UPES

UNIVERSITY WITH A PURPOSE

Strategic Plan

2018-22

UPES Snapshot

Location:
Dehradun ~12k TE

6 schools
Engineering
Computer Science
Law
Design
Business
Health Science

Placements
95%
100+ programs

Distance Education
~2.4K TE
7 Programs

STRENGTHS	WEAKNESSES
• Legacy of 17 years • Strategic industry tie-ups (IBM, Cisco, L&T) • Strong student outcomes	• Internationality- Faculty and students in campus

OPPORTUNITIES	THREATS
• Diversification • Online Education	• Aggressive competition • Slow down in engineering

UPES has Developed Strong Online Capabilities

Enrolments have grown ~5x over 2015-18 to more than 2,500 students

Existing Offerings

► Offers accredited courses and short duration certifications in high growth sectors such as Energy, Aviation, Logistics & Supply Chain, Oil & Gas etc.

► Industry leading program delivery:

  ► **Flexible Self Learning** – Anytime Anywhere: E-learning content in the form of e-books, videos, reference material, industry updates, assignments, quizzes via Blackboard Learn; Access it on flat device from anywhere

  ► **Live Classes**: Expert faculty and industry professional led lectures to teach key concepts, discuss practical examples, solve case studies and answer queries of students over online medium

► Students have an opportunity to earn additional industry partner / sector skills / global accreditation body certificate for achieving superior employment opportunity

Reasons for Success

① Established UPES brand

► Extended UPES brand in online segment

► Tapped into UPES industry partnerships and academic alliances

② Product Development Capabilities

► Built online products from existing and external content: Rich academic content already in place

► Leveraged UPES core strength verticals - Engineering, Law, Business and Design to launch new programs

③ People Capabilities

► Existing academic and operations teams with strong digital platform knowledge

④ State of the Art Technology

► Robust LMS (Blackboard), strong CRM (MS Dynamics) and analytics platform (SAP HANA)

► Additional supporting technology for student experience and engagement such as 24x7 support system and peers/faculties networking

Vision

To be an Institution of Global standing for developing professionally competent talent contributing to nation building.
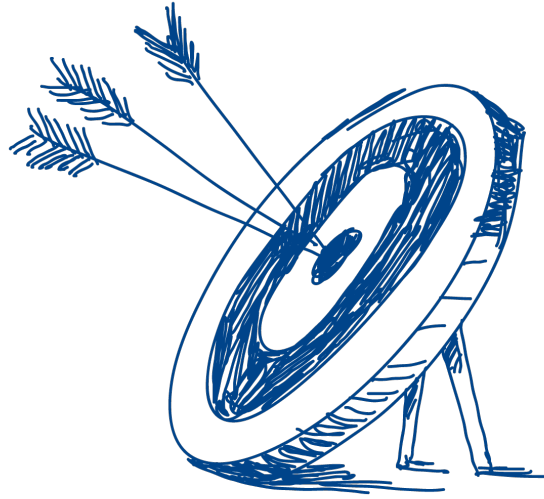
Mission

- Develop industry-focused professionals with an international outlook
- Foster effective outcome-based education system to continually improve teaching-learning and research
- Inculcate integrative thought process among students to instill lifelong learning
- Create global knowledge eco-system through training, research & development and consultancy
- Practice and promote high standards of professional ethics and develop harmonious relationship with environment and society

UPES
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To be an Institution of Global standing for developing professionally competent talent contributing to nation building

UNIVERSITY STRATEGIC PLAN 2018-2022

Ranking & Accreditation	Academic Excellence	Faculty Recruitment and Retention	Research & Consultancy	Students Outcome	Outreach & Inclusivity

