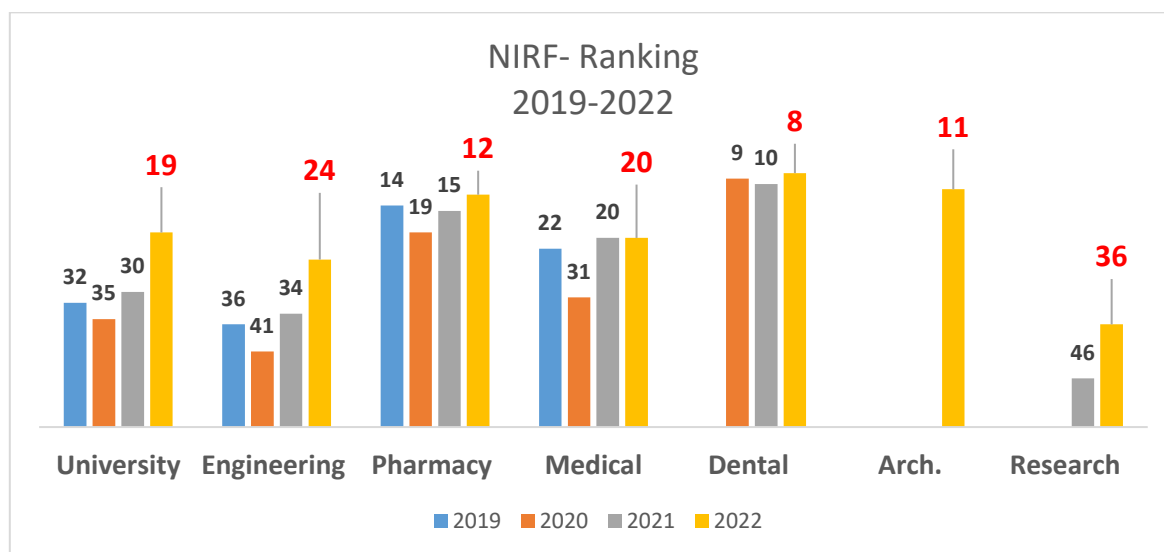
Formulation of strategic plan needs to consider the present Strength, Weakness, Opportunities and Challenges. These have been identified as:





## NATIONAL AND GLOBAL RANKING

Since 2017, SRMIST has been participating in various ranking processes and its position among national and global peers is indicated below:



SRMIST's focus on research has been reflected in its 36<sup>th</sup> rank by NIRF-22 under its newly introduced 'Research' category.

As far as latest (2022/2023) world rankings are concerned, SRMIST's status is as follows:

Ranking Category	QS (UK) (2023)	Times Higher Education (UK)	Shanghai (2022)
World	1201-1400	1201-1500 (2023)	901-1000
Asian	301-350	401-500 (2022)	
<b>Subject Rankings (2023)</b>			
Engineering and Technology	451-500	801-1000	
Computer Science and Information Systems	451-500	601-800	
Mechanical Engineering	401-450		
Petroleum Engineering	101-150		
Electrical and Electronic	351-400		
Medicine	651-680	801+	
Chemistry	501-550		
Energy Science and Engineering			301-400

**SRMIST’s Strategic Plan is envisaged through Six Pillars:**

1. Academic Excellence
2. Research Excellence
3. Capacity Building – Faculty and Students
4. Global Visibility and Collaboration
5. Innovation, Incubation and Entrepreneurship
6. Sustainability

These strategic pillars will be founded on and well supported by the presence of a robust and dynamic governance structure in the university thus enabling infrastructure development with self-sufficient funding. On the road of implementing the Strategic Plan, SRMIST enchains to its core values:

- Excellence, Integrity, and Academic Freedom
- Global Vision and Local Commitment
- Inclusiveness, Diversity, and Empathy

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# VISION

# MISSION

Academic  
Excellence

Research  
Excellence

Capacity  
Building –  
Faculty and  
Students

Global  
Visibility and  
Collaboration

Innovation,  
Incubation and  
Entrepreneurship

Sustainability

Governance

Funding

Infrastructure Development

Excellence, Integrity,  
and Academic Freedom

Global Vision and Local  
Commitment

Inclusiveness,  
Diversity, and Empathy

## **1. ACADEMIC EXCELLENCE**

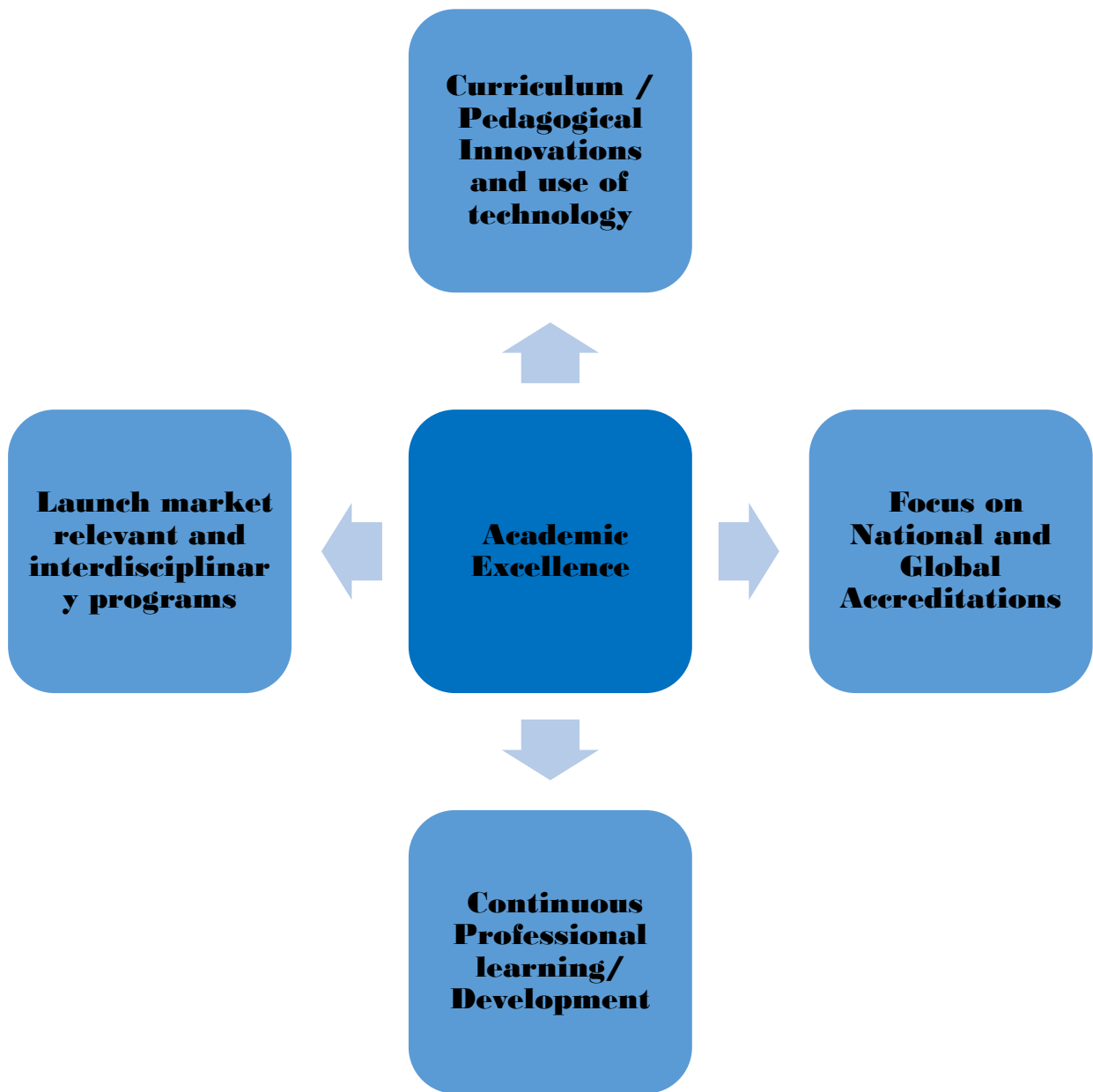
### **1.1 Present Status**

- ✓ SRM Institute of Science and Technology envisions itself as an educational and research, offering wide choice of paradigmatic cutting edge technologies and futuristic programs. The institution imparts holistic education that ultimately marshals towards developing graduates with good spiritual, physical and social qualities alongside cultivating outstanding cognitive abilities. The well-established academic ambience presents discretionary options to the graduates in the disciplines of law, agriculture, science, humanities, management, medicine and engineering. SRMIST offers a multitude of interdisciplinary courses equipped with world class unique laboratories, which is quintessential for attaining project based and practical learning. The global engagement policy of SRMIST, fortifies the graduates, researchers and faculties to transform into globally competent professionals.
- ✓ Students have a wide choice of cutting edge and futuristic programs on multidisciplinary areas like Engineering and Technology, Architecture, Management, Medicine, Dentistry, Public Health, Paramedical, Allied Health Sciences, Science and Humanities, Law, Agricultural Sciences and Education. Within each of the disciplines there are niche state of the art programs like artificial intelligence and machine learning, cyber security, nanotechnology, biotechnology, genetic engineering, Tissue Engineering, Stem Cells, atmospheric science, energy harvesting, storage, and distribution and similar ones to choose from. A number of these programs are offered in close collaboration with foreign universities. SRMIST also allows students to pursue additional courses of inter-disciplinary / specialized nature and minor in courses outside of their primary area of study.
- ✓ Currently, SRMIST is one of the few universities in India to have core engineering programs recognised and accredited by international agencies like ABET and IET in addition to accreditation by India's National Board of Accreditation.
- ✓ SRMIST is also known for its strong track record of graduate outcomes – more than 70% of the students find employability upon graduation in leading organizations in India and abroad, around 20% of them pursue higher studies in leading educational institutions across the world and the rest venturing into entrepreneurship.
- ✓ SRMIST adapts to the ever-changing endeavours of the world by adopting practical teaching pedagogies, providing hands-on training, integrating multidisciplinary online and distance education courses. These ventures are achieved through high quality and professionally competent faculty, world class resources and state-of-art support systems. The new-generation teaching pedagogy concentrates on knowledge dissemination through state-of-art classrooms, effective teaching and assessment tools, outdoor and indoor sports facilities and

other student engaging attempts. The ramifications of this continuous evidence-based teaching are ascertained by acquiring excellent employment opportunities with commanding salary.

