GITAM
(DEEMED TO BE UNIVERSITY)
(Estd. u/s 3 of the UGC Act, 1956)
VISAKHAPATNAM ✹ HYDERABAD ✹ BENGALURU

Fifteen Year
Strategic Plan & Deployment Document
(2018-2033)

Contents

Prelude	**03**
GITAM (Deemed to be University) – An Overview	**04**
Vision, Mission, Quality Policy	**10**
Institutional Goals	**11**
Institutional Values	**12**
15 year Vision Plan	**13**
Explanatory Note on 15 year Vision Plan	**19**
GAP Analysis	**37**
SWOT Analysis	**44**
Year-wise Action Plan and Milestones	**55**
Timelines to achieve milestones	**71**

Prelude

This is 15 year Strategic Vision Plan has been formulated to enable GITAM (a Deemed to be University) to secure respectable world ranking of any of the world renowned ranking frameworks in a reasonable time-period. The intended targets are fixed for five, ten and fifteen years, which will be periodically reviewed and refined in course of time. GITAM has also formulated a detailed implementation plan to achieve the targets fixed for each Criterion over a period of 15 years.

A Balanced Scorecard has been developed internally to provide a workable framework for translating the parameters into tangible results over a period of fifteen years. In order to communicate and share new ideas and thoughts on the many aspects of organizational performance and management system based on the Balanced Scorecard, a GITAM "Think Tank" (Performance Champions Group) has been established that meets periodically as a forum and reviews the progress on each parameter and suggests actions to be taken to move forward towards world ranking. Further, the progress against each parameter will also be reviewed by the Vice-Chancellor and the Board of the Management at appropriate intervals in close association with the Empowered Expert Committee to be constituted by MHRD.

The ultimate aim is to achieve a respectable World University Ranking well within the time period of 15 years by meeting the performance indicators of any of the world ranking frameworks like Times Higher Education or QS University Rankings.

This document also contains a Gap Analysis, a SWOT Analysis and year-wise Action Plan, Milestones and Timelines by which the Institution seeks to achieve the criteria in the specified period.

GITAM (Deemed to be University) - An overview

Gandhi Institute of Technology and Management, popularly known as GITAM, was founded in 1980 by a group of eminent intellectuals and industrialists under the leadership of Dr. M.V.V.S. Murthi, a passionate educationist, with the objective of promoting quality higher education.

It is an eventful journey for GITAM in establishing an Engineering College in 1980 at Visakhapatnam, the City of Destiny. A number of institutions have been added over the years viz., College of Management Studies (1988), School of International Business (1997), College of Science (2006) and College of Pharmacy (2006). In 2007, GITAM was declared as a Deemed to be University u/s 3 of the UGC Act, 1956. Responding to the expanding societal needs in diverse fields of knowledge, GITAM established School of Law (2012) and GITAM Institute of Medical Sciences & Research (2015). Over the years, these institutions have established excellent standards of teaching and research and have earned good reputation for GITAM as a premier institute offering multi discipline programs and serving the society.

Along with its impressive progress in the academic arena, the Institution has expanded its geographic spread, with the establishment of Hyderabad campus in 2009 and Bengaluru campus in 2012, in the industrial hubs of the state capitals of Telangana and Karnataka. The three campuses at Visakhapatnam, Hyderabad and Bengaluru are endowed with world-class infrastructure and well-equipped laboratories together with excellent student support services.

Today, GITAM ranks among the premier deemed to be universities in the country in terms of its academic and research output. GITAM has three picturesque campuses with 12 Institutes, 7 Faculties, 50 Departments and 10 Research Centres. All the three campuses are established in beautiful and green places, blessed with abundance of natural scenery, exuberant festivity and blissful solitude. GITAM has been able to make its mark at the national and international levels in a number of frontier areas.

With a multidisciplinary approach, the Institution is currently offering 147 UG, PG and Doctoral programmes in various faculties such as Technology, Science, Pharmacy, Architecture, Management, International Business, Social Sciences, Languages, Law, Medicine, Nursing and Gandhian Studies in multiple disciplines.