Institute of Eminence by 2023
 • **NAAC**
 a) A+ by 2019-20- General
 b) Mode University Manual
 c) A+ by 2020-21-Dual Mode
 d) University Manual
 • **NIRF**
 a) Target 2019 –
 - Top 175 University
 - Top 150 Engineering
 - Top 75 Business
 b) Target 2020 –
 - Top 150 University
 - Top 100 Engineering
 - Top 50 Business
 c) Target 2021 –
 - Top 125 University
 - Top 75 Engineering
 - Top 40 Business
 • **QS Rating**
     4 Star rating by 2020
     5-Star rating by 2022
 • **NBA accreditation -** all eligible programs by 2022
 • **UGC 12(b) by 2021**
 • **International accreditations -** All eligible programs by 2023
	• **Charter Expansion-** Humanities, Health Science, Agriculture, Media, Liberal Arts
	 • **Introduction of Mult-Disciplinary programs**
	 • **Market Relevant and futuristic skill-based courses**
	 • **Pedagogical Innovation- Use of Technology- Hybrid Learning**
	 • **Centre for Continuing Education- target 2000 to 5000 working professionals**
	 • **Industry School Advisory Board**
	 • **Top level Academic and International Collaboration for schools**
	 • **Strengthening OBE philosophy**
	 • **Internal Quality Assurance Framework**
		• **Faculty Climate survey**
		 • **Strengthening Principles of Engagement**
		 • **Women on Leadership roles**
		 • **Internal job postings and promotion**
		 • **Industry Immersion for Faculty**
		 • **Development Initiatives for High Potential employees**
		 • **Great Place to work certification**
		 • **Student Faculty Ratio- 1:18**
		 • **Hiring International Faculty- 30 Faculty to be recruited by December 2021**
		 • **Hiring Research Faculty- 25 Faculty to be recruited by December 2020**
		 • **Cadre ratio as per the statutory requirement**
			• **Multi Disciplinary Research**
			 • **Strong Research Advisory Committee**
			 • **Research on National Priorities, having large social impact**
			 • **Publications : 2 publications per faculty in Scopus/SCI index by 2020 and 3 per faculty by 2021**
			 • **Incentives and awards for Faculty**
			 • **Strengthening Central Instrumentation Centre**
			 • **DRFs (50 Nos) to be recruited by 2020**
			 • **UG/ PG students as Research Assistants across all schools**
			 • **Patents-200 Patents to be published by 2021**
			 • **High Value consulting projects**
			 • **Establishing Research Centres**
			 • **To develop International collaborations for research and consultancy**
			 • **Start ups**
			   • **100 by 2019**
			   • **200 by 2021**
				• **Median Salary: 6 Lacs by 2021**
				 • **Increase in translation of PhD enrolments into award of degree**
				 • **Support to students for higher studies – through EDGE**
				 • **International exposure- student and faculty mobility**
				 • **Maximise student satisfaction- positive net promoter score**
				 • **100% connect with Alumni by 2021**
					• **5% students to be International-750 full time students, 250 exchange students incoming and outgoing**
					 • **Raise gender ratio from 75:25 to 60: 40**
					 • **25% Scholarship to girl students by 2020**
					 • **Strengthening CSR**
					   • **Adopting nearby villages**
					   • **Scholarship for girls**
					   • **Woman Leadership Program from Classroom to Boardroom**

Ranking & Accreditation

Focus on Academic Quality

WHY?	A+ ranking will be mandatory for running and distance and online programs
	High rating translates to higher autonomy
	Higher acceptance for institutions appearing on govt-sponsored rankings (see NIRF below)

	2019	2020	2022
NAAC		'A+'- General Mode	'A+'- Dual Mode
NIRF	150-20	125-150	100-125
NBA	2 programs	12 programs	All eligible programs
QS Star	***	****	*****
Institute of Eminence	-	-	Apply in Academic Calendar 2021-2022
UGC 12 B	-	Apply in Academic calendar 2021-22	-

Strategy for Accreditations

Faculty Recruitment

- To improve SFR – 1:18
  - All recruitments to be PhD
  - 25 Research Faculty
  - 30 International Faculty

Research , Consultancy and Projects

- Publications @2 each Faculty
- 50 DRF's to be recruited

- 100 lakh research funding every quarter
- 100 Patents to be published by 2020
- 200 Patents to be published by 2021

