

INSTITUTIONAL DEVELOPMENT PLAN



**PACIFIC ACADEMY OF HIGHER EDUCATION
AND RESEARCH UNIVERSITY, UDAIPUR**

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PREFACE

Established in 1997, the Pacific University has made a mark on the educational map of India. Over the last 28 years, the Pacific Society has continued to make rapid strides in the field of higher & technical education. It has established more than twenty-one institutes and become a multi-disciplinary conglomeration of colleges providing higher education in the diverse fields of Engineering, Management & Commerce, Dentistry, Pharmacy, Education, Basic & Applied Sciences, and Research Programmes (Ph.D.) in all relevant disciplines.

Pacific University has a mammoth ultra-modern campus sprawling over more than 100 acres of lush greenery, including state of the art classrooms, separate hostels for boys and girls, laboratories, and libraries, internationally benchmarked curriculum, innovative pedagogy, experiential learning and affordable quality education, the university is committed to establish itself as a centre of excellence in research.

Education at Pacific is holistic, aiming to develop the intellectual & personal strengths of students. Pacific has an excellent track record of launching its student into successful careers which has been proved by our alumni presently working in 150+ global and Indian super brands.

The Pacific Dental College has the reputation of being No. 1 in India owing to the fact that it holds highest turn-out in the OPD and maximum practical exposure to its students. The Pacific University has the best placement average in North India and pioneered new programmes that assure a high-profile career and pride of practicing the highest rated profession.

To equip students with academic competencies for their growth and meaningful contribution to society, the University has always accorded the highest priority to quality teaching and innovative research, while steadfastly upholding the values and ethics of education. Grounded in the mission and values of the University, the Institutional Development Plan (IDP) outlines a clear pathway for enhancing academic excellence, research capabilities, governance, and infrastructure, while fostering an inclusive and dynamic educational environment. It has emphasized the importance of extracurricular activities and social outreach programs, enriching the development of well-rounded individuals.

Aligning with the millennial priorities outlined in the National Education Policy 2020, the University, through this strategic blueprint, seeks to drive holistic growth, cultivate innovative approaches, and implement transformative plans in a phased manner, categorized into short, mid, and long-term objectives across key operational areas.

The National Education Policy has been released on 29th July, 2020 by the Government of India. National Education Policy 2020 is the first education policy of the 21st century and aims to address the many growing developmental imperatives of our country. This Policy proposes the revision and revamping of all aspects of the education structure, including its regulation and governance, to create a new system that is aligned with the aspirational goals of 21st century education, including SDG4, while building upon India's traditions and value systems. This National Education Policy envisions an education system rooted in Indian ethos that contributes directly to transforming India, sustainably into an equitable and vibrant knowledge society, by providing high-quality education to all, and thereby making India a

global knowledge superpower.

The NEP 2020 envisages that the curriculum and pedagogy of institutions must develop among the students a deep sense of respect towards the Fundamental Duties and Constitutional values, bonding with one's country, and a conscious awareness of one's roles and responsibilities in a changing world. The vision of the Policy is to instill a deep-rooted pride in being Indian, not only in thought, but also in spirit among the learners, intellect, and deeds, as well as to develop knowledge, skills, values, and dispositions that support responsible commitment to human rights, sustainable development and living, and global well-being, thereby reflecting a truly global citizen.

As per UGC guidelines, the HEIs are required to develop their Institutional Development Plan (IDP) to assess the requirements such as faculty, administrative staff, ICT, physical infrastructure for teaching-learning, continuous professional development, student support, and to address the ad-hoc teachers, tenure track faculty, promotion and facilitating lateral transfer from autonomous to teaching to research universities. The institutions are required to gear up themselves to face challenges in progressing towards multi-disciplinary in its letter and spirit as per NEP 2020. The IDP must provide an insight to HEIs as to how infrastructure facilities will be upgraded, student support systems like sports facilities will be augmented, academic deficiencies like laboratories, etc. will be addressed to bring them at par with the best institutions to attract the best talent in teaching and learning. An Institutional Development Plan is a comprehensive plan that outlines and details the overall direction of the University. The IDP is a living document, evolving as the strategic plans are implemented and reviewed.

Message from the Hon'ble President

It is with great pride and optimism that I present our Institutional Development Plan (IDP), a strategic roadmap that reflects our shared commitment to academic excellence, innovation, inclusivity, and community engagement. This plan is not just a document; it is a vision for our university's future — one that is rooted in our core values and guided by the aspirations of our students, faculty, staff, and stakeholders.

The IDP outlines clear goals and actionable strategies to strengthen our institutional capacity over the coming years. It provides a framework to enhance teaching and learning, foster impactful research, improve infrastructure, and promote sustainable growth. Through this plan, we aim to cultivate a dynamic academic environment that nurtures creativity, critical thinking, and global citizenship.

A deep understanding of the changing landscape of higher education shapes our priorities. In an era defined by rapid technological advancement, global interconnectedness, and evolving societal needs, universities must be agile, innovative, and forward-looking. This development plan is our proactive response—an affirmation of our readiness to adapt and lead.

Key pillars of our IDP include improving academic quality through curriculum reform, investing research and innovation, and faculty development; expanding access through inclusive admissions and support services; investing in modern facilities and digital technologies; and building strong industry, government, and community partnerships. Sustainability, equity, and accountability are embedded in every aspect of this plan.

Importantly, the IDP is the result of a collaborative process. I extend my heartfelt gratitude to all members of our university community who contributed their insights and ideas. Your participation has ensured that the plan is both ambitious and realistic, grounded in our shared experiences and unified by a common purpose.

As we move forward with the implementation of the Institutional Development Plan, I invite all stakeholders to remain actively engaged. Success will require ongoing collaboration, transparency, and a collective sense of ownership. Together, we can transform our vision into reality, and position our university as a beacon of excellence both nationally and internationally.

Let us embrace this journey with determination and confidence. The future we envision is within reach — and it begins with the steps we take today.

Prof. Hemant Kothari
President
PAHER University, Udaipur

VISION AND MISSION

Vision

In view of the Growing Human resource needs to sustain and enhance development and growth at home and to bridge the demographic deficit for million Position in various knowledge based sectors with the superannuating population across the world. The country has to turn out an ever- growing pool of globally employable talent, and extend the contours of knowledge and intellectual property in all fields of priority for the global humanity.