GITAM established Centre for Distance Learning in 2009 with recognition from DEC, duly recommended by a joint committee of UGC-AICTE-DEC. The Centre offers 13 UG, PG and Diploma programmes in literature, management, science and social sciences through distance mode. The Centre provides virtual classrooms, unique learning resources, excellent administrative services and online learning in select programmes to enrich the process of interactive learning.

With nearly 22,000 regular full-time students hailing from almost all parts of the country, GITAM has emerged as one of the prominent deemed to be universities in the States of Andhra Pradesh, Telangana and Karnataka where its campuses are located. Though the number of foreign students is negligible at present, Institution is committed to make concerted efforts to induct more foreign students in the years to come by offering attractive programmes, facilities and incentives.

The admission policy is strictly merit-based and designed to be free from bias. GITAM conducts an all-India online admission test (GAT) simultaneously at 48 centres covering all the regions across the country, followed by online counseling at 9 centres. The Institution admits students having 1st class (60% of marks) in group subject in the intermediate/10+2 into B.Tech. programmes of the Institution. Admissions are based strictly on the relative merit obtained in the entrance test. The entire admission process has ensured transparency and helped to admit the best quality students in various programmes. This has also helped to substantially increase the student diversity. A separate Directorate of Admissions has been created to look after the organization of admission tests and counseling at different centres.

GITAM has well qualified and committed faculty numbering about 1280 including foreign qualified faculty of 63. A sizeable number of the faculty has research and industrial background and more than 42% are Ph.Ds. The student-faculty ratio is currently 1:17 which will be gradually improved to 1:10 within a period of fifteen years.

The Institution‟s research and consultancy expertise is often translated into tangible benefits for the industry and the community at large. In order to strengthen the application of information and communication technology in academics, research and administration, GITAM has established a sophisticated data centre with a super-computer.

A centrally air-conditioned library known as Knowledge Resource Centre (KRC) is modernized by equipping it with computers and internet facility. The Central Library and departmental libraries subscribe to a number of national/international research journals. GITAM maintains a repository of theses and research documents in Shodhganga for the benefit of researchers. Internet connectivity with a total bandwidth of 4 Gbps is also provided. The Library is further connected through the INFLIBNET network with all the academic departments on the campus. This facilitates the faculty, research scholars and students to access online journals. Information Technology and latest gadgets are also made available for the benefit of faculty, research scholars and students in all the campuses.

The faculty members have undertaken major research projects with financial assistance from funding agencies such as UGC, DST, DBT, DAE, DRDO, CSIR, MoES and BARC. In addition, several research projects sponsored by industrial organizations/corporate houses like HPCL, NTPC, VSP, VPT, Dr. Reddy‟s Labs and other organizations are being implemented. GITAM publishes several in-house research journals. Further, a bio-pesticide, GITAM Trishul was developed, with financial assistance from NABARD which has resulted in better yields in about 2000 acres. Students are encouraged to take up independent research to bring out their latent talents. So far, 16 patents have been awarded and another 52 patents are registered for further processing. The faculty members have also undertaken several consultancy assignments in government and non-governmental organizations.

GITAM provides excellent research facilities for carrying out productive research. The departments are well equipped with laboratories fully equipped with sophisticated equipment. Adequate maintenance grant is provided for regular upkeep of the equipment. A Central Research Laboratory (CRL) has been established to facilitate researchers from all streams of Engineering and Science to conduct multidisciplinary research. Within a short span, the CRL has made a significant impact on funded research in different interdisciplinary areas. In addition, an advanced Research Laboratory has been established in Institute of Science to promote frontline research in cancer biology, nano-science and technology, medicinal plants, new drug delivery systems, materials and environmental science. As mentioned under innovations. GITAM is developing advanced life sciences and biotechnology into a centre of excellence in collaboration with the scientists of Stanford University under the auspices of APEDB.