Graduation Outcomes

- Placement Score to be driven from 72% to 80%
- Median salary
  - To be increased from 4 Lac in 2019 to… 5 Lac in 2020 and 6 Lac in 2021

Outreach and Inclusivity

- 5% students to be International
  - 750 full time international students
  - 250 exchange students incoming and outgoing respectively
- Women Diversity
  - Gender ratio to be raised from 75:25 to 60: 40.
  - Scholarship to girl student

Perception and thought Leadership

- Connect with all external stakeholders like Employers and Research Investors, Academic Peers
  - Publication of Quarterly Magazine "Connect"
  - RISE- Teachers of 21st Century
  - Confluence- An event on thought Leadership

- University website
- Presence on Social Network

Rankings & Accreditation

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Strategy for QS Star Ratings

4 Star - 2020

- At least 75 academic referees OR
- At least 2 citations per faculty member
- At least 2 % of international students and 2% International Faculty
- FSR- 1:18
- Achieve campus employer presence of 300+
- Achieve 15 International collaborations yielding publication in Scopus
- Achieve 15% Teaching and research assistantships among participating students

Points required > 550/1000

5 Star - 2022

- At least 150 academic referees OR
- 3 citations per faculty member
- At least 5% international faculty
- At least 5% international students
- At least 85 points in the Employability category
- FSR – 1:10
- Participate in Employer reputation survey
- Achieve 40 International collaborations yielding publication in Scopus
- Achieve 30% Teaching and research assistantships among participating students

Points required > 700/1000

Rankings & Accreditation

School of Smart Agriculture

Convergence of Tech with Agriculture to create a new offering

Rationale

- World food demand likely to double by 2050.
- India would be able to meet only 59% of its total food demand by 2030
- Food processing is emerging as a '**Sunrise Industry**' and is one of the focus sectors of the 'Make in India' initiative. A **high - growth, high - profit sector with huge skill gap** in areas such as **food processing, food safety, logistics, Agri business etc.**
- Economists point out that it can be a gold mine for young entrepreneurs.

How we will go about it

- Leverage existing UPES resources for Technology edge
- Explore collaboration with Uttarakhand government
- Leverage incubation cell to tap into vibrant agri-tech space
- Connect with **Israel to be explored**
- Investment into Capex: land, infrastructure & equipment
- Set up strong advisory board with ICAR members