- ✓ SRMIST is working with the UC Berkeley, College of Engineering in the USA for bi-directional information exchange in the areas of engineering education. SRMIST is also a Global Partner of the Jacobs Institute for Design Innovation and the Sutardja Centre for Entrepreneurship and Technology [SCET]. This partnership has helped SRMIST to establish a centre at SRM - 'IIEC', Innovation, Incubation, Entrepreneurship Centre, combining UC Berkeley's SCET and Jacobs Institute for Design Innovation.
- ✓ The positive learning climate inculcated at SRMIST nurtures the graduates in attaining good intellectual skills with state of art technological support, and evidence-based teaching-learning strategies. The flexible curriculum helps the graduates to harness their innate competencies and skills, enhance their employability skill-set and gradually evolve to become successful entrepreneurs with high social value. The multidisciplinary and trans-cultural ambience at SRMIST, imparts pragmatism among the graduates to get insights in several fields of their interest.
- ✓ As such SRMIST has two directorates to cater to distance learning – directorates of Distance Education (DDE) and Online Education (OE) which are offering conventional programs approved by AICTE and UGC.

## 1.2 Academic Excellence - Strategies



### 1.2.1 Launch Market Relevant and Interdisciplinary Programs

- SRM envisages launching disciplines and courses which are market relevant and futuristic and address emerging trends to ensure its graduates are equipped with knowledge and skill sets which are most in demand. SRMIST will also leverage the presence of multiple disciplines in its campus to launch courses and programs that are inter-disciplinary in nature.
- A separate School of Design will be launched that will promote collaboration of engineering, science and art. The School of Design will cut across disciplines in the true spirit of multi-disciplinary education offered in SRMIST. To enable the faculty members with modern

requirements, SRMIST will also launch a Directorate of Learning and Development to promote faculty up-skilling.

- Tailor your programmes like Human Biology, Humanity and Technology, Sports Medicine, Genetics of Human Disease, Climate Smart Agriculture, Agripreneurship, Indian System of Medicine, Sports Biomechanics and Kinesiology, Fine arts, History and Philosophy, Cyber Law and IT.
- SRMIST will collaborate with institutions as knowledge partners globally for each of its schools to produce graduate outcomes of a global standard. These, partner institutions will assist in curriculum planning and development of programs and courses, defining learning approaches and outcomes. They will also assist in creating an integrated learning environment encompassing technology, content, laboratories, and spaces.

### **1.2.2 Curriculum / Pedagogical Innovations and use of technology**

These will be crucial to the successful implementation of the multi-disciplinary academic plan. There would be a shift from the traditional learning methodologies followed today to more contemporary learning approaches embracing experiential learning (learning through doing) and technology-enabled active learning.

- Hybrid learning (combination of online and offline), active learning and flipped classroom techniques would be employed to make learning more experiential and student centric. One good outcome out of the pandemic is the smooth switchover to hybrid learning. SRMIST will build on such initiatives and hope to achieve 40% of teaching and learning through active learning/hybrid learning.
- The University is also in the process of establishing Active Learning Classrooms (ALCs) in the Faculties of Engineering and Technology and Medicine and Health Sciences for more collaborative approaches to learning.
- The University is also redesigning its curriculum to include components of Research and Design Experience such as Undergraduate Research Opportunities Program (UROP), internships, capstone project or thesis. This will ensure students graduate with better employability and entrepreneurial skills.

### **1.2.3 Continuous Professional Learning / Development**

- The existing DDE and OE will also be tasked with implementation of below mentioned plans.
- SRMIST plans to cater to 5,000 students through online each year by 2024, 60,000 students by 2027 and 120,000 professionals by 2033. The programs will initially be launched in SRM's areas of strengths such as Engineering and Technology and subsequently in areas

such as Management, Science and Humanities, Health Sciences, Law and Agricultural Sciences. Though most of the courses are under the control of Statutory Bodies, the course contents will be so designed that they will supplement the offerings made in the class rooms similar to MOOC courses.

- SRMIST would leverage its faculty strength, network of relationships with the industry, international partnerships to enter into Continuous Professional Education.
- SRMIST would offer short-duration courses targeted at working professionals looking at enhanced career growth, professionals whose skill sets are affected by technology disruption and need up-skilling and students seeking short duration professional development programs. These courses may include Enterprise Systems, Big Data Analytics in Healthcare, etc. Offering of such courses, apart from making the university more relevant to industry, will enrich the knowledge of our faculty members too.
- The courses would be offered by SRM's senior faculty on a standalone basis or in collaboration with industry partners / international academic institutions.
- These Continuous Professional Learning courses for working professionals would be a combination of both classroom and online certification courses.
- Encourage students to read and learn from the work of their peers, inviting them to be a part of the assessment process in teaching and learning; promote learning from their own failures, thereby improving objectivity and consistency in program outcomes and also ensuring transparency.
- Six-month certificate programs like child rights, data analytics, big data and Health Management Information System (HMIS) can be introduced
- More skill-based certificate courses can be offered related to public health epidemiology and statistics.
- Mandatory courses aimed at honing the emotional and physical well-being of the students shall be introduced.
- Faculty shall be trained to be tech-savvy to deal with Z generation students.

#### **1.2.4 Focus on National and Global Accreditations**

- As a measure of ensuring continuous quality assurance and improvement, SRM will strive to obtain institution-wide and program level accreditation. These accreditations would be both national and global and also will be for different schools.



- a) **Engineering and Technology:** SRM would target obtaining ABET accreditation for the core engineering programs by 2024 after getting accreditation by NBA.
- b) **Management:** SRM would target obtaining the Triple Crown Accreditation for MBA by EQUIS, AMBA and AACSB by 2024.
- c) **Medicine and Health Sciences:** SRMIST would obtain National Accreditation Board for Laboratories (NABL) for the laboratories in the School of Medicine and Health Sciences by 2023.
- d) **Agricultural Sciences:** Accreditation of B.Sc (Honours) programs by ICA by 2025.

### 1.3 Tracking through KRA

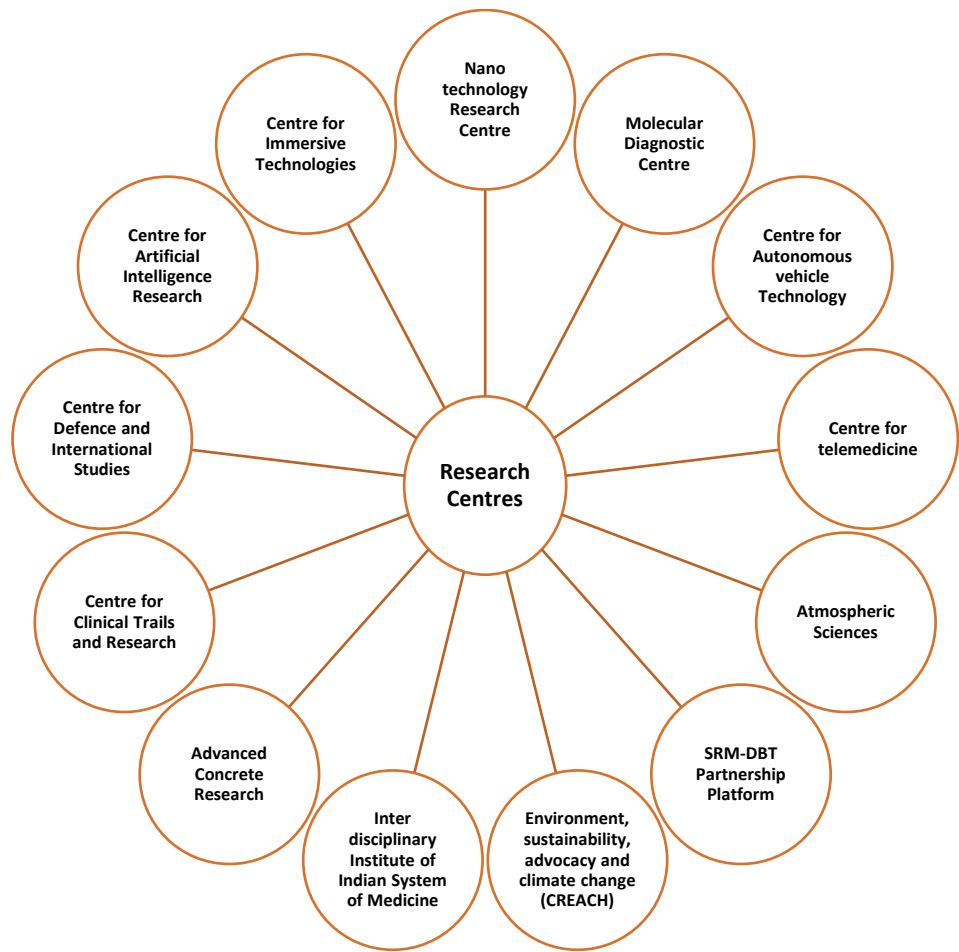
The progress in the implementation of stated strategy shall be tracked through appropriately evolved metrics for defined Key Result Areas (KRA) and set targets. A tentative scheme is furnished below:

<b>Outcome for Academic Excellence - Targets</b>			
<b>Particulars</b>	<b>2024</b>	<b>2027</b>	<b>2033</b>
<b>KRA 1 : Programme Offerings</b>			
% of specialized or inter-disciplinary programs	20%	25%	30%
<b>KRA 2 : Pedagogical Innovations</b>			
% of UG programs with embedded research component	20%	30%	40%
% of Blended learning in course curriculum	20%	30%	40%
No. of Active Learning Classrooms			
<b>KRA 3 : Continuous Professional Learning</b>			
No of online / distance education courses	20	30	40
No. of working professionals enrolled per year	5,000	50000	120000
<b>KRA 4 : Graduate Outcomes</b>			
Graduate Employment Rate (General)	65%	80%	80%
Graduate Employment Rate (Marquee companies)	5%	10%	25%
Academic Progression – Further Study	10%	15%	20%
Academic Progression – Further Study (In Universities within top 500 ranks of QS)	2%	3%	4%