Mission

To promote educational institutions of higher learning in various fast emerging knowledge based disciplines, for the talented youth, where they can:

- Acquire and create most advanced knowledge in their respective disciplines of interest.
- Manifest their creative potentials through research and applications.
- Develop holistic competence with global vision, local interface, social orientation, industrial applicability and patriotic passions.
- Make an effective contribution to the society in a dynamic environment.

STRATEGIES TO ACHIEVE THE VISION AND MISSION

To achieve its Vision and Mission, the University will endeavor:

1. To provide intellectually inspiring, academically challenging and supportive environment for holistic development of students by imparting industry relevant skills
2. To be a gateway of holistic and multidisciplinary education with distinctive and qualitative, contemporary and futuristic academic programs.
3. To promote knowledge creation and innovative research.
4. To offer skill-based industry oriented academic programs.
5. To promote entrepreneurship and start ups through incubation cell and greater industry academia linkage
6. To create a collaborative environment for free exchange of ideas to flourish creativity, research, and entrepreneurship
7. To engage in innovative, socially-relevant and leading-edge research within and across disciplines
8. To attract and retain diverse, world-class talent
9. To craft, establish and sustain the futuristic infrastructure
10. To act in partnership with the community over the generation, dissemination and application of knowledge
11. To consistently reinvent ourselves and contribute to transform India into equitable, fair and vibrant knowledge society
12. To attain high repute and become a world class university

UNIVERSITY VALUES

Academic Excellence: University strives for the uncompromising quality excellence in scholarship across various disciplines

Excellence in Research, Innovation and Entrepreneurship: University commits to continuous engagement in the scholarly activities in the pursuit of creativity and knowledge generation through excellence in research and innovation

Morality and Ethics: University upholds the highest ethical values, integrity and professionalism alongwith unwavering commitment to academic freedom, transparency and accountability.

Equity and Inclusiveness: University pledges to nurture and preserve an environment of mutual respect, equality and diversity in its all endeavours to ensure fairness and inclusiveness for thriving society

Environmental Sustainability: University commits itself to ensure sustainable ecosystem to improve the living standards of current generation and preserve the environment for future generations

Community Engagement: University resolves to maintain and strengthen meaningful relationship with local and global communities to learn from and contribute for their sustainable development.

Technological interventions: University commits for enhancement of teaching learning process, administrative management and upgradation of infrastructure

STRATEGIC FRAMEWORK TO ATTAIN INSTITUTIONAL GOALS

Education Policy 2020 advocates revamping the education framework with a prime objective of holistic development of graduates by introducing academic flexibility, multidisciplinary education & research, vocational education, etc., in the higher education system. To ensure its successful implementation, PAHER University formulated institutional development goals considering three cardinal principles of the higher education system

- A. Strategic Focus for Academic Excellence
- B. Strategic Focus for Research Excellence
- C. Strategic Focus for Empowering Human Resource
- D. Strategic Focus for Collaboration and Social Engagement
- E. Strategic Focus on Physical Facilities
- F. Strategic Focus on Digital Facilities
- G. Strategic Focus on Governance

Strategic Focus for Academic Excellence

Through a rigor of more than 25 years of academic excellence, the University has made noteworthy national and international impact in the field of teaching-learning, research and innovations. The University strives to create an enabling and conducive teaching-learning environment for holistic development of the students.

I. Courses Catering to Professional/Future Requirements: The University has a well-defined structure and fully functional academic bodies that play a pivotal role in overseeing the academic curriculum, ensuring that the courses offered align with educational standards and the University's institutional objectives. Academic Council and Departmental level Committee of Courses helps in the implementation of NEP

The University aims to promote holistic development by emphasizing skill enhancement, value addition, and overall capacity building through the creation of new courses. These initiatives underscore the University's commitment in making the students as professional achievers and informed citizens through active participation in the competitive world.

Short-term Goals

- The University's primary aims to extend the NEP 2020 framework to its undergraduate and postgraduate programs by developing a comprehensive curricular framework.
- Various committees responsible for creating Skill Enhancement Courses and Value Addition Courses shall identify essential courses designed to cultivate life and soft skills in collaboration with industry and societal experts.
- Departments shall develop a robust framework outlining the academic pathways for each program, along with potential employment opportunities, enabling students to make informed choices when selecting courses.
- The employability enhancement program should be developed in pursuance with the potential of these courses.
- EEP shall be implemented and participation of students through workshops and seminars conducted in collaboration with industry and societal leaders.
- The effectiveness of the mentor-mentee system shall be evaluated through student satisfaction surveys and feedback.
- Students should be encouraged to opt new MOOCs (Massive Open Online Courses) that focus on enhancing student employability and skill development in high demand sectors.
- More emphasis on teaching Indian knowledge system courses

Mid-term Goals ·

- Conduct regular reviews and evaluations of all academic programs to ensure continuous improvement and alignment with industry standards.
- To ensure credibility by seeking accreditation from relevant national and international bodies
- To introduce interdisciplinary programs that combine multiple fields of study.
- Establish partnerships with a broader range of industries and organizations to facilitate internships, placement opportunities, and collaborative research projects, ensuring that students gain practical experience and exposure to real-world challenges. ·
- Implement ongoing professional development programs for faculty members, focusing on innovative teaching methodologies, curriculum development, and research initiatives that align with emerging trends and technologies. ·
- Develop comprehensive student support services, including career counselling, mental health resources, and academic advising, to assist students in navigating their educational journeys and achieving their career goals. ·

Long-term Goals ·

- Transform the University into a leading research and innovation hub by establishing research center's that focus on key societal challenges and fostering collaboration among faculty, students, and industry partners.
- Embed sustainability and social responsibility into the curriculum and institutional practices, encouraging students and faculty to engage in initiatives that address environmental and social issues.
- Fully integrate digital technologies into teaching, learning, and administrative processes, creating a smart campus environment that enhances the overall educational experience and operational efficiency.
- To enhance the learner centric experience in the digital era, the University shall engage professors of practice and will introduce technological innovations in teaching
- The repository shall be developed using the latest technological innovations (such as AR/VR/XR) to make them more interactive and user friendly. ·
- Foster a culture of continuous innovation in course design and content development across all institutional centers, ensuring the University remains at the forefront of educational trends and industry requirements.