School of Modern Media

Technology driven new-age media school
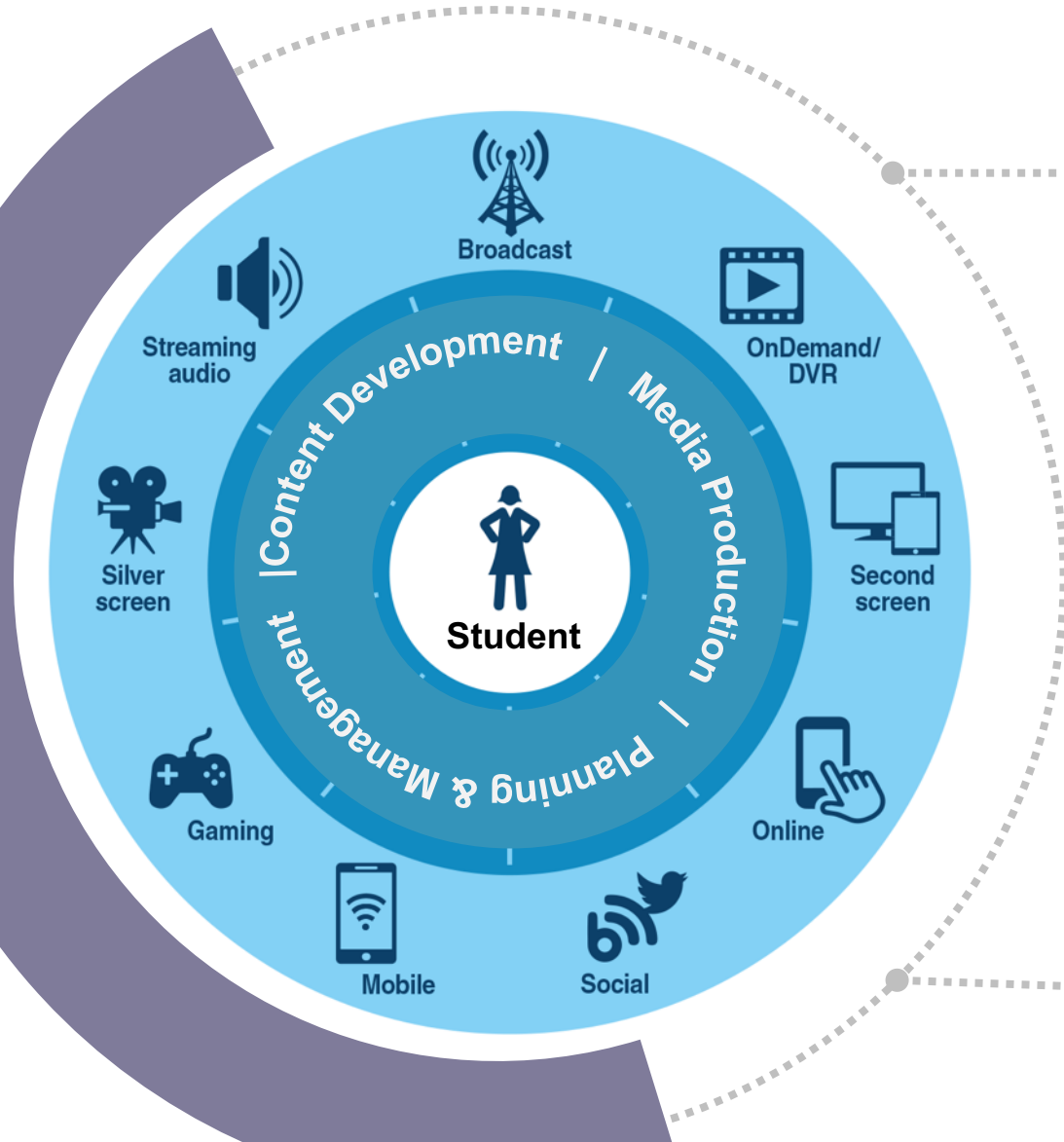
Rationale

- Indian Media & Entertainment (M&E) industry is a **sunrise sector** and is expected to grow at 13.10% CAGR to touch US$ 39.68 billion by FY23

- India's media consumption has grown at 9% CAGR during 2012-18, almost **nine times that of US and two times that of China**.

- Industry provides **employment to 3.5-4 million people**, including both direct and indirect employment in CY 2017.

How we will go about it

- **Entertainment**++ [New-age]
- **Digital the way forward**
- Set up strong advisory board with active media professionals
- Build infrastructure more attuned to the reality of the media industry – digital, smartphone-based
- **Exploring Impactful Partnerships** – Iconic face, MESC, Media house