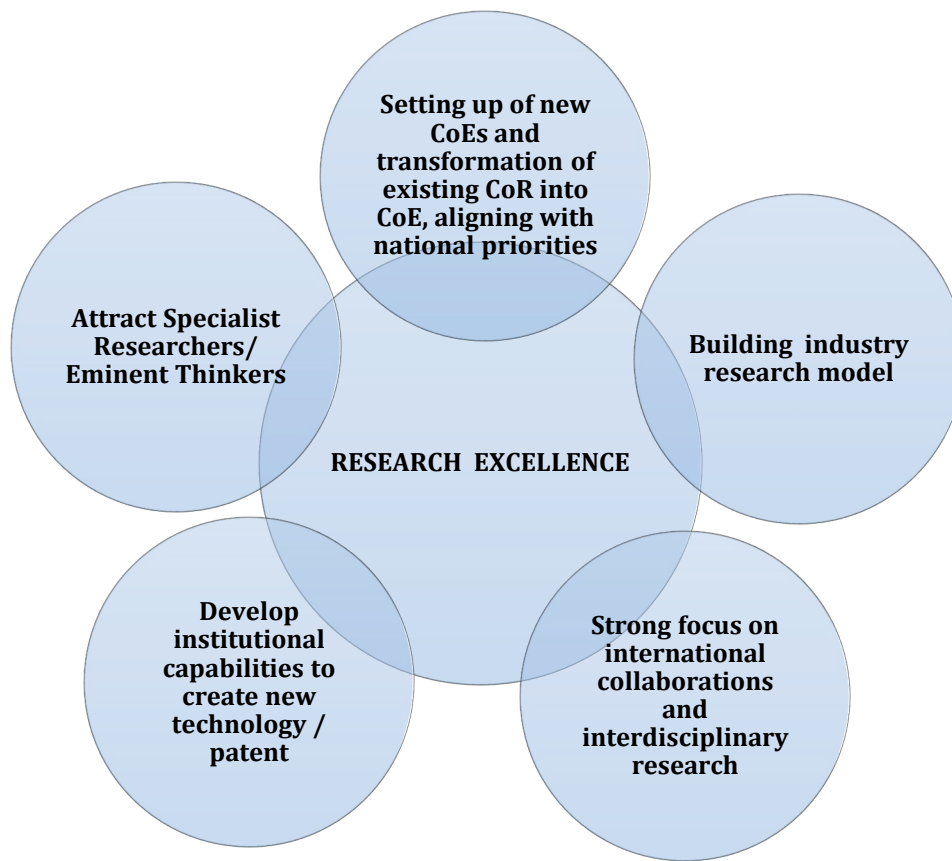
## **2. RESEARCH EXCELLENCE**

### **2.1 Present status**

- SRMIST has witnessed laurels in research and development in recent years. The institute is well known for its infrastructure, manpower, funding, policies, research incentives, ethics and integrity pertaining to research activities. The Directorate of Research (DoR) of SRMIST encourages multidimensional, trans- and interdisciplinary, collaborative, translational and contextual research. SRMIST considers this never-ending quest for knowledge and research as a pivotal factor to strengthen the competitiveness, social affinity and employment of the graduates.
- Global rankings of universities are predominantly based on their research contributions. SRMIST reaches this global prominence with paramount research excellence in five dimensions namely (1) competent and qualified research staff, (2) cutting edge research infrastructure, (3) research ambience (4) funding to realize ideas, and (5) global network. These aspects are successfully accomplished through workforce assessment, global partnerships, and industry engagement.
- SRMIST has set up a Directorate of Research (DoR) to mobilize the knowledge resources available for research and to come up with innovative solutions. The DoR functions in a cooperative manner to identify and initiate foundational multi-disciplinary research and applied research projects, create and combine patentable Intellectual Property (IP) components, design and develop prototypes and proof of concepts, manage and market products and solutions (through know-how transferred incubated companies), and win and work to deliver funded research projects. The following are the Research Centres in SRMIST which are nurtured by the DoR:



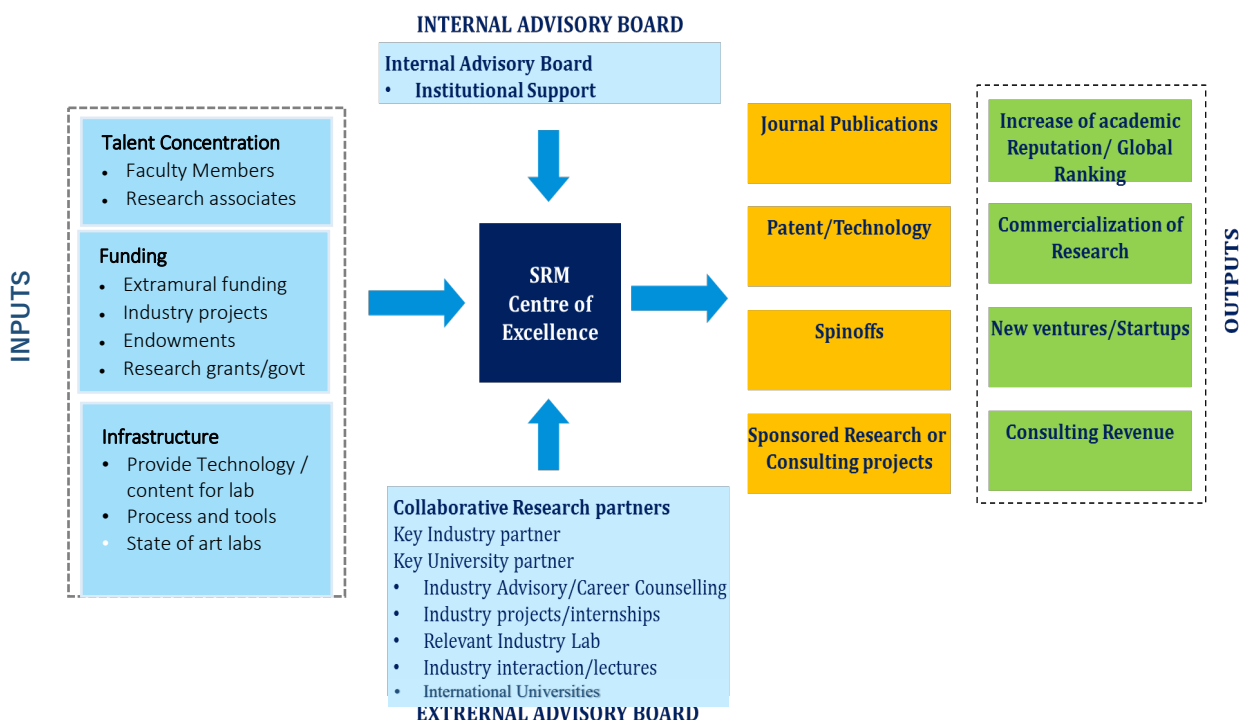
## 2.2 Research Excellence – Strategies



### 2.2.1 Setting up of new CoEs and transformation of existing CoR into CoE, aligning with national priorities

- SRMIST will set up Centres of Excellence to focus on research areas that are of national importance and which will need collaboration from multiple disciplines. The CoEs that will be set up will be a combination of existing CoEs being transformed to make it more holistic and new CoEs in emerging areas of research. The CoEs that will be setup are:
  - ✓ Centre for futuristic materials
  - ✓ Centre for community and healthcare
  - ✓ Centre for energy studies
  - ✓ Centre for environment and sustainability
  - ✓ Centre for disruptive technologies
  - ✓ Centre for autonomous vehicles
  - ✓ Centre for arts, heritage and culture
  - ✓ Centre for learning and development
  - ✓ Centre for defence studies
  - ✓ Centre for agriculture
  - ✓ Centre for space technology

- The Centres of Excellence chosen above are aligned to the National and Global Priorities of and hence SRMIST will make a deep impact in the country and abroad through its CoEs.
- The CoEs have been carefully chosen to ensure SRMIST will work on applied research and also solve societal problems in conjunction with Government, funding agencies and industry players.
- The CoEs will be set up in the initial five years. To begin with SRMIST will invest in those CoEs which are in core areas of engineering, medical and health sciences. Also the investments in these CoEs will be made in phases over a period of five years.
- To ensure fund availability the CoE will be supported with Intramural grants to promote research culture and will also attract Industry sponsored projects, R&D projects, Government and other grants, and endowments.
- The CoEs will be led by distinguished researchers and will have high concentration of researchers and access to cutting edge equipment and research material. The activities of CoEs will be monitored by boards specifically constituted comprising of national and international experts.
- The SRM Centre of Excellence will have the following set up:



- The CoEs will encompass the following:
  - ✓ Provide a platform to enable the researchers to share, analyse, store and retrieve research information.

- ✓ Foster, support and promote externally funded research fellows.
  - ✓ Action plans to get research support and guidance from professors and researchers from top universities to act as joint supervisors.
  - ✓ Procedural plans to seek Doctoral committee members from international universities.
  - ✓ Work on framing benchmark data sets for domain specific research.
- SRMIST will encourage researchers and support staff to find time and space to meet to share ideas and experiences, ensuring all team members are aware of what is expected in the research environment.
  - Run an open research competition - An open research award can celebrate best practice and incentivise researchers to identify and value their own open practices. Some of SRM's best practices would be published to attract the young vibrant researchers into its academic community.
  - Creating opportunities for faculty to interact with the leading researchers in universities of repute by arranging conferences, supporting faculty to attend renowned conferences; working in collaborative projects and research; encouraging faculty to apply for joint research grants.
  - Under Graduate Research Opportunities (UGROP) – must be encouraged and rewarded.
  - Make publication in highly reputed journals like Nature etc. more lucrative and rewarding.
  - Identify and support high-potential early and mid-career researchers.
  - Increase and formalise adjunct appointments to improve the research culture and to achieve targets such as co-authored publications and joint project submissions.
  - Continue to support a research-specific dissemination and exchange program to facilitate research dissemination with international collaboration and travel.
  - Setting up of these CoEs will result in:
    - High quality journal publications
    - High value consultative projects
    - Joint research projects with leading international academic institutions
    - Commercialization of patents
    - Start-ups

### **2.2.2 Building Industry Research Model**

- Engagement with industry is crucial to understand the needs of industry, leverage their expertise, and attract funding to build solutions that cater to the needs of the market.
- To enhance revenue generation through consultancy.
- Sustainable institute / industrial alliances and promoting multi / cross disciplinary research initiatives that include faculty members' sabbatical training. Sabbaticals may be granted to faculty members for teaching and research leading to joint publications in Q1 or Q2 journals in reputed international universities as well as training in industries.
- Provide access to venture capital funding, technology transfer and commercialisation.
- As an institute, SRMIST will organize / participate conclave meets annually for a platform to connect with Government funding agencies, industries and academic institutes
- Strengthening SRM's association with professional chapters / bodies (ACM, IEEE, IET, ITE, etc.).
- Strengthening library resources on social sciences and economics to carry out data analysis and research on these areas leading to publications.

### **2.2.3 Strong Focus on International Collaborations and Interdisciplinary Research**

- Over the span of next 15 years, SRM will have a sustained focus on developing meaningful collaborations with leading local and global institutions in the areas of research.
- Around 300 MoUs would be signed for collaborative research and 30% of these collaborations would be with universities in the top 200 global rankings including IITs.
- Over 50% of the research publications are expected as a result of the institution's collaborative work with their international partner institutes by 2033.
- Improve the activities with the existing MoUs.
- Making use of online funding sites to get funds for socially relevant projects.