II. Curriculum Embedded with Industry Specific Skills

Short Term Goals

- Expand interdisciplinary courses that merge multiple fields of study to sharpen critical thinking and adaptability, addressing immediate industry demands
- Collaborate with industry experts to identify gaps in the current curriculum and make timely updates to address immediate market needs
- Organize workshops, guest lectures, and seminars led by industry professionals to offer students practical insights into current market trends and expectations
- Encourage faculty to implement innovative teaching methods such as case-based, flipped class room, project-based learning, and simulations to foster real-world problem-solving abilities.
- Strengthen the curriculum to ensure students acquire cutting-edge skills in emerging technologies.
- Establish partnerships with leading tech companies and start-ups to deliver guest lectures, seminars, and practical workshops focused on real-world applications of emerging technologies. .
- Incorporate hands-on learning experiences like coding boot camps, hackathons, and short-term projects to provide students with practical knowledge of these technologies. .
- Offer certification programs in emerging technologies to fast-track students' employability and prepare them for immediate workforce demands

Mid Term Goals

- Develop and introduce interdisciplinary programs that combine multiple fields of study, enabling students to gain diverse skill sets and perspectives that are increasingly valued in the job market.
- Establish partnerships with a broader range of industries and organizations to facilitate internships, placement opportunities, and collaborative research projects.
- Implement ongoing professional development programs for faculty members, focusing on innovative teaching methodologies, curriculum development, and research initiatives that align with emerging trends and technologies.
- Develop comprehensive student support services, including career counselling, mental health resources, and academic advising, to assist students in navigating their educational journeys and achieving their career goals.
- Implement continuous professional development programs for faculty to ensure that they stay updated with industry trends and integrate this knowledge into their teaching.
- Conduct a comprehensive review of all programs across departments, ensuring the curriculum

remains relevant to long-term industry needs by incorporating emerging fields like AI, data analytics, and sustainability.

- Establish formal partnerships with businesses to provide more structured internships and apprenticeships as well as hands-on industry experience.

Long-term Goals

- Implement a system of continuous curriculum revision, conducted in consultation with industry experts, to ensure that programs remain dynamic, responsive to technological advancements, and aligned with shifting market conditions.
- Make employability skills a core component of all academic programs, with continuous revisions to ensure alignment with changing global and local job market demands.
- Position the University as a global leader in tech education by aligning its programs with international standards, ensuring that graduates are recognized worldwide for their technological expertise.
- Develop lifelong learning opportunities for alumni, enabling them to return to the University for upskilling and reskilling in emerging technologies, thus staying competitive in the ever-evolving job market.

III. Comprehensive Learning Resources

Short term goals

- Improve access to digital resources and learning materials through the University's digital portals like Google Classroom.
- Encourage faculty to regularly upload course materials, reading lists, and supplementary notes on these platforms.
- Each department shall create a repository of question papers from the last five years for each course and publish them on their website for ease of access.
- Establish short-term certificate programs that focus on specific skill sets such as public speaking, leadership, or advanced Excel, which are essential for workplace readiness.
- Collaborate with platforms like Swayam, Coursera, or edX to offer free/affordable online courses that students can take to develop additional skills.

Mid-term Goals

- Introduce a system of continuous assessment . Each department shall develop a system where students are assessed regularly through quizzes, projects, and participation throughout the

semester, which contributes to their final grade.

- Feedback Mechanism: Implement a formalized feedback system.
- Develop interdisciplinary value-added courses that allow students from different departments to collaborate on projects, encouraging knowledge exchange and the development of learning resources
- Collaborate with companies and organizations to offer skill-enhancement internships that align with value-added courses. These internships shall provide practical, hands-on experience in areas related to the skills covered in the courses. .
- Organize University-wide competitions and hackathons related to innovation, entrepreneurship, and technology skills. These events can encourage students to apply what they have learned in value added courses to real-world problems and develop their problem-solving skills.

Long term goals

- A centralized initiative to streamline academic planning across central universities is a larger goal that requires significant coordination, and the University is in a strong position to take leadership in this regard.
- Establish a system for continuous faculty learning and development, including ongoing assessment of their skills and teaching methods, to ensure that faculty members are constantly updating their knowledge and expertise in line with technological and pedagogical advancements.
- Create platforms for faculty to participate in the development of educational policies, curriculum reform, and planning, ensuring that University remains at the forefront of academic innovation.
- The University shall channelize its MoUs and collaborations with industry and societal institutions of importance for initiating skill enhancement and value-added courses which shall be taught by skill equipped faculty as well as industry/society experts.

IV. Pedagogical Teaching Methods

The University has transformed its pedagogical methods by supplementing it with online and blended learning approaches, providing resources like lecture notes, solved problems, videos, and study materials through platforms such as Google Classroom . Interactive sessions, including quizzes, discussions, presentations, and group activities, foster self-assessment and critical thinking skills. Faculty members and industry professionals lead workshops, debates, and seminars to enhance students' skills. Teachers utilize ICT-enabled tools and multimedia resources to create engaging lectures, while online assessments and feedback mechanisms track student progress.

Short-term Goals

- Introduce a blended learning model where online learning materials are combined with in-person instruction.
- Faculty shall be encouraged to create video lectures, online quizzes, and reading material for students to access through LMS platforms like Google Classroom .
- Promote the use of active learning techniques such as group discussions, case studies, and problem solving activities during class sessions.
- Faculty shall include more in-class assignments that encourage students to apply what they've learned, rather than passively absorb information.
- Invest in educational technology tools such as smartboards, classroom response systems, and virtual labs. These tools can enhance interactive learning, enabling real-time assessments and deeper engagement with course content.
- Encourage departments to integrate co-curricular activities into their academic programs. Faculty shall plan activities such as debates, workshops, guest lectures, and field trips related to course content, allowing students to connect theoretical knowledge with practical applications.

Mid term goals

- Incorporation of Problem-Based Learning (PBL), where students learn by working on real-world problems that require them to research, collaborate, and apply concepts to find solutions to enhance critical thinking, creativity, and collaborative skills.
- To organize value added competitions and cultural festivals that celebrate student talent in various fields, including academic competitions, art shows, and sports events. These events shall be aligned with learning objectives and provide opportunities for students to showcase their skills and creativity.
- Encourage students to engage in research projects outside of their regular coursework. Departments shall provide mentorship and support for students interested in pursuing research, enhancing their analytical skills and fostering a culture of inquiry.

Long term Goals

- Implement a full-fledged Outcome-Based Education (OBE) system where each course is designed with clear learning outcomes.