The faculty published nearly 4450 research papers in peer-reviewed national and international journals besides publishing 116 books and 72 book chapters. The publications by the faculty in national and international research journals have achieved good citation index, impact factor, h-index and other metrics.

GUSAC is an innovative forum provided to the students to nurture creativity and inculcate passion for science. It organizes several technical events to stimulate scientific temperament among students besides creating a platform for student research. This has facilitated formation of interdisciplinary groups among students leading to fruitful patentable outcomes.

GITAM‟s high standards are well recognized by multinational corporations in IT, Banking and other sectors across the country. The Institution is proud to place on record that it has provided placement opportunities to all the graduates in most of the programmes through campus recruitments. In order to strengthen the application of Information and Communication Technology (ICT) in academics, research and administration, the Institution established a sophisticated data centre with a super-computer. The centrally air-conditioned library known as Knowledge Resource Centre (KRC) has been modernized by equipping it with e-learning centre and digital library.

The Institution takes its social responsibility with commitment and ensures that the extension programmes undertaken by the faculty and students benefit the community. For this purpose, the Institution created "GTAM Social Responsibility and Disaster Management Fund‟ by transferring two per cent of its gross revenues every year. GITAM provides several welfare measures to students from out of its internal resources. Some of these welfare measures are:

- Accident insurance cover
- Total or partial fee waiver
- Merit-cum-means scholarships
- Merit scholarships to science and pharmacy students
- Stipends to M.Tech. students
- Teaching/Research Assistantships
- Endowed merit scholarships

A full-fledged hospital caters to the healthcare needs of students. The Hospital is well-equipped with 420 beds and operation theatres and provide out-patient, in-patient, diagnostic and emergency services round-the-clock. Further, specialist services in general medicine, surgery, gynecology, pediatrics, orthopedics, dermatology, psychiatry, ENT and ophthalmology are provided to students.

Today, a leading higher educational institution needs to excel not only in the quality of education it offers and the global citizens it develops, it should also make digital content an integral component of its curricula. Accordingly, its programs, infrastructure and working climate was so developed as to reflect a digital learning environment to attract top brains across the globe.

The Institution is steadily expanding its academic activities and gaining popularity as an International Institutions. The students from GITAM are preferred in admissions into reputed national and international universities for pursuing higher studies.

The ultimate challenging task before the Institution is to take GITAM to the global league of universities in a timeframe of 15 years. This calls for a relook and focused attention on several parameters of the value matrix such as innovative curriculum and pedagogy, conducting productive research, hiring and retention of competent faculty including foreign/foreign qualified faculty and admitting meritorious international students, maintenance of world-class infrastructure, bringing reforms in governance and management and inculcating work culture to promote efficiency, flexibility and innovation.

Many departments have registered alumni associations. The alumni associations meet at regular intervals and closely interact with GITAM. The overseas alumni in USA formed into GITAM Alumni Association of North America (GANAM), New Jersey. The alumni are in prominent positions in academic institutions, administrative services, scientific and technological institutions, R&D laboratories, IT companies and industry. Regular re-union meetings were organized by GITAM to enlist their support to its growth and development.

The financial support given by the alumni for development of infrastructure, institution of scholarships, prizes and placement help offered to the students in their industries are the major gestures of their contribution for development of the institution. In addition, the alumni regularly interact with the current students to guide, motivate and encourage them for shaping their careers in the right path. To recognize the distinguished alumni, GITAM Distinguished Alumni Award was instituted which is presented to the alumni who have achieved excellence in their profession and rendered substantial contribution to the community.

In this context, GITAM, a reputed higher educational institution of 37 years track record, has formulated a Fifteen-year Strategic Vision Plan and Deployment Document that includes Mission Statement, Values, Institutional Goals & Vision, with a quantified milestones and timelines to achieve world-class repute.

VISION

To become a global leader in higher education.

MISSION

To impart futuristic and comprehensive education of global standards with a high sense of discipline and social relevance ina serene and invigorating environment.

