



**KALINGA INSTITUTE OF INDUSTRIAL TECHNOLOGY
DEEMED TO BE UNIVERSITY, BHUBANESWAR**

**INSTITUTIONAL DEVELOPMENT PLAN
FRAMEWORK**

Vision, Mission and Strategic Goals

Vision

To be among the top league Universities of the world in providing a scholastic, pluralistic and inclusive knowledge ecosystem fostering social responsibility, ethical values and sustainable practices

Mission

1. Delivering world-class education by promoting cutting-edge multidisciplinary research and innovation, and building global partnerships with academia and industries.
2. Cultivating a spirit of creativity and value based holistic lifelong learning.
3. Promoting sports and achieving sporting excellence.
4. Creating a culture of art and aesthetics for promotion and preservation of heritage and cultural practices.
5. Advancing social justice, environment preservation and prosperity of communities through inclusive sustainable development.

Strategic Goals

Priority1: Internationalization of Academics

- Goal 1.1: Design and deliver responsive academic programs
- Goal 1.2: Attract more foreign students and faculty members
- Goal 1.3: Raise international reputation through ranking and recognition
- Goal 1.4: Design and develop academic programs to provide life-long learning opportunities.
- Goal 1.5: Strengthen global exchanges in all steps of program design and delivery.
- Goal 1.6: Develop a flexible academic frame work and support centre, where students have the opportunity to pursue their creative ideas and innovate.

Priority 2: Excellence in Research

- Goal 2.1: Improve quality indices of research.
- Goal 2.2: Expand and enhance research to meet regional, national and global goals for sustainable development.
- Goal 2.3: Engage and interconnect with global institutions and industries for academics and research.

Goal 2.4 Build centres of research ~~and~~ to deliberate on history, culture, economy and social context of diverse communities.

Goal 2.5: Engage in research incubation.

Priority 3: Development of Competency

Goal 3.1: Equip learners with contemporary and upcoming competency requirement.

Goal 3.2: Skill development through industry academia networking.

Goal 3.3: Achieve unique career goals and objectives.

Priority 4: Holistic development of mind and body

Goal 4.1: Develop programs, facilities and research centres for Sports.

Goal 4.2: Increase overall student participation in sporting events.

Goal 4.3: Establish partnership with national and international sports organisations.

Goal 4.4: Integrate live projects and challenges.

Goal 4.5: Embracing advanced forms of technology to explore, simulate and solve real life challenges.

Priority 5: Enhanced Community welfare

Goal 5.1: Develop creative tools to engage the community.

Goal 5.2: Develop, promote and preserve local identity.

Goal 5.3: Continuously improve the cultural aesthetic design excellence of campus built and facilities.

Goal 5.4: Imbibe necessary practices to meet SDG targets in the locality.

Goal 5.5: Expand societal outreach.

Goal 5.6: Immersion in history, engagement with heritage, and experiential learning to envisage innovative solutions.

Goals: Key Performance Indicators

Priority1: Internationalization of Academics

The process of integrating international dimensions with an aim of broadening academic experience of students and staff refers to the stated priority. Major components of the process include recruitment of foreign students, promoting effective exchange programs, developing effective partnership, internationalization of curricula, education and research.

Goal 1.1	Design and deliver responsive academic programs	
KPI and Benchmarks	• % of curriculum aligned with recent trends: <i>Increase the alignment to 20% (for all academic programs) by 2030. For subsequent periods of 5 years each increase the alignment by 10% each.</i> • Success ratio in national and international tests: <i>Increase success rate in national and international tests (Not considering on campus placement tests) to 5% in all academic programs by 2027. For subsequent years implement appropriate strategies to increase the success rate by a minimum of 0.5%.</i> • Applicant-to-intake ratio: <i>A wide variation in applicant to intake ratio across programs is observed. Ensure at least an applicant to intake ratio of 2:1 by 2026 and 5:1 by 2030</i> • Programs launched or dissolved: <i>Number of programs that are launched in response to survey (undertaken in market or from web viewers) is to be at least 2% per year of existing programs. Number of programs dissolved based on demand is to be 1-2 % each year.</i> • Degree of responsiveness of curriculum, infrastructure and pedagogy: <i>The implementation period is to be limited to six months after feedback analysis.</i>	