### **2.2.4 Develop Institutional Capabilities to Create New Technology / Patent**

- Development and investment to build new capabilities will result in increase of research output by the faculty and give impetus to produce more publications, patents and citations.
- The existing central Research Directorate will be strengthened and entrusted with the following functions and corresponding targets:
  - ✓ Support grant writing
  - ✓ Attracting collaborative projects

- ✓ Securing research databases.
  - ✓ Tracking of sponsors and grants for specific research areas with industry sponsorships
  - ✓ CSR (Corporate Social Responsibilities) funds for research
  - ✓ Alumni sponsorships / endowments to source extramural grants.
  - ✓ Extramural grant per faculty would stand at INR 15 lakh by 2033.
- To Bring in all its Alumni into SRMIST fold and engaging them in a meaningful manner
  - SRM will be setting up the Office of Technology Transfer to actively engage with industry in commercialization of technology and innovation.
  - To generate employment through start-up incubation
  - Community-outreach camps for finding the research thrust areas and to perform research.
  - To create statistical cells in CoE and CoR to facilitate research

### 2.2.5 Attract Specialist Researchers / Eminent Thinkers

- Introduction of futuristic and interdisciplinary courses, setting up of CoEs, and encouraging research exchange programs would help build a world-class research pool.
- SRMIST to recruit globally acclaimed scientists / researchers to head the individual CoEs.
- Institutionalize Distinguished Visiting Professorship / Fellowship schemes and tap into Government fellowship schemes to attract eminent thinkers in the fields relevant to the CoEs.
- To attain global standards in the percentage of researchers, i.e., Percentage of faculty with Ph.D. degree would be increased to 90% in 2033.
- The number of doctoral students would be increased to an annual intake of 2000 in 2033.
- Carrying out periodical research audits by outstanding researchers from reputed institutes.

### 2.3 Tracking through KRA

<b>Outcomes for Research Excellence</b>			
<b>Particulars</b>	<b>2024</b>	<b>2027</b>	<b>2033</b>
<b>KRA 1: Research Capacity / Centres of Excellence</b>			
No of Centre of Excellence	4	10	12
<b>KRA 2: Availability of Researcher Pool</b>			
Number of faculty with PhD	60%	75%	90%
Number of Full times PhDs	2200	2500	2800
Number of industry persons pursuing PhD	700	1000	1500



<b>Outcomes for Research Excellence</b>			
<b>Particulars</b>	<b>2024</b>	<b>2027</b>	<b>2033</b>
Number of faculty with postdoc	35	70	105
<b>KRA 3: Research Output</b>			
Average publications per faculty per year	1.5	2	3
Average Citations per publication	5	8	10
Average impact factor	1.9	2.2	2.5
Patents filed per year	100	200	250
Granted cumulative	40	80	150
Revenue from industry projects / grants (INR Crore)	15	25	35
Consultancy revenue (INR Crore)	2	5	10
No. of start-ups incubated	15	25	45
<b>KRA 4: Research Collaborations</b>			
% of research publications through international collaborations in Q1 and Q2 journals	40%	60%	80%
% of SRMIST faculty as adjunct faculty in foreign university	1%	5%	10%
Number of inbound foreign faculty visiting SRMIST for a month or more	10	30	100
No. of Ph.D Scholars engaged for Dual research with international faculty as joint supervisor and through Dual PhD programme	1%	5%	10%
% of faculty completed a course / programme or worked in foreign university	5%	7%	15%
<b>KRA 5: Community outreach camps to identify research areas</b>	4	6	8

### **3. CAPACITY BUILDING – FACULTY AND STUDENTS**

#### **3.1 Present Status**

- To emerge as a world class institution, it is important for the university to have a strong pool of students and faculty. Currently, the university has over 52,000 students who are predominantly concentrated in the UG disciplines (>85%) and around 3400 faculty members.
- To emerge as a world class institution, SRMIST will strive to increase the intake of PG and PhD students. While SRM currently has students from across other states it needs to increase intake of students from across the globe too to strengthen its diversity quotient. Equally important would be to create an enabling environment for students be it in academics, research, sports or arts depending on their talent and aptitude.
- The faculty in SRM are currently concentrated at junior levels – Assistant Professors - and more than 65% of faculty do not have a PhD. By 2033, SRM expects to maintain a faculty student ratio of 1:10 from the present 1:17. SRMIST would also focus on increasing the intake of faculty with PhD and recruiting faculty at a senior level – Professors and Associate Professors. It is important that faculty is hired from diverse and global backgrounds to ensure that the faculty blends in world class curriculum and pedagogy and the students are imparted education which is in line with global standards.
- It is important that the institution also works on a faculty development and retention strategy to harness and up-skill their talent.
- More than 750 companies visit the campus for recruitment.

### 3.2 Capacity Building – Faculty and Students – Strategies



#### 3.2.1 Queen Bee Strategy for Attracting High Quality Senior Faculty

“Queen Bee” strategy focuses on recruiting high quality and experienced faculty from across the globe. This includes faculty with experience in top 100 globally ranked universities and 15+ years of experience in specific domains. Through this strategy, SRMIST can hire an adequate number of experienced domain experts living overseas and in India with established global reputations. These faculty in turn would successfully attract a large number of talented young scholars in their disciplines. SRMIST would have around 5% of the faculty at an overall university level as “Queen Bees” by 2033.

### **3.2.2 SRM Young Leader Professorship (SRM YLP) Scheme**

The SRM YLP scheme will help SRM attract outstanding young researchers and scholars who aspire research leadership roles from some of the prestigious institutions in the world from QS top 100. SRM YLP scheme will provide start-up grants to new faculty members as Research Grant for R&D initiatives. Additionally, the scheme will also provide an attractive remuneration package including assistance and dedicated research environment. Around 25% of the Assistant Professors hired in the university would be through SRM YLP Scheme from 2024.

### **3.2.3 Hiring of Adjunct Faculty**

Of the total faculty base, SRM will strive to have around 90% as full-time faculty and 10% can be visiting/adjunct faculty with 50% coming from foreign exchange and another 50% from industry.

SRM will also leverage its network of relationships with industry and its alumni network to bring in industry professionals as adjunct faculty from the industry.

### **3.2.4 Faculty Exchange Programs**

Faculty exchange programs are one in which SRM can attract visiting faculty from top ranked educational institutions and faculty from SRMIST can visit them for research and study. SRMIST can facilitate foreign exchange programs with universities from countries with high researcher mobility. Presence of interdisciplinary research centres will act as a major driver for faculty from those universities to come and collaborate with SRM.

### **3.2.5 Corporate and Industrial Advisory Boards**

The Corporate Advisory Board (CAB) at SRM will be reconstituted to serve as a unique platform connecting over 250+ industries across the country. It will play a decisive role in keeping the university's programs in tune with industry trends, by bringing students face to face with senior managers, vice-presidents, chairmen and the top management of leading companies in the industry. Working in partnership with industry helps students and faculty gain a broader view and gives them the expertise to live and work in a global context. It will also give them the right attitude and aptitude to translate the new knowledge from research to practical ends.

Further, every department will have an Industry Advisory Board consisting of industry personnel / experts working in research organizations from junior to senior levels. The board's main task will be to give inputs to the departments on curricular matters, offering industry centric short-term courses and suggesting project themes.

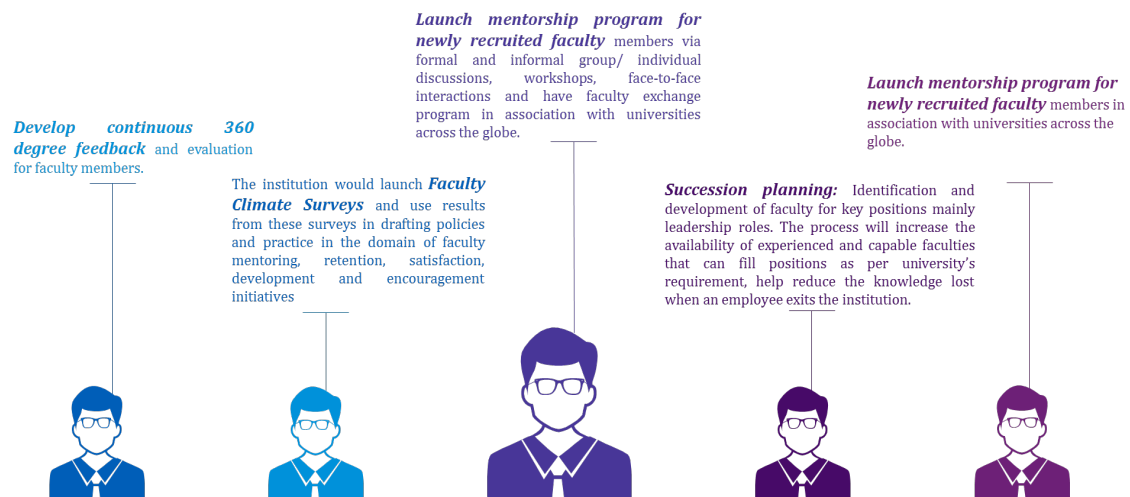
### **3.2.6 Tenure Track System**

SRMIST would institutionalize a tenure track system to ensure recruitment of top-notch assistant professors from across the globe. This would be institutionalized by SRM from 2023 onwards in the

faculty of engineering and technology once a significant base of high-quality faculty are in place. The tenure track system would be institutionalized in other streams such as management and science and humanities and would be in place from 2027.

### 3.2.7 Faculty Engagement and Retention

A Broad Scheme Envisaged in Shown in the following Diagram:



The plan will also envisage:

- Opportunities for faculty for professional development through funding and granting sabbatical.
- Systematic mentoring of young faculty to excel in research and teaching.
- Training and encouraging faculty to develop e-modules on par with the best available online.
- In order to enable faculty to keep abreast of the latest technological developments taking place all around, existing Faculty Industry Immersion Programme (FIIP) to be strengthened and systematized. Faculty members may be deputed for short or long durations and if they are involved in any of industrial projects, they may be paid by the industry itself.

### 3.2.8 Increase Intake in PG Programs and Doctoral Programs

Master and Doctorate students' strength at SRM forms 11 percent of overall student strength, this ratio needs to increase to 30 percent by 2033. A total of 9000 students would be in the Post Graduate program and 4000 students would pursue PhD per year by 2033. To increase the share of students in PG and PhD programs, SRM would undertake the following:

- SRM would offer integrated Masters and PhD programs.
- Offer unique, innovative interdisciplinary PG / PhD programs in association with this Centre of Excellence along with key academic and industry partners of CoE

- The institution would also make available research grants and dedicated fellowships for PhD students.
- Joint PhD programs with international universities and partners.
- Strengthen SRMIST's post-graduation courses in line with the emerging technologies for every stream with industry support.
- Industry centric certificate / diploma / PG diploma programs during the course of study in partnership with industries.