QUALITY POLICY

To achieve global standards and excellence in Teaching, Research and Consultancy by creating an environment in which the faculty and students share a passion for creating, sharing and applying knowledge to continuously improve the quality of education

INSTITUTIONAL GOALS

1) To provide for higher education leading to excellence and innovation at Graduate, Post Graduate and Research levels and award degrees, diplomas and other academic distinctions.

2) To engage in areas of specialization to make distinctive contributions to the objectives of the Institution system.

3) The academic engagement by the Institution will be tuned to developing the capacity of the students and the researchers to compete in the global higher education market through acquisition and creation of advanced knowledge in those areas.

4) To provide for high quality teaching and research and for advancement of knowledge and its dissemination through various research programs in diverse disciplines.

5) To pay special attention to teaching and research in unique and emerging areas of knowledge including interdisciplinary areas.

6) To induct a good proportion of foreign or foreign qualified faculty over a period of time.

7) To maintain a reasonably good mix of Indian and foreign students.

8) To aim to be rated internationally for its teaching and research as one of the top 100 world ranking universities over a period of 15 years.

INSTITUTIONAL VALUES

The values of the Institution are based on Gandhian philosophy, ideals and values. They are:

- *Satya (Truth):* Reflected in Institution‟s adherence to the highest ethical standards in personal and professional behavior, and commitment to transparency and accountability in governance and administration

- *Brahmacharya (Self-Discipline):* Reflected in Institution‟s commitment to adhere to a high sense of discipline with distinctive work ethic and openness to new ideas supported by freedom of expression, intellectual curiosity and entrepreneurial spirit.

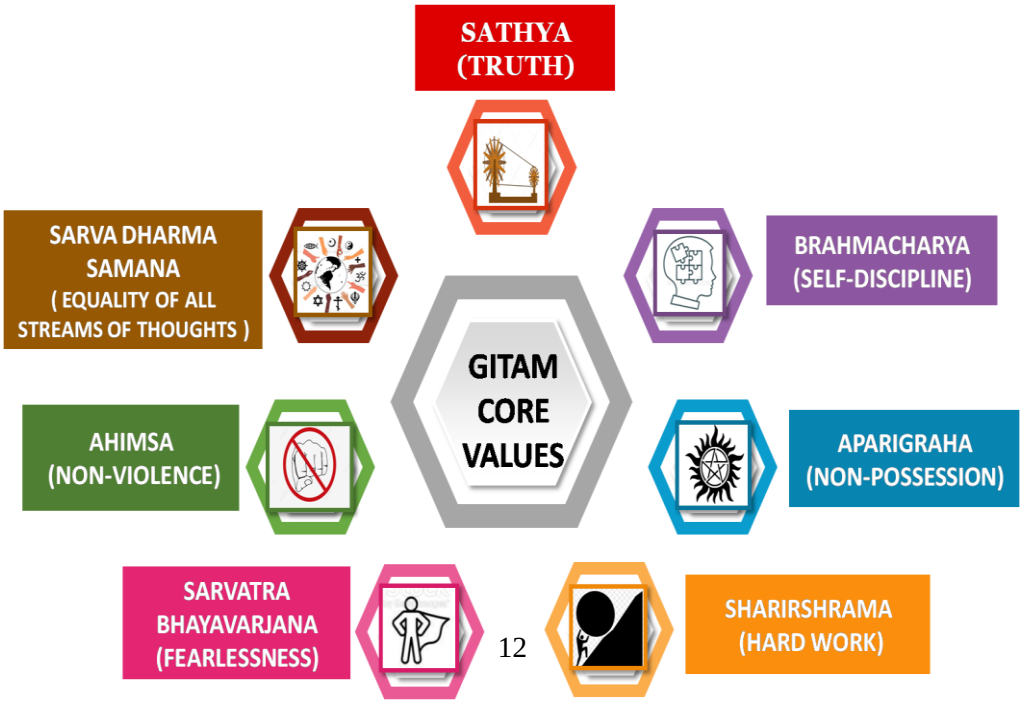
- *Aparigraha (Non-possession):* Reflected in Institution‟s commitment to share knowledge with the community around it, through its „inclusive‟ policies.