Goal 1.2	Attract more foreign students and faculty members	
KPI and Benchmarks	• Number of international students: <i>Increase number of international students by 20 % each year up to next five years, for subsequent years, increase by at least 5% more.</i> • Number of international faculty: <i>Ensure at least 2 international faculty members to each School every year for next 5 years. For subsequent periods, one each per school.</i> • No of programs that will have career impact: <i>Number of programs launched, suiting to up-coming careers in different countries, is to be at least three every year.</i> • Click-through rate: <i>Proportion of foreign website visitors to click admission related links is to increase by 10% every year.</i>	

	• Conversion rate: <i>Proportion of applicants from aspirants is to increase by 10% every year.</i> • Opportunities to experience culture: <i>Foreign applicants for short term visit program and exposure is to increase by 20% each year.</i>
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Goal 1.3	Raise international reputation through ranking and recognition	
KPI and Benchmarks	• World Ranking: <i>Move up by 25 positions for first five years in THE and QS Ranking, Climb by 15 spots each year thereafter,</i> • Percentage of programs accredited: <i>Add 10% of available programs for accreditation in each five years.</i> • Globally recognized awards: <i>Orient activities and Nominate at least for 4 globally recognized awards each year</i> • Global events: <i>Prepare in necessary directions to participate in at least 2 global events each year and host at least one global event each year.</i> • Research partnerships: <i>Develop at least three research partnerships reach year with aby of top 500 Universities</i>	

Goal 1.4	Design and develop academic programs to provide life-long learning opportunities	
KPI and Benchmarks	• Number of programs developed to provide lifelong learning opportunities: <i>Develop at least 5courses or programs in ODL mode with expected takers from national or inter-national level.</i> • Course completion rate: <i>Ensure at least 20% course completion rate for each of OFL programs or courses</i> • Learner retention rate: <i>Ensure at least twenty percent of learners to take up second course or program from KIIT ODL programs.</i> • Learners'satisfaction: <i>Measure satisfaction index and undertake necessary activities to achieve at least 75% learner satisfaction.</i>	

Goal 1.5	Strengthen global exchanges in all steps of program design and delivery	
KPI and Benchmarks	• Number of exchange agreements: <i>Ensure to sign 10 MOUS facilitating exchange programs.</i> • Number of global UG exchange programs: <i>At least five exchange programs for UG level each year need be effective.</i> • Number of student exchange programs: <i>At least two foreign student contingencies are supposed to participate in In-house academic programs as part of student exchange scheme.</i>	

	• Ratio of faculty members availing exchange programs: <i>At least 1% of existing faculty resource is required to participate in global exchange program each year.</i> • Ratio of students availing exchange programs: <i>At least 1% of students are required to avail benefits of exchange programs.</i> • Global membership in program design: <i>Ensure At least 1foreign national member in each Board of Studies for each program</i> • Number of international teachers per program: <i>At least one foreign national teacher is required to teach for at least one week per semester / trimester of the program.</i>

Goal 1.6	Develop a flexible academic frame work and support centre, where students have the opportunity to pursue their creative ideas and innovate.	
KPI and Benchmarks	• Opportunities for project-based learning: <i>At each program in at least 5% of courses students need opportunities to receive project-based learning.</i> • Frequencies of project expos: <i>All students must participate in at least one Project EXPO at University. Minimum 5% of the student projects need participation in Project EXPO outside the University.</i> • Number of student patents: <i>At least 10 student patents need get patent grants each year.</i>	