- Continuous professional development shall help faculty stay updated with the latest teaching strategies and technologies.
- Regular feedback from students, faculty, and industry partners shall be essential for continuous improvement and ensuring the relevance of programs offered.
- Expand the scope of incubation to a broader range of sectors, including social entrepreneurship, green technologies, and digital transformation.
- Implement skill development workshops, focusing on critical areas like product development, marketing, and financial management to equip entrepreneurs with the necessary tools to scale.

B. Strategic Focus for Research Excellence and IPR

PAHER University has prioritized research and intellectual property (IP) initiatives to contribute significantly to academia and society. The institution insists all the faculty members to contribute their respective knowledge in their specific areas through research and publication. The University encourages researchers to engage in collaborative initiatives in diverse fields.

I. Quality Research Programs

The University shall look into the development of several quality research initiatives in all programs, driven by global trends and advances in technology. This framework promotes a multidisciplinary approach, equipping students for advanced academic and professional careers.

Short-term Goals:

- Expand the mentorship programs, in which faculty members and senior researchers advise students on choosing research topics and encourage early participation in research endeavors.
- Enhance and broaden research infrastructure at the undergraduate level, ensuring access to basic research tools, laboratories, and facilities.

Mid-term Goals:

- Promote interdisciplinary research by strengthening collaborations between departments and external institutions.
- Investing in research infrastructure, including new labs and advanced technology, is essential to support cutting-edge research.

Long-term Goals:

- Establish colleges and departments as a centre of excellence in research and innovation, producing high-impact scholarly work.
- Develop a strategic plan for ongoing evaluation and enhancement of research facilities, ensuring that infrastructure remains aligned with emerging research trends and institutional goals, ultimately fostering a robust research environment.

II. Focused and Collaborative Research

The University is actively looking for and assisting with new research areas in a number of different disciplines. With a focus on interdisciplinary collaboration, it is working towards

enhancing its research infrastructure, including providing necessary resources such as laboratories, equipment, and research assistants. Faculty members are encouraged to explore emerging fields.

Short-term Goals:

- Conduct workshops or brainstorming sessions with faculty to identify emerging fields in various disciplines.
- Foster partnerships with industry and other research institutions to enhance collaborative research efforts.

Mid-term Goals:

- Encourage interdisciplinary collaboration by forming teams that include faculty from different departments.

Long-term Goals:

- Establish a long-term plan for the growth and evolution of the identified research fields.

III. Faculty Research Focus

Faculty who are inclined towards research can be nurtured and supported to become pioneers in their fields, with a focus on long-term growth and contribution.

Short-term Goals:

- Implement a process to identify faculty with strong research inclinations using performance metrics like publications.
- Establish a mentorship program pairing junior research-focused faculty with experienced researchers to enhance their skills and ideas.

Mid-term Goals:

- Foster partnerships with national and international research institutions to leverage expertise and share resources for applied research initiatives.
- Encourage collaboration among faculty, both within and outside the University, to promote interdisciplinary research.

Long-term Goals:

- Create a thriving academic environment where research and publications become central to faculty activities for career progression.

IV. Participation of Students in Research

Students are the University's greatest asset. With proper guidance, they can drive innovation and produce scholarly, publishable research outcomes.

Short-term Goals:

- Implement mentorship programs where faculty guides students in exploring innovative research topics, providing early exposure to research methodologies.
- Organize workshops on innovation, patenting, and intellectual property rights (IPR) to educate students on the importance of protecting their ideas.
- Encourage student participation in conferences by assigning them to specific sessions, engaging with presenters, and writing summaries of their experiences.

Mid-term Goals:

- Establish research partnerships with industry stakeholders, allowing students to tackle real-world challenges under industry mentorship.
- Motivate students to present their research at national and international conferences.

Long-term Goals:

- Develop opportunities for students to engage in international research programs and conferences, broadening their global perspectives.

V. Encouragement of Book Publications, Research Publications, and Patents

The purpose is to build a robust intellectual property rights (IPR) infrastructure, fostering innovation and academic growth across various levels—students, researchers, and faculty members.

Short-term Goals:

- Organize awareness programs on Intellectual Property Rights (IPR), publishing ethics, and patent filing processes for undergraduate and post graduate students, research scholars, and faculty.

Mid-term Goals:

- Dedicated IPR Cells: Strengthen the Intellectual Property Rights (IPR) Cell in the University to, assists students, faculty, and research scholars with patent filing, copyright issues, and research publication requirements.

Long-term Goals:

- National and International Collaborations: Pursue long-term partnerships with international research organizations and universities for joint research publications, books, and patents.
- Publishing Houses or Journals: In the long run, the University can consider establishing its own academic publishing house or peer-reviewed journals to support the publication of student and faculty research.

VI. Organizing more Structured and Focused Conferences

Conferences play a crucial role in fostering a vibrant research and academic culture within the university system. Research scientists, faculty members, and students remain engaged through regular conferences for presenting research papers.

Short-term Goals:

- Organize smaller, regular conferences centered on emerging research areas, to maintain ongoing engagement among research scientists, faculty, and students.
- Conduct thematic workshops during these conferences, allowing participants to explore specific aspects of their research in depth.

Mid-term Goals:

- Expand conference themes to encompass interdisciplinary research, fostering collaboration among various departments.
- Start publishing conference proceedings through collaborations with reputed academic journals.

- Partner with industries and research organizations to co-host conferences, which can provide funding and exposure for University researchers.

Long-term Goals:

- Partner with international universities and research organizations to co-host conferences, facilitating global academic exchange and attracting high-profile researchers to present their work and establish long-term collaborations.

VII. Institutional and Industry Collaboration

The University has a Placement Cell dedicated to connecting students with potential employers, providing resources for resume building, interview preparation, and job search strategies. The Cell helps in developing partnerships with local and national Industries to organize job fairs, networking events, and recruitment drives, enhancing visibility for students and improving placement rates.

Short-term Goals:

- Establish Memorandums of Understanding (MoUs) with industry partners, outlining clear objectives for joint research initiatives.
- Host industry-led workshops, seminars, and technical sessions to equip faculty and students with knowledge of the latest industrial research trends and technologies. This shall bridge the gap between academic research and practical application.

Mid-term Goals:

- Implement structured internship and job placement programs in collaboration with industry partners, providing students with practical experience and enhancing their employability.

Long-term Goals:

- Create a comprehensive career development framework that includes continuous training, mentorship programs, and alumni networks to support graduates in their career paths.