### **3.2.9 Attract International Students and Promote Diversity**

- 10% of its entire undergraduate student population and 30% of post graduates would be international by 2033. This would be done by introducing scholarships for meritorious candidates from communities or countries with high potential and low representation. Scholarship programs for international students will be introduced such as SAARC merit-cum-means scholarship, ICCR (The Indian Council for Cultural Relations) merit-cum-means scholarship, scholarship schemes for countries in which SRM is trying to build inroads.
- Inbound students shall attend minimum a semester at SRMIST similar to SAP. Priority to be accorded to students from universities within top 500 of QS rankings.
- The institute would enter into strategic tie-ups with banks to provide financial assistance for students in the form of a student loan.
- Focus on aggressively building its brand outside India through initiatives like opening regional offices which will be responsible for attending school contact programs and national admission fairs in those countries.
- Launch long duration joint degree programs / twinning programs to increase international student population.
- Providing better hostel facilities for international students.
- Short term immersion program for international students so that they pass on their best practices to the advantage of our students.

### **3.2.10 Student Talent Development**

The curricular and co-curricular activities enable the students to develop in a professional manner. However, some of them may be having innate talents which if nurtured will make them future industrial / research leaders. Therefore, it is proposed to put in a place a scheme by which talented students will be identified, their strengths ascertained and imparted appropriate training so that their latent expertise may be brought to the forefront.

### 3.2.11 Dream In-Campus Placement

While efforts will be made to place as many students as possible before they leave the portals of the university, special drive will be undertaken to ensure that outstanding students in terms of their knowledge, attitude and leadership potential are absorbed in nationally and internationally reputed companies and research institutes where the potential for growth for the students is maximum. To start with, an attempt will be made to place 50 students as a pilot run and then enhance it to place 2% of students in 5/10 years' time.

### 3.3 Tracking Through KRA

<b>Outcomes for Faculty Excellence - Targets</b>			
<b>Particulars</b>	<b>2024</b>	<b>2027</b>	<b>2033</b>
<b>KRA 1: Faculty Capacity Building</b>			
Total Number of Faculty	3500	5000	6000
Faculty Student Ratio	1:15	1:12	1:10
% Faculty with PhD/equivalent	60%	85%	100%
Cadre Mix (Professor: Associate Professor: Assistant Professor)	1:2:6	1:2:4	1:1:3
<b>KRA 2: Industry Faculty</b>			
Faculty from industry	2%	3%	5%
<b>KRA 3: Up skilling of faculty</b>			
Certified Professional Courses enrolled by faculty	25%	60%	100%
<b>KRA 4: Faculty Industry Immersion Program</b>			
Percentage of faculty to be made beneficiaries of the program	10%	20%	50%
<b>KRA 5: Faculty Experts on Digital Courseware</b>			
Number of MOOC courses offered by SRMIST	5	50	100
<b>KRA 6: Student Enrolment</b>			
Total Enrolment	60000	65000	70000
<b>KRA 7: Student Diversity</b>			
% International students	2%	4%	8%
% of Female Student Admission	25%	30%	35%
<b>KRA 8: Need-blind Admission</b>			
% of scholarships provided	5%	10%	15%

## **4. GLOBAL VISIBILITY AND COLLABORATION**

### **4.1 Present Status**

- SRMIST has a strong commitment towards integration of international and global facets as an integral part of the goals, teaching-learning pedagogy, research and functioning of the institution.
- The institution hones itself to maintain long term relationships with many pioneering world class universities as a measure of fostering productive and symbiotic partnerships. SRMIST cultivates the enactment of academic mobility across the globe with funding opportunities to harmonize and complement the vision of the institution.
- SRMIST has Semester Abroad Program (SAP), Faculty Abroad program (FAP),
- SRMIST has signed close to 150 MoUs with institutions across the globe.
- Hosting of International full-time students, Inbound exchange students.
- Appointment of international faculty.
- Facilities for students participating in international competitions and international accreditations.
- With a huge alumni database touching 2 lakhs, local and global interactions regularly take place between them and SRMIST.
- A dedicated directorate for International Relations takes care of all the above-mentioned activities. However, the functionalities of this directorate need to be defined and a target-oriented approach adopted.



## 4.2 Global Visibility – Strategies



### 4.2.1 Offshore Campus and satellite centres

- SRMIST will set up campuses in foreign countries to cater to the requirements of the Indian diaspora. They will be offering programs which are sought after by the students in those countries. Wherever possible MoUs will be signed with the local Universities of repute.
- Leveraging the Faculty of Health Sciences, clinical non-clinical centres of Medicine, Dentistry, and Para Medicine may be established across the country to build brand and hence sustain student admissions.

### 4.2.2 Strengthening International Advisory Board

- The existing International Advisory Board will be strengthened to include faculty and administrators from Universities of repute based on QS World University rankings.
- Periodical meetings will be conducted and implementation of decisions taken thereof will be closely monitored.

### 4.2.3 Training Programs for Faculty and Students

- Promote and integrate education abroad experience into the curriculum across the university.
- Provide training and development activities for faculties and students for global outreach.
- Faculty of Medical and Health Sciences to upload quality short videos on Medicare so that SRMIST is always in the limelight.

### 4.2.4 Academic Collaboration

- The institution will deepen its engagement with the already established network of global universities such as MIT, UC –Berkeley and NTU. Deepening of collaboration will entail an increase in the number of joint research projects with faculty from international universities, curriculum development, online course development and student and faculty exchange programs. It is expected that the number of collaborations with universities which figure in QS top 200 universities would increase to 60 by 2033.
- SRM will establish corridor programs with US / Canada, UK, Oceania, Europe and Southeast Asia to engage with world class universities / institutions in those regions. SRMIST will also leverage India's strong bilateral relations with countries in these corridors focusing on priority research areas to improve engagements with academic institutions. The programs will also envisage spreading and popularising Indian Knowledge System (IKS) so that necessary funding is generated to conduct necessary trials leading to acceptance by the world bodies.
- The institution would identify future higher education destinations and initialize collaborations with those countries and make a mark for SRMIST globally. These would typically be with institutions in low, middle income and emerging economies.

**Academic collaboration** for SRMIST will be done at 3 different levels depending on their intensity of relationship

- **Strategic Partnerships:** This will focus on relationship building with SRMIST in areas of curriculum planning and development of programs and courses, defining learning approaches, help in resource management including technology, laboratories, design labs, and spaces. Collaborative research which will ensure establishing a cluster of research labs and centres that will be multi-disciplinary in nature in SRMIST to promote joint research and offer joint PhD programs. SRMIST will try to identify international universities to be targeted for twinning programs by creating a mechanism to enable the transfer of credits and launch of these programs by 2024.

- **Mobility Programs: Medium intensity collaborations:** Student exchange programs to facilitate short-term visits (typically of 1 or 2 weeks) of exchange students and research scholars in between semesters. Faculty exchange programs to teach or conduct research for one semester or an academic year at another university. Faculty members of the foreign universities could be nominated to be Area Leaders of the different departments with a view to assist in the development of curriculum and content at SRMIST.
- **Future Market Programs:** These will focus on knowledge transfer between both the institutions through conferences, and guest lectures.

#### 4.2.5 Increased Industry Engagement

Increased Industry engagement can be realized by showcasing SRMIST's work and its impact on research areas of national priority by leveraging combined time and talents of industry experts to advance SRM. Engagement with industry is crucial to understand the needs of industry, leverage their expertise, access their data, and attract funding to build solutions that cater to the needs of the market. With dynamic technological changes, the role of industry in the envisioned CoEs, curriculum development and research becomes crucial. SRMIST's Industry collaborations will be administered by SRM at 3 different levels depending on their intensity of relationship.

- **Knowledge Enterprise Relationships:** Through establishment of CoEs, SRMIST will collaboratively work with key industrial partners. Cooperative research will be a major focus of CoEs which includes contract research with a CoE, consulting by faculty, and certain group arrangements specifically for addressing immediate industry problems.
- **Industry Partnerships:** This will be taken care by Industry Interaction cell and Academic cell which will ensure facilitation of corporate training, recruitment of recent university graduates and employing student interns, co-authoring of research papers by university, and industrial firm members and recruitment of adjunct faculty from industry.
- To establish industry funded laboratories / research centres / CoEs.

#### 4.2.6 Collaborations for Societal Impact

- SRMIST will work for community development and create societal impact given the presence of multiple disciplines and strong student base.
- Community development will be largely driven through its Centres of Excellence setup in areas such as Public Health, Education, Public Policy, Cultural Diversity, Environment, Habitat and Sustainability.
- The institution will promote long-term relationships with local communities including the districts of Chengalpattu and Kancheepuram and nearby areas to promote SRMIST as a hub

of knowledge-based activities through community outreach programs. For example, it will partner with NGO's to organize health camps in nearby villages to promote health drives in association with CoE in public health.

- SRMIST with its own schemes as well as by partnering with the government schemes like Unnat Bharat Abhiyan, SWACHH Bharat Abhiyan, One Student One Tree, etc. will promote the all-round development of surrounding local communities.
- Activities of Pro-bono cell (Faculty of Law) to be strengthened so that legal help can be extended to public in a largescale.

#### 4.2.7 Alumni Collaboration

- Alumni sponsorships / endowments would be done to source extramural grants.
- Alumni network to bring in industry professionals as adjunct faculty from the industry.
- Interaction with alumni through guest lectures, mentorship, placement, alumni gatherings, concessions for children of alumni in admissions, establishment of additional alumni chapters in India and abroad.