Priority 2: Excellence in Research

Goal 2.1	Improve quality indices of research	
KPI and Benchmarks	- Percentage of Q1 Publications: <i>Ensure at least 2% of publications in Q1 Journals till 2025, For subsequent years increase the proportion to 29% by 2040</i> - Average citations per paper: <i>Increase citations (Excluding self-citations) to more than 20 over period of 2 years.</i> - Co-authored by researchers from other nations: <i>Increase coauthored research papers by atleast 2% each year.</i> - On time completion rate of funded projects: <i>Undertake initiatives to ensure 100% ontime completion rate of all funded projects each year.</i> - Innovation rate: <i>Increase institutional patents by 100 each year.</i>	

Goal 2.2	Expand and enhance research to meet regional, national and global goals for sustainable development	
KPI and Benchmarks	- Membership in Research Team: <i>Be an active team member in at least two state level, one national level and one international level research and development team to meet stated goals.</i> - Authorship of Internationally Recognised Reports: <i>Achieve authorship of at least two reports published by UN / National Government each year.</i> - Achieve membership in International Research Association: <i>At least 5% of faculty members are supposed to be member of professional research organization by 2030. Increase the proportion by 5%more each year.</i>	

Goal 2.3	Engage and interconnect with global institutions and industries for academics and research	
KPI and Benchmarks	- Participation of global institutions/industry in design and delivery of academic programs: <i>Involve at least one global institution or industry in development of curriculum and study materials in each year of academic programs.</i> % of industry sponsored projects compared to all sponsored projects: <i>Increase industry sponsored projects by 2% each year.</i> - Industry sponsored laboratories: <i>Undertake necessary activities to develop at least two industry sponsored laboratory in periods of 5</i>	

	<i>years for each School.</i> • % of students pursuing internships: <i>Increase student proportion to 100%, who would receive at least one paid internship throughout the academic programs.</i>
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Goal 2.4	Build centres to research and deliberate on history, culture, economy and social context of diverse communities	
KPI and Benchmarks	• Number of research centres on Art: <i>Establish at least one research centre on Art by 2030. Increase numbers by 1 in every five years.</i> • Number of research centres on Culture: <i>Establish at least one research centre on Culture by 2030. Increase numbers by 1 in every five years.</i> • Number of research centres on History: <i>Establish at least one research centre on History by 2030. Increase numbers by 1 in every five years.</i> • Number of research centres on Economy: <i>Establish at least two research centres on Economics by 2030. Increase numbers by 2 in every five years.</i> • Number of research centres on Sociology: <i>Establish at least two research centres on Sociology by 2030. Increase numbers by 2 in every five years.</i>	

Goal 2.5	Engage in research incubation	
KPI and Benchmarks	• Occupancy rate: <i>Ensure at least 60% occupancy rate each year.</i> • Startup survival rate after 5 years: <i>Undertake essential steps to ensure survival rate to 30% by 2030. Enhance the survival rate to increase subsequently to be at least 50% by 2040.</i> • Networking events: <i>Organise at least two networking events each year.</i> • Average funding raised / start up: <i>Ensure average funding/ startup to be 5L by 2030. Subsequently increase this to 25 L.</i> • Customer growth rate: <i>Increase customer growth rate by 10% each year.</i> • Job creation: <i>Employ at least 5 persons per year by the startups surviving more than 3 years.</i> • Tax revenue generation: <i>Increase Tax Revenue generation by 25 L each year.</i> • Local supplier engagement: <i>Engage at least two local suppliers per year. Subsequently increase the number by 2 each year.</i>	

Priority 3: Development of Competency

Goal 3.1	Equip learners with contemporary and upcoming competency requirement	
KPI and Benchmarks	• Skill based programs: <i>Design, develop and offer contemporary skill based academic programs (10 Certificate courses, 2 Diploma courses and 2 Graduate level courses)- to batch of 30 students each year</i> • Competency oriented laboratories: <i>Develop at least 4 competency-oriented laboratories per year up to 2030 and add resources to these for subsequent years.</i> • Effective industry visits: <i>Organize at least one week industry visits for students pursuing different programs each year. Effectiveness will be measured in conversion to placement in similar industries.</i> • Collaboration with skilling agencies: <i>Ensure development of at least two resource centres for skilling in collaboration each year up to 2035 and at least one skill lab upgradation for subsequent year.</i>	