School of Health Sciences

Largest opportunity for growth

Rationale

- Indian healthcare sector is expected to reach US$ 372 billion by 2022.
- The sector is expected to generate 40 million jobs in India by 2030.
- The government aims to develop India as a global healthcare hub.
- Creation of new drug testing laboratories and further strengthening of the 31 existing state laboratories.
- Clinical Research is the next big boom in India's ever expanding pharmaceutical industry (10% y-o-y growth US$ 18.12 billion in 2018)
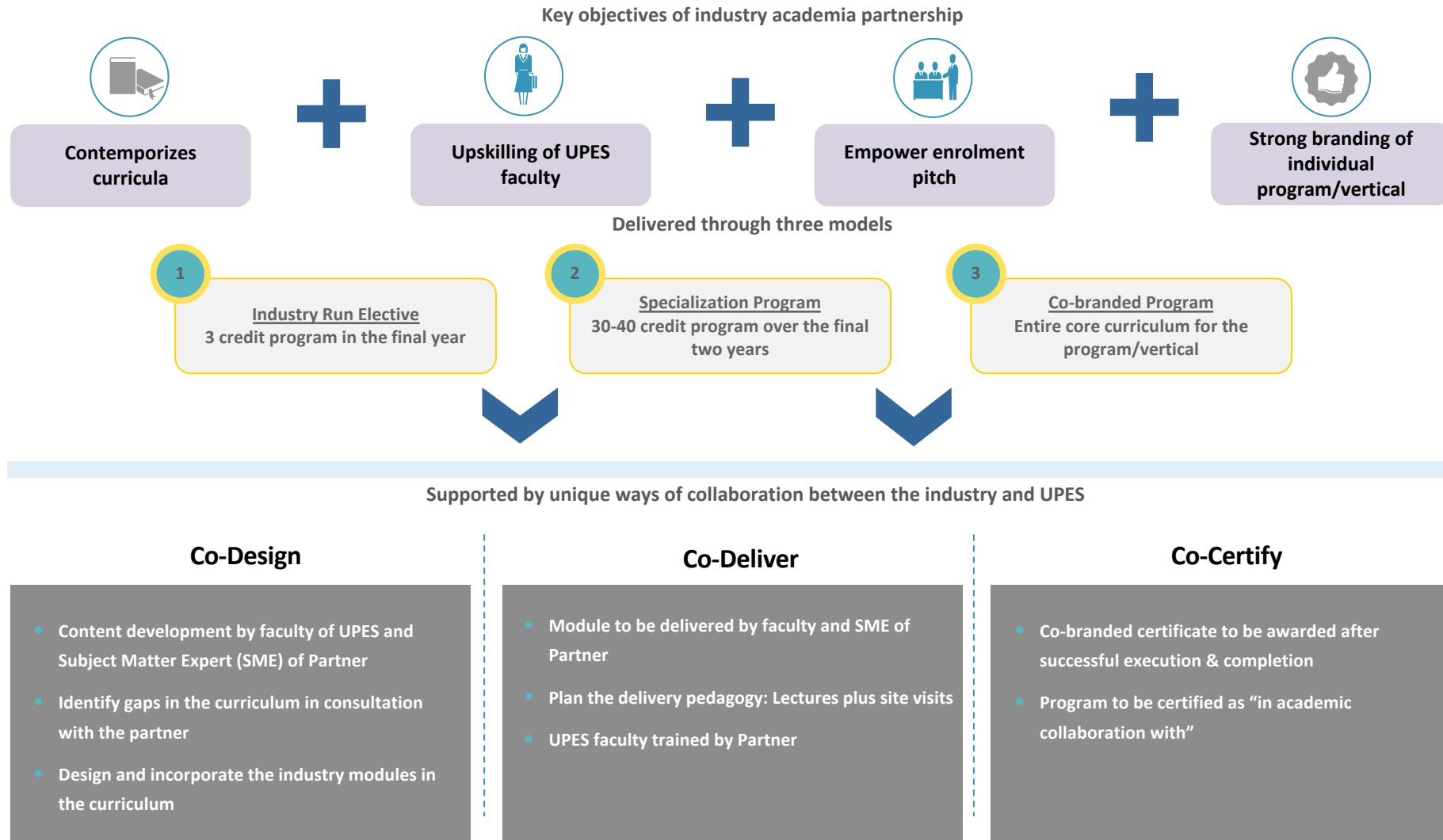
How we will go about it

- Leverage of existing SoHS infrastructure.
- Industry and Academic Alliance to be explored
- Explore alliance with a local hospital as part of requirements
- Set up industry advisory board

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Alliances and Partnership Pipeline

![UPES logo - UNIVERSITY WITH A PURPOSE]

Strong industry academia collaboration throughout program delivery

Key objectives of industry academia partnership

| Contemporizes curricula | + | Upskilling of UPES faculty | + | Empower enrolment pitch | + | Strong branding of individual program/vertical |