VIII. University Incubation Centers

Incubation Centers play a growing role in fostering innovation and entrepreneurship, though their development is still in its nascent stages.

Short-term Goals:

- Initiate structured pre-incubation programs to support students interested in entrepreneurship.

Mid-term Goals:

- Formalize incubation support as part of the academic curriculum by integrating entrepreneurship courses. This shall ensure that students develop business skills while pursuing their degrees.

Long-term Goals:

- Establish partnerships with international universities and global incubation centres to provide University students access to global markets, cutting-edge technologies, and international mentorship.

IX. University Publications & Citation Service

The University faculty often relies on platforms like Google Scholar, Scopus, and Web of Science for citation tracking and metrics. The University encourages researchers to register on these platforms to increase their research visibility and track citation performance. The University has set guidelines for ethical publishing, and encouraging publication in Scopus indexed journals.

Short-term Goals:

- Train all faculty members and students on the use of citation databases like Google Scholar, Scopus, and Web of Science, including setting up profiles and managing citations.

Mid-term Goals:

- Implement an internal tracking system for citation metrics to monitor and improve the University's academic ranking.

Long-term Goals:

- Foster an environment of innovation and interdisciplinary research with consistent funding and recognition, positioning the University as a leader in global academic research.

X. Encouraging Innovation via a Campus-Wide Research Fair: A Route to Global Collaboration

The University frequently hosts workshops, conferences, and seminars on emerging research topics at both national and international levels, allowing students and researchers to showcase their work, collaborate with others, and stay informed about the latest developments in their disciplines.

Short-term Goals:

- The Research Fair will serve as a venue for departments to showcase their current research endeavors. Hosting these events would allow students and faculty to gain visibility for their research findings.

Mid-term Goals:

- Efforts will be made to train faculty and students to transform complex research findings into simplified formats such as articles, podcasts, or videos, making them accessible to both academic and non-academic audiences.

Long-term Goals:

- Create a dedicated department within the University focused on translating academic research into accessible content for the public and media.

C. Strategic Focus for Empowering Human Resource

The University recognizes that the development of human resources is one of its most valuable assets. Committed to fostering knowledge creation and capacity building, the University endeavours to cultivate a culture of continuous professional development and upskilling. It aims to create an inclusive, dynamic, and supportive environment that empowers faculty, staff, and students to thrive in their respective roles. To achieve these strategic objectives, the University undertakes the following initiatives:

I. Student and Learner Empowerment: Holistic Admissions, Inclusivity, and Integrated Support Systems

Short-term Objectives

- **Targeted Outreach Initiatives:** Design and implement outreach programmes focused on underrepresented regions, marginalised communities, and economically disadvantaged groups, with a view to promoting awareness about the University's admissions processes, financial aid, and scholarship opportunities.
- **Enhanced Financial Assistance:** Strengthen existing scholarship schemes and endowment funds to support students from underprivileged and marginalised backgrounds.
- **Mentorship Programme Strengthening:** Reinforce the Mentor-Mentee framework in alignment with the University Grants Commission (UGC) guidelines, ensuring personalised academic and emotional support for students.
- **Career-readiness Counselling:** Develop tailored internship and employment-focused counselling strategies that prepare students for industry demands.
- **Leadership Development:** Integrate student leadership opportunities within academic and co-curricular assignments, encouraging collaboration, team-building, and enhanced engagement in the teaching-learning process.

Mid-term Objectives)

- **Collaborative School Engagements:** Forge strategic partnerships with secondary schools and educational NGOs to identify and guide promising students from diverse socioeconomic and cultural backgrounds for University admissions.
- **Expansion of Financial Aid Schemes:** Introduce new merit-cum-means scholarship programmes and broaden the reach of financial assistance initiatives.

- **Alumni Engagement for Mentorship:** Establish alumni mentorship programmes to provide career guidance, industry exposure, and motivational support to current students.
- **Interdisciplinary Career Workshops:** Organise workshops and seminars on evolving career paths across disciplines, with a focus on resume building, personal branding, and professional networking.

Long-term Objectives

- **Data-driven Student Profiling:** Employ advanced data analytics to evaluate students' holistic profiles—academics, co-curricular involvement, and leadership potential—enhancing the quality and diversity of admissions.
- **Continuous Monitoring and Refinement:** Establish systems to monitor students' academic and extracurricular progress, enabling the University to assess the impact of its admission and support strategies and refine them over time.
- **Globalisation of Admissions:** Broaden the international student intake to foster cultural diversity and enrich the academic environment through global perspectives.
- **Evolving Financial Support Mechanisms:** Conduct periodic reviews of scholarship and aid programmes to ensure responsiveness to shifting student needs and demographic changes.
- **Mentorship Programme Advancement:** Continually evaluate and enhance the mentorship system to better align with students' academic aspirations and professional trajectories.
- **Robust Career Development Framework:** Build and sustain a dedicated career counselling ecosystem that remains agile to industry trends and effectively supports students' transition from academia to the workforce.

II. Faculty Recruitment and Responsibilities

The University is committed to establishing a transparent, efficient, and inclusive faculty recruitment system that attracts, retains, and nurtures top academic talent. Recognising the pivotal role of faculty in shaping academic excellence and institutional growth, the University outlines the following phased goals for recruitment and faculty responsibilities:

Short-term Objectives

- **Automated Application Screening:** Introduce automated tools for initial application screening to ensure swift and impartial shortlisting based on clearly defined eligibility criteria, required qualifications, and competencies.
- **Transparent Communication Mechanisms:** Establish a structured communication framework to keep applicants informed throughout the recruitment cycle, providing timely and real-time updates on their application status.

- **Structured Role Rotation System:** Strengthen the rotation policy wherein faculty members periodically take on varied roles within academic committees, student clubs, and institutional bodies, ensuring equitable workload distribution and diverse professional exposure.

Mid-term Objectives

- **Complete Digitalisation of Recruitment Processes:** Transition fully to a digital platform for faculty recruitment, enabling seamless application submission, tracking, and evaluation.
- **Personalised Candidate Support:** Develop system features that offer customised guidance and feedback to applicants based on their qualifications, eligibility, and the status of their application.
- **AI-Enabled Query Resolution:** Integrate intelligent support tools such as chatbots or virtual assistants to handle frequently asked questions, offering immediate, accurate, and consistent responses to prospective candidates.