Goal 3.2	Skill development through industry academia networking	
KPI and Benchmarks	• Industry involvement in Skilling: <i>Increase industry partners in skilling by 4 each year.</i> • International certifying agencies: <i>Involve at least 8 international certifying agencies to provide skill course by 2030. Increase numbers by 4 each year.</i> • Academia networking: <i>Design inter-organization training programs providing skilling opportunity to at least 5% of students each year.</i> • Faculty training at Institutions of international repute: <i>Ensure 5% of faculty members each year to receive advanced skills at Institutions of international repute.</i>	

Goal 3.3	Achieve unique career goals and objectives	
KPI and Benchmarks	• Number of PG Diploma and certificate program.: <i>Increase number of PG Diploma and Certificate courses in advanced area by 5 (Includng online and offline) domains each year.</i> • Number of online degree/certificate awarding programs: <i>Design at least five UG/Certificate awarding programs each year.</i> • Number of competency development programs: <i>Design at least 5 online / offline programs to upskill employees of other organizations.</i> • Number of professional developments on leadership program.<i>Organize 10 professional development / leadership programs each year and ensure at least 25 participants in each program.</i>	

Priority 4: Holistic development of mind and body

Goal 4.1	Develop programs, facilities and research centres for Sports	
KPI and Benchmarks	• UG and PG programs: <i>Design and develop one UG and one PG level program in Sports and Yoga per year.</i> • Expansion of facilities: <i>Develop at least one Sports Complex / swimming pool/ stadium / game specific facility in every three years.</i> • Research centre dedicated to sports: <i>Develop at least one Research centre in specified domain for each period of 5 years.</i>	

Goal 4.2	Increase overall student participation in sporting events	
KPI and Benchmarks	• Number of sports events (open to all students): <i>Increase number of open sporting events from 1 to 5 by 2030.</i> • Diversity of sports events: <i>Expand the diversity including regional and international sports events.</i> • % of students in sports events: <i>Increase proportion of total students to 5% by 2030. Increase the proportion by 1% each year.</i> • % of students availing sporting facilities: <i>Increase proportion of students -availing sporting facilities- to 5% each year. Subsequently increase to 25% by 2040.</i> • % of students adopting Yoga as a life style: <i>Increase the proportion to 5% of boarders by 2030 and maintain it.</i>	

Goal 4.3	Establish partnership with national and international sports organisations.	
KPI and Benchmarks	• Membership in professional sporting bodies: <i>Increase the membership by at least one per year in professional sporting bodies.</i> • Number of sporting events hosted by professional bodies: <i>Hold at least ten sporting events- hosted by professional bodies- each year.</i> • Training centres sponsored by professional bodies: <i>Develop at least one sponsored training centre per period of 2 years.</i> • Staff members in various roles to conduct sporting events: <i>Recruit at least five staff members from other schools in various roles.</i>	

Goal 4.4	Integrate live projects and challenges	
KPI and Benchmarks	• Involve in Live Projects: <i>Involve all students in at least one live project (Research / Survey” by 2030.</i> • Faculty participation in solving real life problems: <i>Increase proportion of faculty members in self-propelled research to develop solution to real life challenge by 2% each year.</i>	

Goal 4.5	Embracing advanced forms of technology to explore, simulate and solve real life challenges	
KPI and Benchmarks	• % of curriculum aligned with recent trends: <i>Increase proportion of AI / recent trends in curriculum by 2% each year.</i> • Exposure to modelling and Simulation: <i>Provide training to at least 5% of faculty members and teaching assistants each year in use of modern tools and technology to model and simulate.</i> • Exposure to testing and Data analysis: <i>Provide training to at least 5% of staff engaged in teaching to learn usage of advanced tools for testing or data analysis.</i>	