Delivered through three models

1 **Industry Run Elective**
3 credit program in the final year

2 **Specialization Program**
30-40 credit program over the final two years

3 **Co-branded Program**
Entire core curriculum for the program/vertical

Supported by unique ways of collaboration between the industry and UPES

Co-Design
- Content development by faculty of UPES and Subject Matter Expert (SME) of Partner
- Identify gaps in the curriculum in consultation with the partner
- Design and incorporate the industry modules in the curriculum

Co-Deliver
- Module to be delivered by faculty and SME of Partner
- Plan the delivery pedagogy: Lectures plus site visits
- UPES faculty trained by Partner

Co-Certify
- Co-branded certificate to be awarded after successful execution & completion
- Program to be certified as "in academic collaboration with"

Note: Leading media house refers to DNA.

Internationality at UPES

Opportunity to improve rankings and create competitive advantage - ***** QS by 2022
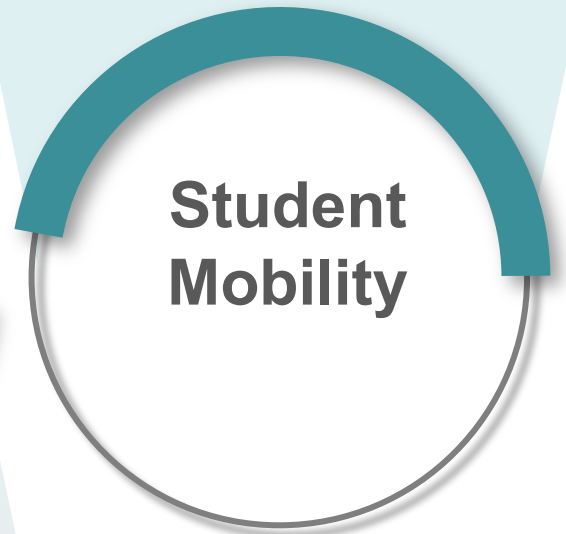

Strategic Partnerships

Build robust international network
- Partner with only QS top 200 ranked institutes - Purdue, Duke, Ulaw,
- Strategic Partner for new schools –Coventry, CESPU
- Focus on quality systems | co-branded modules | research projects

Key Collaborations

Existing Partnerships with Stamford, Bilgi, UCR, UOO-France
56 existing MOUs

Student Mobility

- Target of 750 NE-International students in 2020
- Student mobility inbound & outbound ~ 125 each
- Create Infrastructure & ecosystem to support Inbound International students

International Faculty

- Recruit distinguished professors from A-list institutes
- 5% International Faculty*