#### 4.3 Tracking through KRA

<b>Outcomes for Global Visibility- Targets</b>			
<b>Particulars</b>	<b>2024</b>	<b>2027</b>	<b>2033</b>
<b>KRA 1: General Collaboration</b>			
Total Number of offshore campuses	--	2	3
Meetings of International Advisory Boards per year	2	3	3
Orientation programs per year	1	2	4
Number of SAP students –outbound	300	500	1000
Number FAP faculty members	10	25	50
International Students – Inbound	1000	3000	5000
International Faculty	30	100	300
<b>KRA 2: Collaborations with Academia</b>			
No. of collaborations (with global top 200 institutes / universities)	25	45	60
% students outbound through semester exchange	2%	5%	10%
<b>KRA 3: Collaborations with Industry</b>			
Faculty Industry Immersion Programme per year	50	100	200

<b>Outcomes for Global Visibility- Targets</b>			
<b>Particulars</b>	<b>2024</b>	<b>2027</b>	<b>2033</b>
Industry Distinguished Lecture Series	5	20	50
Industry Supported Programmes	5	25	100
Industry Supported Special Labs	30	50	100
% of faculty sourced from industry (adjunct Faculty mode)	3%	5%	10%
<b>KRA 4: Collaborations with Alumni</b>			
Placement through Alumni Network	10%	20%	30%
Number of International Alumni Chapters	10	20	30
Joint courses offered with alumni support	5	10	20
Funds from alumni (Cumulative till date) (INR in crores)	30	120	350
Number of Alumni recognition awards	5	10	15
Active participation in Government of India initiatives	5	10	15
Green Initiatives	5	10	15
Active participation NGO activities	5	15	25
Alumni sponsored chair	1	2	5

## **5. INNOVATION, INCUBATION AND ENTREPRENEURSHIP**

### **5.1 Present Status**

SRMIST bestows innovation, incubation and entrepreneurship opportunities by fostering specialised knowledge and skills in conception of innovative ideas leading to incubation and ending in prototypes. The SRM's Innovation, Incubation, Entrepreneurship Centre (IIEC) perched inside the campus, is an aspiration to instil innovation and entrepreneurship culture among the students and faculty. Under its wing it has five entities:

- ✓ IPR Cell
- ✓ SRM Innovation and Incubation Centre (SIIC)
- ✓ Fabrication lab (FAB)
- ✓ SRM Incubation Development Centre (SIDC)
- ✓ NewGen IEDC

IIEC takes care of providing infrastructure, funding, mentorship, workspace and the overall nurturing that a team/start up requires. Straight from the inception of an idea to the emergence of said idea into an end result, the IIEC coaches teams / start-ups through the entire process. SRMIST accelerates the novel ideas to elevate the creative conception to a realistic prototype, which can become a viable commercial product. The institute extends adequate infrastructure and other resources to the start-up companies, thus cultivating a sustainable economy. This centre at SRM will embrace the study and practice of “technology-centric” entrepreneurship as well as inspiration and ideation and hands-on experimental team-based learning from the design innovation curriculum. The IIEC in collaboration with the Faculty of Medicine and Health Sciences will offer a range of pathway courses, elective and a minor in entrepreneurship for undergraduate students.

SRMIST has been creditably ranked under ARIIA (Atal Rankings of Institutions on Innovation Achievements) with second position among private universities in 2020.

## 5.2 Innovation, Incubation and Entrepreneurship – Strategies



### 5.2.1 To Create a Vibrant Local Innovation Ecosystem

- Prepare institute for Atal Ranking of Institutions on Innovation Achievements Framework.
- Establish Function Ecosystem for Scouting Ideas and Pre-incubation of Idea.
- A substantially expanded School of Business playing a leading role as a source of education and training to support innovation and entrepreneurship across the university and the city.
- Create an Institution's Innovation portal to highlight innovative projects carried out by institution's faculty and students.
- Network with peers and national entrepreneurship development organizations.
- Develop better Cognitive Ability for Technology Students.
- Establishment of TBI (Technology Business Incubator)) and TIH (Technology Innovation Hub).
- To get– top ratings in rating systems by Government of India and international ranking institutions.
- Design thinking to be made integral with the curriculum.
- Funding student and faculty projects leading to new products.

### 5.3 Tracking through KRA

<b>Outcome for Innovation, Incubation and Entrepreneurship – Targets</b>			
<b>Particulars</b>	<b>2024</b>	<b>2027</b>	<b>2033</b>
<b>KRA 1: Innovation, Incubation and Entrepreneurship</b>			
Patents Filed	100	200	400
Patents Granted	50	75	100
Patent commercialised and Revenue generated through IP and tech transfers	10	25	50
No of Prototypes Developed	2	7	25
No. of Start ups incubated (Alumni, Student & Faculty)	15	75	150
% of student entrepreneurs	5%	15%	20%
Revenue through equity sharing with Start Up incubated at SRMIST in Rs. Lakhs	10	25	40
Venture Capital for Start-ups incubated by SRMIST in Rs. Lakhs	2	5	15
Number of International Angel Investors	1	3	10



## 6. SUSTAINABILITY

### 6.1 Present Status

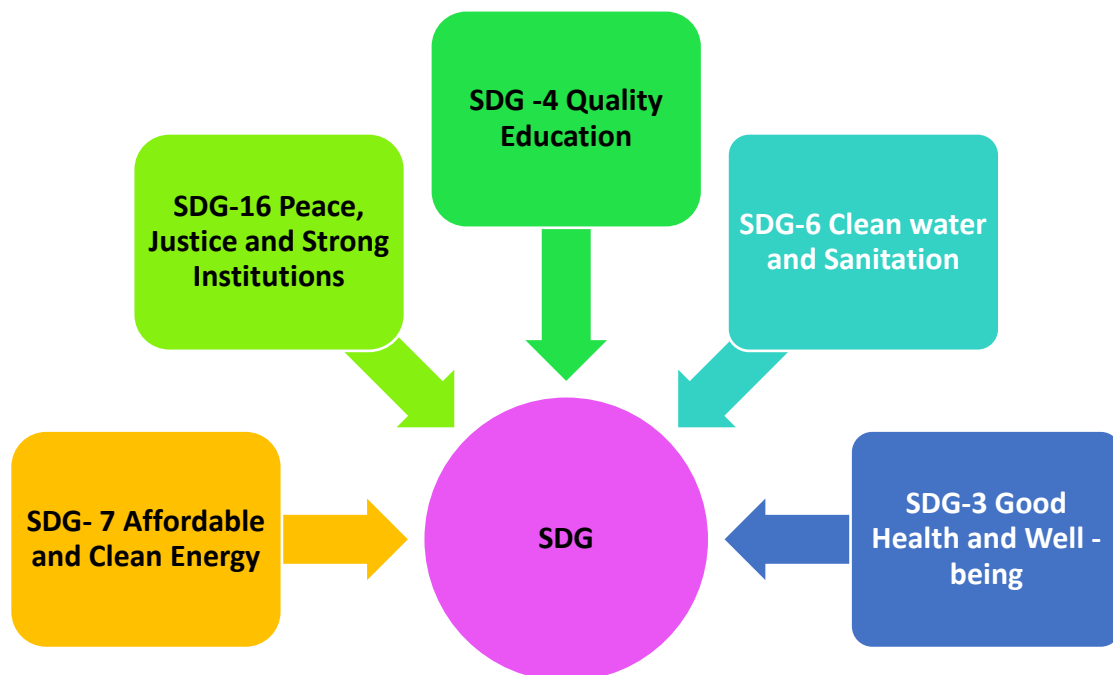
The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. The 17 SDGs are integrated—they recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

SRMIST is part of the campaign towards the implementation of SDGs over the last few years. It has taken various tangible measures within its campuses like water conservation, reducing, reusing and recycling waste, rainwater harvesting, reduction of carbon footprint, use of clean energy, academic freedom for both students and faculty members, adoption of core values based on sound ethics and morality, ensuring gender equality in the campuses and providing equity among students hailing from different segments of the society.

SRMIST has been ranked 3<sup>rd</sup> in India and 192 in the world in UI Green Metric World University Rankings in 2020.

### 6.2 Sustainability – Strategies

SRMIST has adopted the following SDGs for implementation:



### **6.2.1 SDG - 3 Good Health and Well -being**

SRMIST will endeavour and demonstrate to its stakeholders that no stone is left unturned to create an ambience within its campus which will ensure good health and well-being of them. A few of the measures that will be put in place are:

- Regular health check-up of students and staff through the SRM Medical College Hospital and Research Centre which will be extended to the family members for the employees.
- Establishment of Yoga centres.
- Expansion of existing facilities like gymnasium.
- Ensuring healthy quality food in hostels and food outlets within the campus

The above-mentioned measures are expected to inculcate a sense of good health and well-being among its stakeholders especially the students who, once they graduate and occupy pivotal positions in their career, will implement the same in their workplaces. This will have a cascading effect.

### **6.2.2 SDG - 4 Quality Education**

What SRMIST proposes under this SDG is to adopt and set up schools in the surrounding villages and ensure 100% enrolment of children from these villages. Using SRMIT's significant human and financial resources it will ensure that quality education is imparted to the students by the following means:

- Training school teachers on pedagogy.
- Procuring the online class resources from the reputed private players.
- Providing computers and projectors including maintenance care.
- Offering value added courses to the students which are outside the curriculum.
- Construction of class rooms and laboratories with experiential learning facilities.

### **6.2.3 SDG - 6 Clean Water and Sanitation**

- This SDG will be implemented at two levels – one within the institute and the other in the villages surrounding the campus.

### **6.2.4 SDG - 7 Affordable and Clean Energy**

- SRMIST will include additional value-added courses with hands on experience in its curriculum on affordable and clean energy.
- Train the surrounding population and helping them to set up infrastructure to produce green energy.
- Within University's premises consumption of conventional energy will be reduced and solar energy will be used to that extent.

### 6.2.5 SDG - 16 Peace, Justice and Strong Institutions

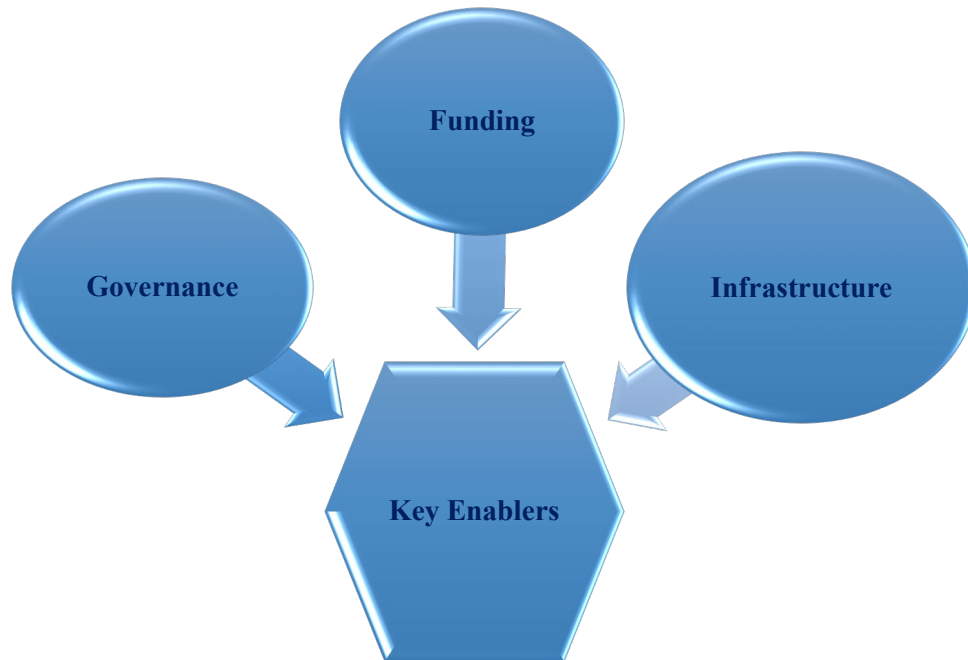
Students normally treat their fellow human beings as they themselves have been treated in their homes and the educational institutions. Therefore, while dealing with the students SRMIST will adopt justice, fair play, compassion, and empathy. The curriculum will also include ethics and other universal human values not only as separate courses but also embed them in midst of the professional courses so that students have a clear idea about taking ethical decisions in real time applications.