- *Sharirshrama (Hard work):* Reflected in Institution‟s focus on hard work with internal and external partnerships, and capacity to create new fields of inquiry.

- *Sarvatra Bhayavarjana (Fearlessness):* Reflected in the bold way the challenges are handled by the Institution with equanimity, calmness and tranquility.

- *Ahimsa (Nonviolence):* Reflected in Institution‟s commitment for social good at local as well as at global levels and also in the fair and compassionate treatment of the faculty, staff and students.

- *Sarva Dharma Samanatva (Equality of all Streams of Thought):* Reflected in the culture of the Institution to treat all disciplines with equal respect and welcome talented minds from diverse backgrounds.



The 15-year Strategic Vision Plan gives the present status of the Institution under different criteria to achieve the status of a World Ranking Institution in 15 years.

15 Year Strategic Vision Plan

S. No	Criterion	Present Status of the Institution	Status to which GITAM seeks to reach after 15 years
1	The University should preferably be multi-disciplinary or interdisciplinary and have a teaching and research focus of exceptionally high quality. No minimum quantifiable criteria are fixed	i)GITAM is a multi-disciplinary deemed to be University currently offering 147 UG, PG and Doctoral Programs in various faculties like Engineering, Science, Management, International Business, Pharmacy, Law and Medicine in diverse disciplines and awards degrees, diplomas and other academic distinctions. ii)GITAM has both teaching and research focus of exceptionally high quality.	i)30% increase in multidisciplinary programs. ii)use of state-of-the-art IT infrastructure to augment pedagogy iii)achieve research funding of Rs. 100 crores from external funding. iv)15% increase in patents & concerted efforts to commercialize them
2	The University should offer interdisciplinary courses, including in areasof emerging technology and interests as well as those of relevance to the development concerns of countries like India. No minimum quantifiable criteria are fixed	i) Currently offering more than 32 interdisciplinary courses in areas of emerging technologies as well as those of relevance to development concerns of countries like India.	i) 15% increase in interdisciplinary programs in emerging technologies. ii) it will be ensured that all the programs are relevant to the development concerns ofIndia
3	The University should have a good proportion of foreign or foreign qualified faculty. No minimum quantifiable criteria are fixed.	Currentstrengthof Foreign/foreign qualified faculty: 63.	Concerted efforts will be made to recruit 700 foreign/ foreign qualified faculty.

4	There should be a reasonably good mix of Indian and foreign students. No minimum quantifiable criteria are fixed	i)21987Indian students ii)Very few foreign students.	Concerted efforts will be made to admit 5000 foreign students
5	There should be transparent merit-based selection in admissions so thatthefocus remains on getting meritorious students. Nominimum quantifiable criteria are fixed	i)The Institution already has a transparent merit-based admission policy focusing on getting meritorious students. ii)Students are admitted based on relative merit in an all-India online admission test conducted in 48 centres followed by counseling at 9 centers. iii)Only students having a minimum of 60% aggregate marks in Mathematics / Biology, Physics & Chemistry and First Class or equivalent grade in the qualifying examinationare admitted to B.Tech. programmes.	i) transparent merit-based admissions will continue ii)more focus on getting meritorious students
6	Scholarshipsto meritorious students who lack financial ability. No minimum quantifiable criteria are fixed.	a)Following scholarships are currently offered frominternal resources: i)Merit-cum-Means Scholarships ii)Merit Scholarships to Science and Pharmacy students iii)Stipend to M. Tech. students iv)Teaching/ Research Assistantships v)Fee Waiver Scheme vi)Endowed Merit Scholarships b) GITAM provides supporttoget educationalloans from banks, etc.	i) Existing scholarships will continue ii)15% increase in thenumber of scholarships
7	Faculty-Student Ratio should not be less than 1:20 at the time of declaring the institution as an Institution of Eminence and should increase to not less than 1:10 after five years	GITAM is presently having a faculty- student ratio of 1:17.	MaintainFaculty-Student Ratio of 1:10