coursera
for Campus

A platform for
global learning

To be offered in the form of

- Blended in existing courses

- Open Electives/ Open Labs

- Self development

- Faculty & staff development

- Alumni support: offered as

  part of few initiatives
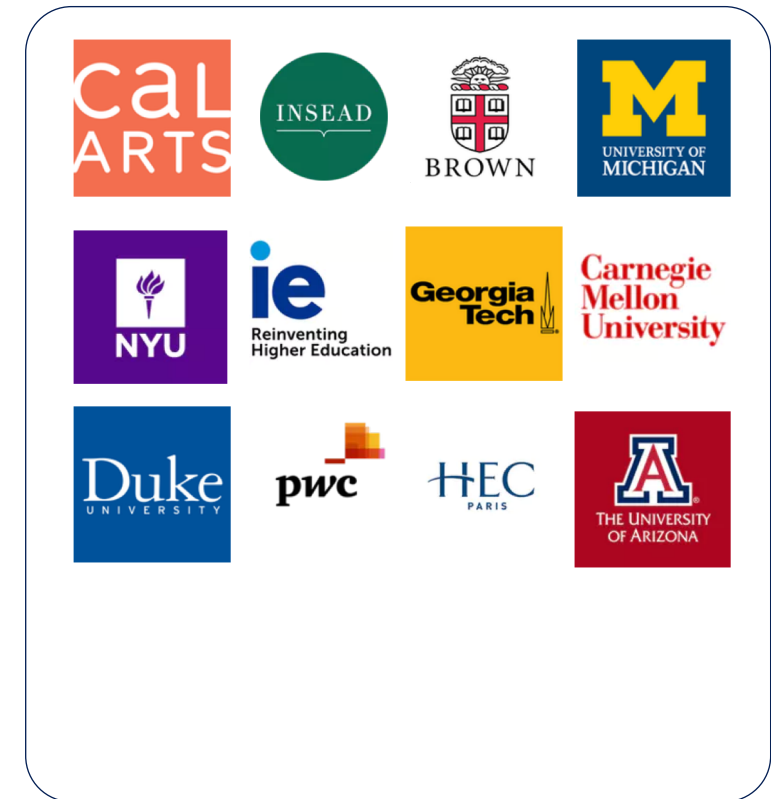
3,600 courses

Certificates awarded upon completion

200 University and industry partners

World-renowned faculty

Verified, university-branded
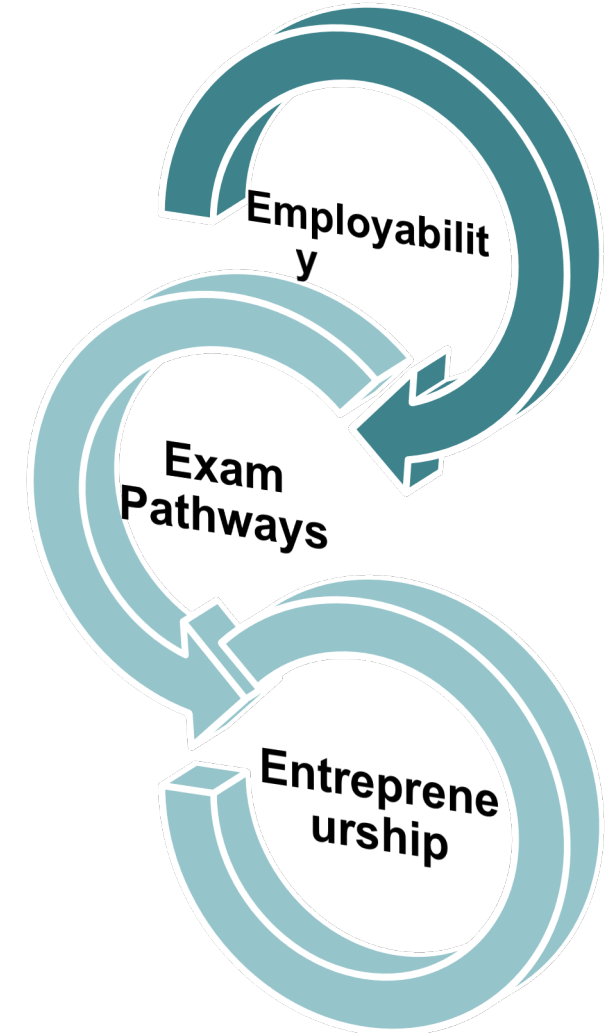
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EDGE