Long-term Objectives

- **Global Talent Engagement:** Position the University as an employer of global repute by benchmarking against international recruitment practices and actively engaging scholars and researchers from leading global academic and research institutions.
- **Professional Growth and Leadership Alignment:** Foster a faculty environment that encourages individuals to assume roles aligned with their career aspirations, professional development plans, and institutional leadership opportunities.

III. Faculty Empowerment and Professional Development

The University acknowledges that empowered faculty are the cornerstone of academic excellence. With a focus on continuous learning, interdisciplinary collaboration, and global engagement, the University is committed to fostering an environment that nurtures intellectual growth, leadership, and innovation. The following phased objectives guide the strategic development of faculty capabilities:

Short-term Objectives

- **Capacity Building Initiatives:** Organise targeted workshops, training sessions, and seminars aimed at enhancing pedagogical skills, research methodologies, and digital competencies among faculty members.
- **Support for Professional Development:** Actively encourage faculty participation in external faculty development programmes (FDPs), conferences, and symposia, while providing institutional support including financial assistance, leave provisions, and resource access.

Mid-term Objectives

- **Faculty Exchange and Mobility:** Establish faculty exchange programmes through strategic partnerships with reputed national and international universities to facilitate academic collaboration, cross-cultural exchange, and global visibility.

- **Promotion of Interdisciplinary Research:** Encourage faculty involvement in interdisciplinary and multidisciplinary teaching and research initiatives by creating platforms for cross-departmental collaboration and innovation.

Long-term Objectives

- **Leadership Development Framework:** Embed leadership training, mentorship programmes, and advanced certifications into the faculty career advancement structure to cultivate future academic leaders.
- **Dedicated Funding for Empowerment:** Allocate institutional and external funding to support faculty-driven research, innovation, and academic excellence initiatives.
- **Global Academic Engagement:** Position the University as a centre of academic excellence by promoting faculty collaboration with international scholars, participation in global research networks, and leadership in global academic forums.

IV. Recruitment and Career Advancement for Non-Teaching Staff

The University recognises that a competent and motivated non-teaching workforce is essential for the seamless functioning of academic and administrative processes. Ensuring transparent recruitment, continuous upskilling, and opportunities for career progression are central to the University's commitment to institutional excellence. The following goals outline a strategic roadmap for the recruitment and professional development of non-teaching personnel:

Short-term Objectives

- **Defined Role Clarity and Competency Mapping:** Establish well-articulated job descriptions and role-specific competency frameworks to attract and recruit candidates who meet the precise functional and technical requirements of each non-teaching position.
- **Inclusive Hiring Practices:** Actively implement measures to foster diversity in the recruitment process by engaging with underrepresented groups and adopting equitable, bias-free hiring protocols.
- **Digital Literacy Enhancement:** Conduct regular training programmes focused on improving proficiency in digital tools, administrative software, and institutional management systems to boost overall operational efficiency.

Mid-term Objectives

- **Cross-Functional Collaboration Workshops:** Facilitate structured workshops and capacity-building sessions that encourage interdepartmental coordination, promote teamwork, and enhance institutional problem-solving capabilities.

Long-term Objectives

- **Leadership and Management Training:** Design and implement professional development modules that prepare non-teaching staff for leadership roles in administration and supervisory functions, fostering a pipeline of skilled internal talent.

- **Integration of Technological Advancements:** Continuously upgrade training initiatives to include emerging technologies and best practices in institutional administration, ensuring adaptability to evolving administrative demands.

V. Holistic Wellness and Engagement Framework

The University upholds the importance of fostering a supportive and inclusive work environment that prioritises the holistic well-being of its faculty and non-teaching staff. Recognising that emotional, mental, and social wellness directly impact professional engagement and institutional performance, the University adopts a phased strategy to promote work-life balance, psychological safety, and a culture of respect and collaboration.

Short-term Objectives

- **Launch of a Dedicated Wellness Platform:** Introduce an integrated wellness portal focused on supporting mental health, stress management, and work-life balance, offering resources, self-assessment tools, and expert-led counselling sessions.
- **Awareness and Sensitisation Workshops:** Organise regular workshops and interactive sessions on emotional intelligence, stress resilience, and mental health literacy to cultivate a culture of openness and empathy.
- **Gender Sensitisation Initiatives:** Strengthen institutional mechanisms such as the Gender Sensitisation Committee to conduct awareness campaigns, training, and policy advocacy for creating a safe and equitable workplace.

Mid-term Objectives

- **Expansion of Wellness Programmes:** Broaden the scope of wellness interventions to include team-building exercises, interdepartmental collaborations, and creative engagement initiatives that promote camaraderie and collective well-being.
- **Establishment of Peer Support Circles:** Pilot peer support groups for both faculty and non-teaching staff to enable informal discussions on workplace stressors, personal challenges, and professional development needs.
- **Feedback-Driven Grievance Redressal:** Implement a dynamic and responsive grievance redressal system that is periodically reviewed and refined based on structured feedback from all stakeholders.

Long-term Objectives

- **Integration of Wellness in HR Systems:** Institutionalise wellness strategies as an integral part of HR functions by leveraging analytics to offer personalised wellness programmes and proactive support mechanisms.
- **Formalisation of Peer Support Networks:** Establish institutional peer support frameworks led by trained coordinators, with the objective of fostering psychological safety, peer mentorship, and a culture of mutual care and accountability.

D. Strategic Focus for Collaborations and Social Engagement

Short-term Goals

- Strengthen collaborations with industries that can invest in student-led innovations, facilitating faster IP creation and commercialization of inventions. ·
- Strengthen the Placement Cell to facilitate ongoing partnerships with industries, ensuring a steady pipeline of qualified graduates while adapting educational programs to meet the evolving demands of the job market. ·
- Establish Memorandums of Understanding (MoUs) with industry partners, outlining clear objectives for joint research initiatives.
- This shall enable effective collaboration and foster the creation of intellectual property (IP) through shared expertise. ·
- Host industry-led workshops, seminars, and technical sessions to equip faculty and students with knowledge of the latest industrial research trends and technologies. This shall bridge the gap between academic research and practical application.

Mid-term Goals

- Strengthen partnerships with industries to secure funding for joint research in fields like biotechnology, AI, and applied sciences. These initiatives shall increase the likelihood of generating patentable innovations. ·
- Collaborate with community service partners like NGO's etc, to increase community engagement and social outreach
- Implement structured internship and job placement programs in collaboration with industry partners, providing students with practical experience and enhancing their employability while gathering feedback from employers to refine educational offerings. ·
- Create industry-supported research centres on campus, fostering collaboration between University faculty, students, and industry experts on real-time projects. These centres shall drive intellectual property (IP) creation and enable shared patent ownership. ·
- Develop mentorship programs where industry professionals guide University research teams, helping align projects toward commercial and patentable outcomes.