### 6.3 Tracking through KRA

<b>Outcome for Sustainability - Targets</b>			
<b>Particulars</b>	<b>2024</b>	<b>2027</b>	<b>2033</b>
Adopting village schools	3	5	9
Strengthening existing schools	1	3	10
Constructing green energy initiatives like solar power, biogas plants and rainwater harvesting in villages	1	5	15
Percentage of student projects with one of the outcomes related to SDG	10	50	90

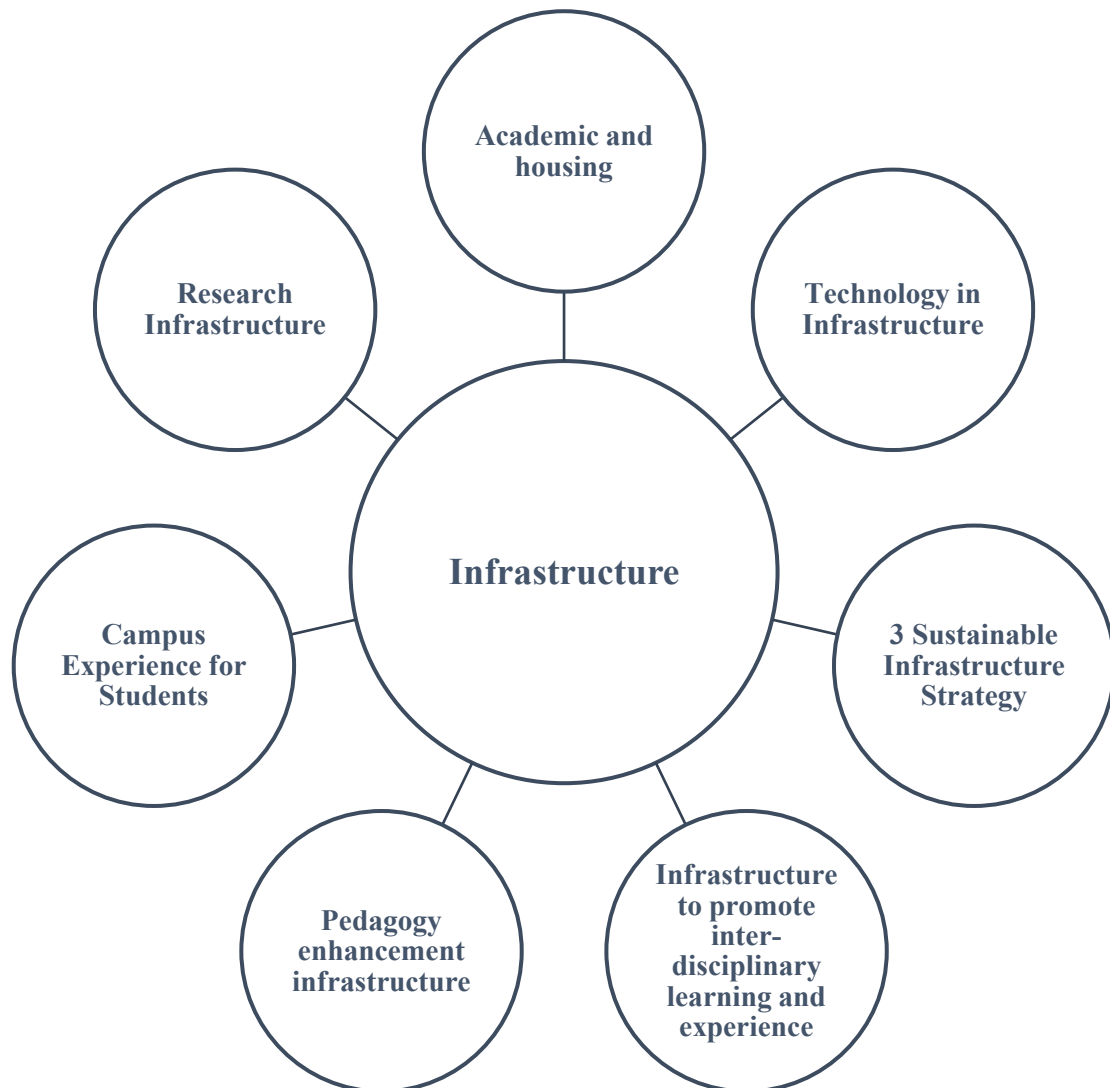
## 7. KEY ENABLERS

The seven strategic pillars elucidated in the preceding sections will be enabled by the presence of a robust governance structure in the university, an enabling infrastructure and availability of sufficient funding.



## 7.1 Infrastructure

A dynamic learning environment as envisioned in the 10-year strategic plan of the institution will also need infrastructure that supports the innovative teaching and learning environment.



### 7.1.1 Pedagogy Enhancement Infrastructure

Today, learning happens everywhere: in and out of the classroom, on and off campus, in formal and informal settings. SRMIST's academic infrastructure will be evolved to foster a new culture of learning that is increasingly multi-dimensional, global, social, experiential, and interactive. In line with the changing pedagogy that will incorporate the concepts of active and blended learning, flipped classrooms, and technology enabled classrooms, etc., the conceptual design of the interiors of the buildings will change. The structure of the classrooms would move away from a single focal point that is the teacher at the blackboard / presentation slides to focal points which would be a congregation of students who have group specific deliberations on each topic. The faculty also will integrate technology into teaching, online and hybrid courses.

### **7.1.2 Infrastructure to Promote Inter-Disciplinary Learning and Experience**

Knowledge creation, knowledge dissemination, and community engagement are at the heart of SRMIST. Colleges and universities are essential environments that bring together faculty, staff, researchers, and students both formally, in traditional learning environments, and informally, outside of the classroom. The academic infrastructure in SRM will be redesigned in such a manner that not only facilitate formal collaboration but also frame informal casual engagement in dynamic, flexible, and effective “non-classroom” environments across the campus, both inside and out. An area, the knowledge hub will be conceptualized and developed which will be the centre for inter-disciplinary activity in the institution.

### **7.1.3 Sustainable Infrastructure Strategy**

Adaptive reuse is one of the most sustainable strategies available in infrastructure development in higher education. When appropriately planned, the repurposing of an existing building can support a university’s sustainability goals and reduce capital costs. SRMIST will revamp its infrastructure in such a way that the new buildings can be rejuvenated by integrating modern technology, repurposed to include efficient use of space, and rejuvenated with flexible interior environments at a later point in time. The infrastructure development will be “long life, loose fit” solutions that anticipate the future in a flexible and adaptable way.

### **7.1.4 Research Infrastructure**

The 12 CoEs would be built over a period of the next five years. These CoEs would have state of the art equipment to enable world class research and innovation. The CoEs would be developed in such a manner that the interior environment will be highly functional yet inherently flexible. The CoE will house classrooms and project spaces that will be constructed of demountable partitions, which allow them to be quickly reconfigured according to a specific project team’s needs. The spaces will be highly dynamic and responsive to constantly evolving research and demands. Plug-and-play utilities will allow for ease in reconfiguration of spaces. Transparency, views, and lighting are key drivers for the design of the interior spaces, but a percentage of solid modular panels adds a level of privacy and a place for required technology and displays.

### **7.1.5 Technology in Infrastructure**

Innovation and technology would cut across each of the strategic pillars; be it academic, research, talent recruitment strategy or global networking and collaborations or sustainability. The institution will leverage technology to enable the effective implementation of its long-term strategy.

- **Inter disciplinary communication:** Enhancing communication between various stakeholders in the institution to build an inter-disciplinary ecosystem. Students and faculty of various disciplines will be brought together on a single platform via Vision. The platform

will allow all faculty and students to know the current research areas, prospective areas of interest of all individuals to promote collaboration. All students, irrespective of the degree they are pursuing, will be brought together on an online platform to promote interaction between a diverse set of students. Barriers of classes and subjects will not be present through the implementation of SRM Live.

- **Pedagogy:** Tech powered classrooms allowing for innovative pedagogical approaches like (i) flipped classrooms, (ii) MOOCs, (iii) Collaborative learning, etc., would be built. This will push our education delivery towards global standards. Capabilities will also be built for the institution to develop their own digital content and eventually launch MOOCs themselves.
- **Administrative ease:** Operational efficiency will be enhanced through the deployment of a host of tech enabled management systems.

#### **7.1.6 Academic and Housing**

The number of students who will be taking the on-campus program will increase from 52,000 in 2017 to 60,000 in 2033. Renovations will be undertaken in academic infrastructure. A state-of-the-art library/knowledge management system would focus on developing collaborative thinking spaces which would facilitate out-of-box thinking and provide impetus to innovation.

#### **7.1.7 Campus Experience for Students**

SRMIST's mission is to be a distinctive, pioneering and connected institution that shapes the future through educating and empowering people to meet the real challenges of tomorrow. SRMIST would deliver an excellent campus experience in an outstanding physical environment which benefits the University community and contributes to the economic, social and cultural life of the region. A number of core values shape our vision on campus experience - Student-centred; Self-reliant; striving for excellence and Innovative. The key strategies to be adopted for providing an excellent campus experience are:

- Provide an outstanding student living experience.
- Enhance social and recreational facilities and develop an outstanding campus life experience.
- Support the University's contribution to the economic, social and cultural life of the region.
- Progress the development of the University.
- Plans for new buildings & new infrastructure.
- Provide non-classroom environments for learning.
- By providing indoor game facility in hostel & campus, improve outdoor sports facility for all students.

- Open theatre, good cafeteria.
- Improve the existing NSS activities, encouraging students to actively participate in NSS, teaching for village students.

## 7.2 Governance

SRMIST needs to pay urgent attention to governance. While SRMIST has strong student numbers and good quality programs, the unification of processes to arrive at efficiencies is still at the infant stage. Through proper governance, SRMIST can demonstrate transparency and fairness in all activities. This should be visible to all stakeholders involved so that SRMIST will be able to globally compete for rankings. Major institutions known for global excellence are known for their good governance. One of the key tasks will be developing a Governance model that fits SRMIST ethos so that operational efficiencies could be achieved. A flexible governance mechanism would allow the institution to make significant strides towards the realization of its goals. Governance will be based on the themes of:



### 7.2.1 Autonomy and Oversight

Each school and administrative function will set their own individual strategies along with the Vice Chancellor of the institution. Along with the strategy, a set of targets and boundary conditions will be prescribed against which the progress towards realization of the strategy will be measured.



### **7.2.2 Segregation of Academia and Administration**

Academia and administrative tracks will be kept separate since the people requirement of individuals in the two tracks will be different. A shared services (HR, finance, payroll management, estate management, international relations, etc.) centre will be established that will service all the schools.