EMPLOYABILITY

- Identification of student's potential
- Working as a platform for bridging the gap between students and corporate.
- Training / Assessment / Aptitude / Soft Skills / Guest Lectures / Industry and Alumni Interaction
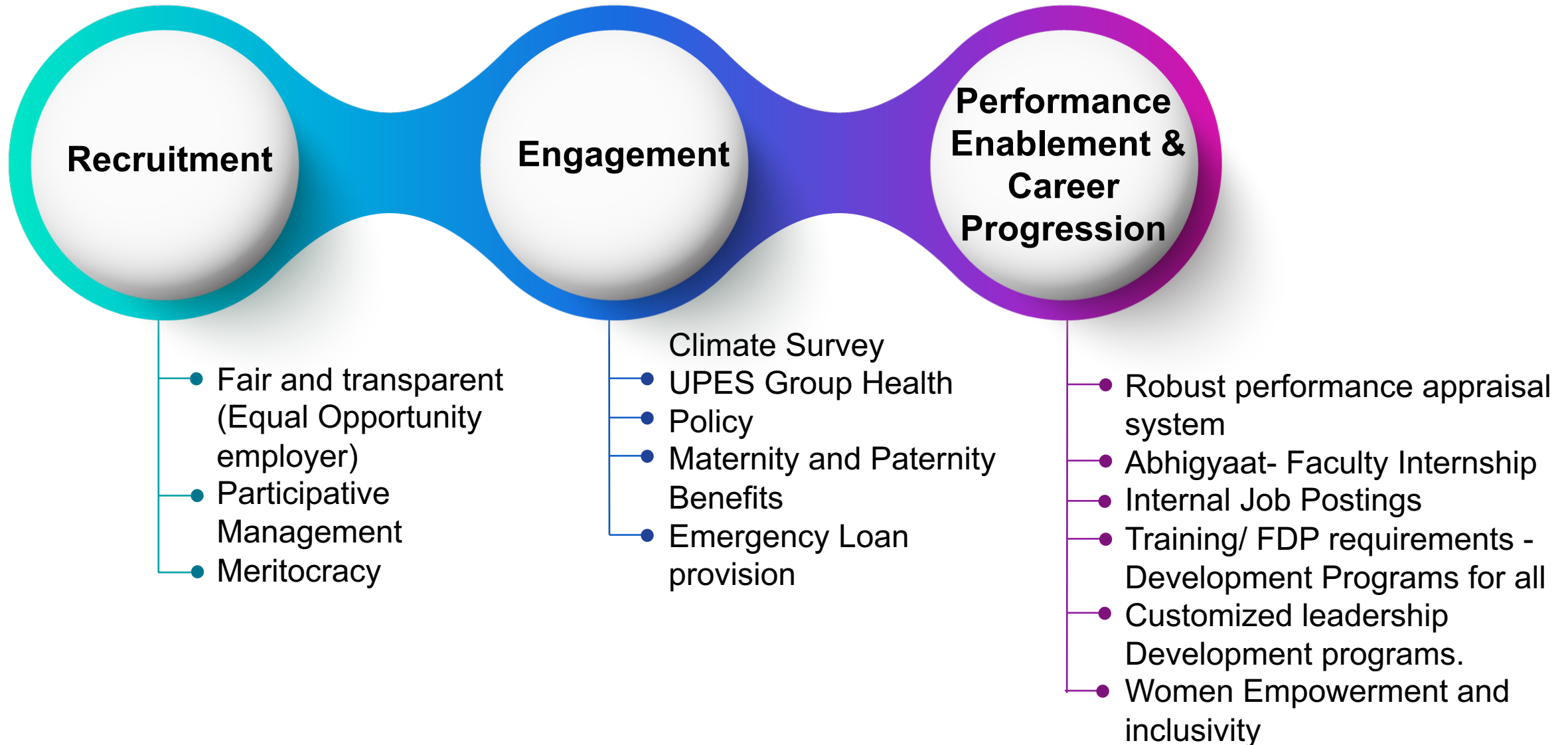
EXAM PATHWAYS

- Encouraging students to opt for higher education to contribute in nations knowledge pool
- On campus facility for coaching by the leaders in market.

ENTREPRENEURSHIP

- Interlink for the enthusiastic talent
  To prepare them to explore new horizons in form of their own ventures
- Suggest / Support / Sponsor

Employabilit y

Exam Pathways

Entreprene urship

Faculty Recruitment and Retention Strategies

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Recruitment

- Fair and transparent (Equal Opportunity employer)
- Participative Management
- Meritocracy

Engagement

- Climate Survey
- UPES Group Health Policy
- Maternity and Paternity Benefits
- Emergency Loan provision

Performance Enablement & Career Progression

- Robust performance appraisal system
- Abhigyaat- Faculty Internship
- Internal Job Postings
- Training/ FDP requirements - Development Programs for all
- Customized leadership Development programs.
- Women Empowerment and inclusivity

THANK YOU

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