Priority 5: Enhanced Community welfare

Goal 5.1	Develop creative tools to engage the community	
KPI and Benchmarks	- Integration of technical skills in creating visual arts: <i>Extent of incorporating technical skills and craftsmanship is to enhance by 10% each year.</i> - Visual Arts developed to promote community culture: Social media content towards community awareness: Increase the number of artworks that effectively communicate the messages /issues related to communicatory culture by 10% each year. - Digital tools / channels to promote community culture: <i>Develop and continue to update 1 blogging site and 2 TV shows/ year</i> - Extent of diverse portfolio: <i>Participate in one national and one international exhibition and foster collaboration each year.</i> - Reflection of Social Issues: <i>Increase presence of social issues in artwork by 10% each year.</i>	

Goal 5.2	Develop, promote and preserve local identity	
KPI and Benchmarks	- Archive to create and preserve forms of local language, dance form and Art forms.<i>Create an archive of Local Identity features by 2030 and continue to expand by 5% contents each year.</i> - Language digitisation.<i>Create digitized platform for t PVTG languages each year. Expand the contents for subsequent years.</i> - Theme-based book publication: <i>Promote authorship towards theme-based books to publish at least two books each year.</i> - Museum to display: <i>Establish a Public Museum to Preserve and promote local identity by 2030. Continue to expand the museum resources by 5% each year.</i>	

Goal 5.3	Continuously improve the cultural aesthetic design excellence of campus built and facilities.	
KPI and Benchmarks	- Architectural artifacts: <i>Develop one architectural artifact either inside or outside of Campuses in a period of every three years.</i> - Cafeteria serving local cuisines: <i>Establish and foster growth (in number of users) of local cuisines.</i> - Hosting of culture specific events: <i>Host at least two culture specific events (Ensure increase in audience continually) every year.</i> - Exploration and demonstration of traditional knowledge system: <i>Foster traditional knowledge system and develop one online course every year pertaining to the field.</i>	

Goal 5.4	Imbibe necessary practices to meet SDG targets in the locality	
KPI and Benchmarks	• Increase Proportion of research towards SDG by 5% till 2030 • Patents of products to meet local / national need: <i>Get grant for 5 patents in the mentioned segment each year.</i> • Number of conferences/ seminar/ workshops/ FDP/ STTP to address local needs and SDG: <i>Host 5 events involving international audience in the mentioned direction every year.</i> • Number of collaborated research in orientation of SDG: <i>Ensure at least 50 collaborated research publications towards SDG till 2030.</i> • Surveys undertaken to understand existing status. <i>Undertake 10 surveys each year to understand existing status in the locality on specified items of SDG till 2030.</i> • Number of campaigns: <i>Organize 15 campaigns in physical/digital mode every year till 2030.</i> • Number of centre of studies: <i>Establish 2 Centres of Studies on SDGs.</i> • <i>SDG audit programs: Undertake one SDG audit program each year till 2030.</i>	

Goal 5.5	Expand societal outreach	
KPI and Benchmarks	• Constituent engagements: <i>Ensure Viewing time of website to at least 5 minutes and social media engagement time to each post to 2 minutes for viewer outside perimeter of staff and students.</i> • Website traffic: <i>Increase website traffic in numbers and soared by 10\$ each year.</i> • Impression counts of a media post: <i>Ensure at least 2% of the website / social media viewers to fill any link furnished.</i>	

Goal 5.6	Immersion in history, engagement with heritage, and experiential learning to envisage innovative solutions	
KPI and Benchmarks	• No of heritage preservation/promotion activities: <i>Preserve and develop at least one heritage site in locality</i> • No of conferences or Congresses: <i>Participation in at least two international conferences on heritage preservation and History every year</i> • No of participations established: <i>Collaborate with at least one organization working towards heritage exploration, preservation or Historical investigations every year.</i> • Research on innovative solutions towards historical investigation: <i>Publish at least two high quality papers and one patent in the mentioned segments each year.</i>	