8	There should be laboratory facilities to undertake cutting- edge scientific research. No minimum quantifiable criteria is fixed	GITAM is having following laboratories to undertake cutting-edgescientific research: i)CentralResearch Laboratory ii)Cancer Biology Lab iii)Nano-technology Lab iv)Environmental Lab v)10 Research Centres	Following new laboratories will be started: Phytochemistry Laboratory Robotic Surgery Centre Telemedicine Centre Centre for Clinical Skills & Simulations
9	The University should strive to achieve social impactby engagingin applied research and innovation in issues of concern to developing societies No minimum quantifiable criteria is fixed.	i)The research expertise of GITAM and projects undertaken have often been translated into tangible benefits to the industry and the community. ii)The Institution focuses on applied researchand innovations (e.g. GITAM Trishul, Taparch) useful to the society.	The center for NANO Science and NANOTechnology will collaborate with renowned researchers nationally and internationally and conduct research in magnets and opto electronics energy materials development, pharmaceuticals and bio medical applications.
10	TheUniversity should develop teachingand research collaborations with a reasonable number of global universities figuringinthe most reputed global rankings Nominimum quantifiable criteria is fixed	i)The Institution has entered into 101 MoUs with global universities, industry and research institutes ii)Stanford University, University of Windsor, University of Michigan, etc., are among global universities.	Teaching and research collaborations with 20 global universities figuring in most reputed global rankings
11	TheUniversity should have a)Initial Corpus Fund Rs. 60 cr. b)Increased Corpus Fund of Rs. 150 cr. in 10 years Guaranteed pipeline of Rs. 500 cr. a)d) Credible Plan for additional Rs. 500 cr.	GITAM is currently having Corpus Fund of Rs. 120.48 crores.	The Institution will achieve: i) Corpus Fund of Rs.752.55 crores. ii) Guaranteed pipeline of about and credible plan of Rs. 9585.83 crores infifteen years.

12	The University should be known for promoting the culture where faculty are encouraged to publish regularly in peer-reviewed journals and engage academically with the issues of concern to the society. It should have a record of research publications at the mean rate of at least one per faculty member each year in reputed peer reviewed international journals.	i)Publications in refereed journals (SCOPUS): 2077 ii)Number of refereed papers and presentations: 4450 iii)The faculty engages academically with the issues of concern to the society	i) 15% increase in publications in refereed journals (SCOPUS) ii) 15% increase in refereed papers and presentations iii)20 % increase in academic engagement of faculty with the issues ofsocietal concerns
13	The University should have a world-class library with subscriptions to reputed journals in areas of courses it is offering Nominimum quantifiable criteria is fixed	GITAM has: i)fully air- conditioned central library& departmental libraries ii)No. of books & reference books: 33.85 lakhs iii) No. of Journals: Indian:925 Foreign: 187 iv) Online-Journals 4,863 (INDEST & UGC INFONET consortium)	15% increase in books and journals
14	TheUniversity should have student amenities comparablewith thatof globally reputed institutions Nominimum quantifiable criteria is fixed	GITAM provides: i)World-class student amenities such as hostels, sports & games, cultural facilities, canteens, food courts, welfare amenities, etc. ii)Facilities are comparable to globally reputed institutions.	i) Expansion and upgradation of the guest house facilities to meet the demand. ii) Expansion of hostels to meet the increased demand for domestic students. iii) Establishment of an amphitheatre to encourage themulti-cultural environment of the campus.