Long-term Goals ·

- Create a comprehensive career development framework that includes continuous training, mentorship programs, and alumni networks to support graduates in their career paths, while fostering long-term collaborations with industries to ensure alignment between academic programs and workforce needs. ·

- Create consortia that include multiple industry partners, government agencies, and academic institutions. These consortia shall focus on high-impact research projects aimed at developing and commercializing breakthrough, patentable technologies. ·
- Implement a streamlined IP policy that outlines clear guidelines for joint patenting and revenue sharing between University and its industry collaborators.
- Establish a dedicated IP management office to handle patent filings and commercialization efforts efficiently. ·
- Position University as a global research leader by forging partnerships with multinational companies, gaining access to cutting-edge facilities and driving international patentable innovations.

E. Strategic Focus on Financial and Physical Facilities

I Financial Enablers

Short-Term Goals

- Launch short-term online certification programs via SWAYAM, NPTEL, and EdTech collaborations.
- Introduce custom training modules for Government departments and PSUs.
- Establish a **Finance and Planning Cell** for budget planning and audit compliance.
- Implement a **University ERP System** to digitize financial operations.
- Launch **Outcome-Based Budgeting** across departments.
- Begin fundraising for the **Alumni Endowment Fund** with initial outreach campaigns.
- Form a **Research & Innovation Cell** to facilitate consultancy and sponsored research.
- Conduct **financial literacy workshops** for administrative and academic staff.
- Develop a public-facing **Annual Financial Performance Dashboard**.
- Deploy an **Integrated Grant Management System** to streamline research funding processes.
- Apply for central government grants (UGC, AICTE, RUSA, etc.).

Mid-Term Goals

- Expand market-driven academic programs in AI, FinTech, Renewable Energy, etc.
- Grow the Alumni Endowment Fund corpus to ₹5 crore.
- Initiate **international student recruitment** strategies with scholarships and simplified admissions.
- Establish **CSR partnerships** with industries for infrastructure and community development.
- Host national/international conferences and conclaves as revenue-generating events.
- Collaborate with NSDC and State Skill Missions for vocational training programs.
- Monetize campus assets (auditoriums, hostels, shops) for passive income.
- Secure major research grants from DST, DBT, ICSSR, and AICTE.
- Institutionalize a robust **risk and financial compliance framework**.

Long-Term Goals

- Achieve ₹10 crore corpus in the **Alumni Endowment Fund** by 2030.
- Acquire **international research grants and collaborations** (Erasmus+, UKIERI, Newton-Bhabha).
- Establish **PPP-based infrastructure projects** for academic and residential development.
- Issue **Education Development Bonds** and attract philanthropic investments from HNIs.
- Create **industry-endowed chairs, fellowships, and sponsored scholarships**.
- Launch **joint degree programs** and attract FDI in education.
- Join **collaborative research clusters** for large-scale interdisciplinary funding.
- Introduce **crowdfunding campaigns** for community-driven research and outreach initiatives.

II. Physical Enablers

Short-Term Goals

- Upgrade classrooms to **ICT-enabled smart classrooms** and **digital laboratories**.
- Establish **hybrid learning studios** for recorded and live online teaching.
- Expand **digital library resources** and 24x7 access to academic databases (Scopus, JSTOR, etc.).
- Initiate **green campus initiatives**: solar panels, rainwater harvesting, waste management.
- Develop **simulation and VR labs** for specialized disciplines (healthcare, robotics, architecture).
- Install **AI-enabled security systems** (CCTV, biometric access, 24x7 surveillance).
- Begin wellness initiatives including gyms, yoga rooms, and telemedicine services.
- Install **inclusive infrastructure** for differently-abled individuals across the campus.

Mid-Term Goals

- Establish **Centers of Excellence** in AI, Climate Change, Digital Finance, and Biotechnology.
- Construct modern **hostel blocks, staff quarters, and student activity centers**.
- Introduce **electric shuttle services** and tie-ups with public transport systems.
- Expand **innovation incubation centers** in collaboration with Startup India and Atal Innovation Mission.
- Launch **AI & Data Analytics Incubation Cluster** with mentoring and computing resources.
- Develop **National-Level Testing & Certification Center** approved by NTA/AICTE.
- Expand medical infrastructure including a full-scale **campus health center**.

Long-Term Goals

- Develop a full-scale **Multidisciplinary Research Park** with start-up and industry tie-ups.

- Execute the **Integrated Campus Development Master Plan**—zoning, walkability, accessibility.
- Achieve **energy and water self-sufficiency** through renewable and conservation projects.
- Establish **Cultural and Community Engagement Zones** for social dialogue and creativity.
- Operationalize an **on-campus Angel/Venture Capital Network** to support start-ups.
- Implement an **Innovation Credit System** for students, aligned with NEP 2020.
- Attain top rankings under **NIRF, NAAC, and ARIIA** to gain national recognition.

F. Strategic Focus on Digital Facilities

PAHER University’s digital transformation is rooted in its mission to foster technology –driven education and improve access, quality, and efficiency through digital means. . The university aims to become a smart campus by leveraging emerging technologies and digital tools.

• Digital Goals & Roadmap

Short-Term Goals

Goal	Description
Faculty Digital Training	Conduct workshops on LMS, digital pedagogy, and online assessments.
Digital Resource Center	Establish a unit for digitizing study material and supporting content development.
Feedback Automation	Implement online student feedback systems integrated with ERP.
Basic Cyber security	Set up two-factor authentication and improve endpoint security.

Mid-Term Goals

Goal	Description
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Smart Campus Implementation	Deploy IoT-based energy monitoring, biometric attendance, and smart surveillance.
Digital Skill Integration	Introduce certificate programs in AI, data science, cyber security, and cloud computing.
Mobile App for Students	Launch an all-in-one student portal app for academic tracking, schedules, and notifications.
Virtual Labs	Create cloud-based simulation labs for engineering and science courses.