### **7.2.3 Transparency and Accountability**

Transparency will be present at two levels – institution to external stakeholders and within the institution. For external stakeholders, annual reports, research record, academic and process reports will be published. Internally, a 360-degree feedback process along with recourse for appraisals will be present. A management hotline will also be instituted to escalate issues. To ensure accountability, targets will be set every year during the strategy decision phase, against which each function will be measured.

### **7.2.4 External Advisory**

At the Board of Management (BoM) at least 3 external members will be present. In addition, the sub committees under the BoM (such as the academics committee, research committee, etc.) will involve external advisors.

### **7.2.5 Implementation of E-Governance**

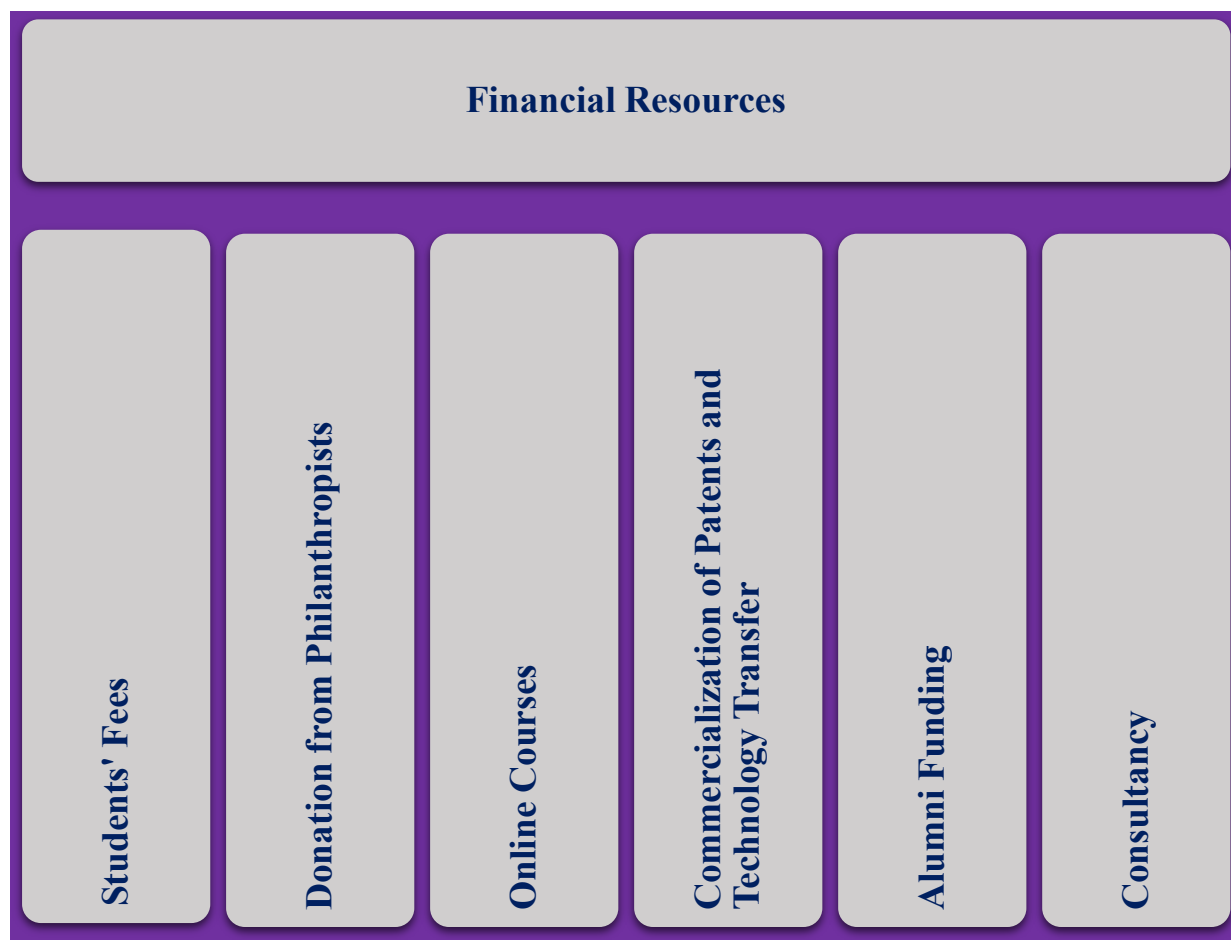
- E- portals (academia-e-manager, team deck, Researgance, Creatrix) to manage all kinds of data from various schools as a single window system required for accreditation and ranking purposes.
- Digitization of all business processes.
- Lean and functional workflow.
- Decentralized operations.
- Leadership training for senior faculty members.
- Developing second level of leadership in all levels.
- Creation of process and policy manuals.
- Creation of complaint handling facility.
- Establishment of shared facility – HR, Finance.

### 7.3 Tracking through KRA

<b>Outcome for Governance - Targets</b>			
<b>Particulars</b>	<b>2024</b>	<b>2027</b>	<b>2033</b>
<b>KRA 1: Governance</b>			
E-Governance at SRMIST to integrate all activities	70%	75%	98%
Formation of various advisory boards to advice and Monitor Governance	75%	90%	100%
Involvement of stakeholders to self-analysis	20%	30%	50%

### 7.4 FUNDING

Private Universities like SRMIST always face the challenge of mobilizing enough financial resources to meet its capital and operational expenditure. With no funding by the government barring for specific research projects. SRMIST has to generate the resources internally. While students' fees remain the major source of funding, it may not be sufficient to fuel other plans of expansion of the university. The likely sources which may be tapped to get adequate funding are:



#### **7.4.1 Students' Fees**

Hiking students' fee to meet the futuristic plans of the university may not be tenable considering the fact that presently bulk of revenue comes from the undergraduate students. These UG students have multiple options in choosing an institute. Since there are many institutions which offer decent academics with the prospect a job at the end of the course, charging a high fee will force students to gravitate towards such institutes. Therefore, any hike beyond the ones dictated by normal inflationary factors is not advisable.

#### **7.4.2 Donation from Philanthropists**

SRMIST will launch projects benefitting the socially and economically challenged student community which may be funded by NGOs and philanthropists. Further, projects which are directly related to the welfare of society can be funded by them. SRMIST will take necessary efforts to mobilize such funds which will reduce the burden on the university and enable it to invest in productive academic and research projects.

#### **7.4.3 Online Courses**

Conventional programs are offered by SRMIST through distance education (DDE) and online education (OE) modes. These courses are well patronized by the students. However, income from the fees of these courses will not be substantial. However, if niche courses like Executive Development Programs, courses on contemporary and state of the art technological/medical topics catering to the needs of industry of duration around 4-25 weeks are offered they will attract particular segments of industry and they may be charged a far higher fees than that for DDE/OE courses.

#### **7.4.4 Commercialization of Patents and Technology Transfer**

Though SRMIST has around 30 patents none of them is yet to be commercialized. Efforts are to be taken to take the patents to the industry and commercialize them. Considering the long time it takes from filing of patents to publishing and to awarding of the patents, another area to be explored is to develop technology bases on industrial requirement and transfer the same to the industry. As of now only one technology transfer in the area of Geo Polymer concrete has been sold to an industry.

#### **7.4.5 Alumni Funding**

32 years have lapsed since the first alumnus from Engineering college had graduated and 14 years since the launching of University. Many SRMIST Alumni have reached the pinnacle of careers not only in India but across the globe. They have to be interacted with and their generous funding of infrastructure has to be sought by putting in place various CBM (Confidence Building Measures).

#### 7.4.6 Consultancy

Presently the annual consultancy revenue is Rs.1.5 Crores mostly from testing and very less from full-fledged projects. The culture to engage private institutes in consultancy is yet to develop and almost all government constancy works go to Government institutes. Therefore, the only means of augmentation of consultancy revenue is to engage with the private industries. The first step towards this is to showcase SRMIST's expertise in terms of manpower and facilities to the surrounding industries, win their trust and get consultancy works. Another avenue is training the industry personnel on theory and practices including offering corporate training programs like Executive Management Programs. Third option is to provide opportunities to industry personnel to upgrade their qualifications by offering degree programs at their places through our faculty.

#### 7.5 Estimated Revenue

A blue print of the funding that will be mobilized is furnished below:

All values in INR Cr.	2021-22	2022-23	2023-24	2024-25	2025-26
Total tuition fee revenue	1900	2000	2200	2500	2800
Consultancy	1.20	1.50	2.00	5.00	7.00
Alumni Funding	15.10	16.00	18.50	29.00	42.00
Commercialization of Patents and Technology Transfer	0.10	0.50	2.00	3.00	5.00
Donation from Philanthropists	0.10	2.00	5.00	10.00	15.00
Online courses	0.01	0.1	2	5	10
Total revenue	1917	2020	2230	2552	2879

## **8. CORE VALUES**

For SRMIST, means of implementing the strategic plans is equally important as the goals themselves. The best way to teach the students on morality, honesty, ethics and commitment is that SRMIST should set itself as an exemplary model. Therefore, the following core values have been in place ever since its inception:

### **8.1 Excellence, Integrity and Academic Freedom**

The University is committed to be a leading player in academic world through excellence in teaching and research, while placing utmost value in the freedom to conduct academic activities, subject to the highest standards of academic integrity.

### **8.2 Global Vision and Local Commitment**

The University positions itself as a leading academic institution with global influence. SRMIST brings together global thought leaders to make significant contribution to the economic and social development both locally and nationally. In addition, SRM encourages its faculty, staff and students to dedicate themselves to service to the local community.

### **8.3 Inclusiveness, Diversity, Compassion and Mutual Respect**

The University values, empathizes with and respects the differences among individuals, whether they are of different geographies, socio-economic status, cultural backgrounds, religion, and will strive to embrace these diverse forces to foster an inclusive and caring environment. This will allow us to harness the richness of ideas and perspectives for the benefit of the whole community.

## **9.0 CONCLUSION**

Having achieved significant milestones since becoming a deemed to be University in 2002, SRMIST is poised for making resounding national and global impact on higher education through the envisaged strategic plan. The plan covers all aspects of higher education under six pillars which are in alignment with National Education Policy (2020) and accepted global standards. The Key Result Areas (KRA) defined in the plan will help keeping the institution on course along the strategic plan. The key enablers – governance, funding and infrastructure – will ensure that the wherewithal to implement the plan is mobilized. Through this plan SRM Institute of Science and Technology wishes to contribute its mite towards the fulfilment of Mahatma Gandhiji's dream of education expressed in the following quote:

***"Literacy in itself is no education. Literacy is not the end of education or even the beginning. By education I mean an all-round drawing out of the best in the child and man-body, mind and spirit."***