15	TheUniversity should be accredited by NAAC and also one reputed international accreditation agency	i)accredited by NAAC with A+ grade ii)ISO 9001:2015 for quality management systems, ISO:14001:2015 for environmental management and ISO 27001:2013 for information security management iii)Memberof AACSB-International, USA iv)World ranking of 1001+ in Times Higher Education World University Rankings, 2018.	(i) To achieve top 100 rankin Times Higher Education World University Ranking iii)ABET accreditation to all programs.
16	The University should have reasonably large owned/long term leased campus with adequate space for expansion. Nominimum quantifiable criteria is fixed	a) GITAM has large owned campuses with space for expansion i) Visakhapatnam: Ac. 147.75 ii) Hyderabad: Ac. 645.15 iii) Bengaluru: Ac. 34.22 with nearly 7 lakh square meter built- up area. b) There is adequate space for expansion	The campuses will beadequately enlarged keeping in view academic andadministrative requirements
17	The governance structure of the University should be distinct from the governance structure of the Sponsoring Society. Nominimum quantifiable criteria is fixed	Governance structure of GITAM is distinct from the governance structure of the Sponsoring Society since inception.	Governance structure of GITAM will be continued to be distinct from the governance structure of the Sponsoring Society.
18	The University should achieve a student enrollment of at least 10,000 over a period of 15 years	GITAM is already having student enrollment of nearly 22,000	Student enrollment will be maintained at 38000 .

19	TheUniversity should come in top 500ofthe worldrenowned ranking frame works in the first 10 years of declaring it as Institutionof Eminence and top 100eventually over time.	GITAM is currently having a ranking of 1001+ in Times Higher Education World University Rankings, 2018	Top 100 of any of the world renowned ranking frameworks

AN EXPLANATORY NOTE ON

15 YEAR STRATEGIC VISION PLAN

This 15 years Strategic Vision Plan charts out the path for GITAM to meet the Objectives and Goal. GITAM is fully geared to bring the change and generate both human and capital resources to achieve the required transformation in a specific timeframe. With the enthusiasm that has been exhibited by all its stakeholders including faculty, students, employees, alumni and well-wishers, GITAM is confident that the roadmap to world ranking will be achieved sooner than later.

Today, GITAM is a well established higher educational institution of very good standing and high reputation. After the deemed to be university status, it has redesigned all its courses and programmes and introduced several innovative programmes including multidisciplinary/ interdisciplinary programmes, in areas of emerging technology and interest as well as those of relevance to the development concerns of countries like India. During the past 37 years of its existence as a reputed higher educational institution, GITAM has done yeomen service to promote higher education and contributed to national development. Through its various curricular, co-curricular and extra-curricular activities, it is striving to create an impact and has carved out a niche for itself in the academic world.

Under the inspiring and able guidance and leadership of its founding fathers, the Institution has been exemplary in achieving a balanced governance and management approach involving both professionalism and excellence. Under such an approach, appropriate strategic management practices and policies have been formulated, helping the Institution to first become an Institution of Eminence and ultimately achieve a respectable global ranking in the shortest possible time. With this objective in view, GITAM formulated this 15 year Strategic Vision Plan.

- **Components of Strategic Vision Plan**

The Strategic Plan has multiple components and each component serves a specific purpose. It is ensured that these individual components are aligned with each other and mutually supportive.

The *mission statement* is the foundation for the strategic plan because everything contained in it has to be aligned with the vision. In addition to the mission statement, the strategic plan comprises of a *values statement, institutional goals, vision statement* and an *implementation plan* establishing a proper context for the strategic plan.

Figure 1 Components of the 15 year Strategic Vision Plan

- ***Mission statement***

The institutional mission statement is one of the most important components of a strategic plan. This mission statement delineates the reason for the existence of the institution and what it intends to achieve. In a way, the mission statement is the *statement of purpose which serves as the explanation for the existence of an organization.*

Historically, mission statements are long, exhaustively detailed descriptions of the institution‟s founding, history, unique culture, values and current services. These types of mission statements have been termed as "comprehensive mission statements" which become a limiting factor in the planning process.