Long-Term Goals

Goal	Description
AI & Analytics for Learning	Use AI to personalize learning, track performance, and suggest interventions.
Block-chain Credentials	Adopt block-chain for secure and verifiable degree issuance.
Digital Twin of Campus	Build a virtual model of campus infrastructure for planning and management.
Global Virtual Collaboration	Establish digital exchange programs and virtual classrooms with international institutions.

G. Strategic Focus on Governance

Effective governance is essential for achieving institutional integrity, transparency, and excellence. At Pacific Academy of Higher Education and Research University (PAHER University), Udaipur, governance enablers provide the structural and procedural framework that facilitates sound decision-making, efficient administration, and proactive engagement of stakeholders. These enablers are instrumental in fostering academic innovation, promoting quality standards, and ensuring compliance with statutory and regulatory guidelines for the long-term development of the University.

I. Statutory Governance and Administrative Structure

PAHER University is governed through its Statutory Bodies, which include the Board of Management, Academic Council, Finance Committee, and the Planning and Monitoring Board. These bodies function collectively to uphold academic and administrative integrity and are composed of representatives from various internal and external stakeholder groups.

Short-Term Goals

- Establish dedicated help desks supported by helpline numbers to ensure accessible and student-centric support services.
- Transition to a centralized electronic records platform using an Enterprise Resource Planning (ERP) system to manage academic, administrative, and financial workflows.
- Form a monitoring committee to conduct regular reviews of the progress and implementation of the Institutional Development Plan (IDP).

Mid-Term Goals

- Collaborate with reputed national and international academic institutions and professional organizations for knowledge sharing and expert input.
- Institutionalize the review of IDP activities to ensure alignment with defined goals and to facilitate evidence-based modifications based on progress reports and feedback.
- Digitize all administrative operations to improve efficiency and responsiveness.

Long-Term Goals

- Conduct comprehensive evaluations to assess the IDP's long-term impact and ensure alignment with strategic goals and regulatory benchmarks.

II. Quality Assurance Mechanisms

PAHER University prioritizes the development of a robust quality assurance ecosystem to uphold high standards in teaching, research, and administration.

Short-Term Goals

- Strengthen the Human Resources division for efficient recruitment, orientation, and professional development of staff.
- Collaborate with recognized Centers of Excellence to provide advanced training and refresher courses to academic and administrative staff.
- Conduct comprehensive audits including Academic, Administrative, Social, Environmental, Inclusivity, and Technology audits on a biennial or triennial basis.
- Ensure the formation of departmental quality committees to assist the Internal Quality Assurance Cell (IQAC).

Mid-Term Goals

- Enhance the quality and volume of scholarly publications, particularly those linked to doctoral research.
- Strengthen participative governance through systematic involvement of faculty, staff, and students in institutional decision-making.

Long-Term Goals

- Build a comprehensive quality management framework integrating all academic and administrative processes.

III. Financial Management and Resource Mobilization

Short-Term Goals

- Facilitate partnerships with industries to foster collaborative research and offer practical exposure to students.
- Operationalize a dedicated consultancy office to manage and promote consultancy services offered by University personnel.
- Strengthen the University's endowment fund through strategic fundraising initiatives.

Mid-Term Goals

- Implement sustainability initiatives such as solar energy generation, water conservation, and waste recycling to reduce costs and promote environmental stewardship.

Long-Term Goals

- ❖ Develop strategies to attract international students through institutional outreach and international partnerships.

IV. Institutional Leadership Development

Short-Term Goals

- Conduct structured training programmes on leadership, policy management, strategic planning, and conflict resolution for senior faculty and heads of departments.
- Establish internal mentorship programmes to identify and nurture leadership potential within academic and administrative units.

Mid-Term Goals

- Organize interactive forums such as open houses to facilitate dialogue between staff and university leadership, encouraging inclusive policy development.

Long-Term Goals

- Set up a Leadership Development Institute in collaboration with government and industry organizations.

V. Information Technology and Management Information Systems

Short-Term Goals

- Deploy a unified digital portal to collect, manage, and analyze feedback from stakeholders including students, faculty, alumni, and parents.
- Enhance campus surveillance infrastructure by increasing the deployment of CCTV systems.

Mid-Term Goals

- Provide smart ID cards to students and employees to facilitate access to various campus facilities such as libraries, laboratories etc.

Long-Term Goals

- Introduce state-of-the-art security systems to enhance campus safety.
- Promote the integration of digital learning tools to supplement conventional classroom instruction.

VI. Institutional Risk Management

Short-Term Goals

- Organize training sessions on cybersecurity and digital safety.
- Promote awareness programs on environmental sustainability and climate risk mitigation.

Mid-Term Goals

- Develop and implement a comprehensive institutional risk management policy.

Long-Term Goals

- Transition the campus towards eco-sustainability by eliminating single-use plastics and adopting green practices.

VII. External Advisory Mechanisms

Short-Term Goals

- Encourage departments to include eminent individuals from academic, industrial, and professional backgrounds in their advisory committees.

Mid-Term Goals

- Engage leading academicians and policymakers in consultative roles at various levels of University governance.

Long-Term Goals

- Establish a University-level Advisory Council with members from government, industry, academia, and civil society to provide strategic guidance and help address contemporary societal and economic challenges.

VIII. Student Feedback Mechanism

Short-Term Goals

- Organize sensitization programs for students and staff to promote understanding of the role and impact of feedback.
- Institutionalize a structured mechanism for the regular collection and evaluation of student feedback.

Mid-Term Goals

- Utilize student feedback as a core input in improving teaching-learning outcomes and support services.

Long-Term Goals

- Leverage advanced analytics tools to identify trends in feedback data and integrate findings into strategic planning and quality enhancement initiatives.

Concluding Notes

The Institutional Development Plan (IDP) of PAHER University, Udaipur, marks a decisive step toward realizing the university's vision of academic excellence, innovation, and inclusive growth. Through this comprehensive plan, we aim to reinforce our commitment to quality education, impactful research, community engagement, and global collaboration.

The outlined goals—ranging from infrastructural enhancement, digital transformation, and faculty development to industry linkage and student support—are designed to foster a dynamic, future-ready academic ecosystem. Successful implementation of this IDP will not only elevate the academic and administrative capacities of the university but also position PAHER as a leading institution contributing significantly to regional and national development.

Sustained efforts, collaborative engagement of all stakeholders, and periodic monitoring and evaluation will be key to achieving the desired outcomes. We remain committed to fostering an environment of continuous improvement, inclusivity, and innovation, ensuring that PAHER University stands as a beacon of knowledge and progress in the years to come.