GITAM‟s mission statement is brief and reads as follows:

> *"To impart futuristic and comprehensive education of global standards with a high sense of discipline and social relevance in a serene and invigorating environment".*

The Mission conveys the basic purpose of the institution, that is, "*to impart futuristic and comprehensive education of global standards*". In other words, it implies that the institution offers such education that fosters creative thinking, innovative skills and latest knowledge to the students. *"High sense of discipline"* indicates utmost sincerity and commitment on the part of the Institution to impart contemporary education to the students to mould them into responsible citizens who are culturally informed, technically adept and ready to shoulder civic responsibilities.

Further, the mission also conveys the type of education the institution aims to impart, that is, such education of global standards must be „*socially relevant*‟. Further, the environment in which the education is to be imparted has also been clearly specified as a „*serene and invigorating environment*‟. Thus GITAM‟s mission is a linear, concise statement which answers the question, "*This is what we are here to do*".

- ***Values***

Values explain what the institution stands for and the way in which it intends to conduct its operations. GITAM imbibes Gandhian values and philosophy. They are:

- *Satya (Truth):* Reflected in Institution‟s adherence to the highest ethical standards in personal and professional behavior, and commitment to transparency and accountability in governance and administration

- *Brahmacharya (Self-Discipline):* Reflected in Institution‟s commitment to adhere to a high sense of discipline with distinctive work ethic and openness to new ideas supported by freedom of expression, intellectual curiosity and entrepreneurial spirit.

- *Aparigraha (Non-possession):* Reflected in Institution‟s commitment to share knowledge with the community around it, through its „inclusive‟ policies.

- *Sharirshrama (Hard work):* Reflected in Institution‟s focus on hard work with internal and external partnerships, and capacity to create new fields of inquiry.

- *Sarvatra Bhayavarjana (Fearlessness):* Reflected in the bold way the challenges are handled by the Institution with equanimity, calmness and tranquility.

- *Ahimsa (Nonviolence):* Reflected in Institution‟s commitment for social good at local as well as at global levels and also in the fair and compassionate treatment of the faculty, staff and students.

- *Sarva Dharma Samanatva (Equality of all Streams of Thought):* Reflected in the culture of the Institution to treat all disciplines with equal respect and welcome talented minds from diverse backgrounds.

- ***Institutional Goals***

1) To provide for higher education leading to excellence and innovation at Graduate, Post Graduate and Research levels and award degrees, diplomas and other academic distinctions.

2) To engage in areas of specialization to make distinctive contributions to the objectives of the academic system.

3) The academic engagement by the Institution will be tuned to develop the capacity of the students and the researchers to compete in the global higher education market through acquisition and creation of advanced knowledge in those areas.

4) To provide for high quality teaching and research and for advancement of knowledge and its dissemination through various research programs in diverse disciplines.

5) To pay special attention to teaching and research in unique and emerging areas of knowledge including interdisciplinary areas.

6) To induct a good proportion of foreign or foreign qualified faculty over a period of time.

7) To maintain a reasonably good mix of Indian and foreign students.

8) To aim to be rated internationally for its teaching and research as one of the top 100 world ranking universities over a period of 15 years.

- ***Vision statement***

The foundation of any strategic plan is the institutional *vision statement*. This statement gives clear description of what the Institution intends to become ultimately. The vision statement of GITAM is: *To become a global leader in higher education*. This means that the Institution aims to become an educational hub that provides intellectual leadership in chosen fields. The Institution envisions a global educational system wherein there is a great interplay and exchange of ideas, thoughts, feelings and actions, which develop people empowered with noble character and cherished values to ultimately build a world of *love, harmony, peace* and *knowledge*.

The Institution also envisions an educational system, which will be a healthy breeding ground for sprouting, nurturing and disseminating the whole gamut of knowledge in a holistic manner for the wellbeing of mankind. The vision of the Institution aims to attain a leadership position in the global higher educational system that is wedded to the above ideals. Obtaining a respectable world ranking in any of the world renowned ranking frameworks over a period of time is also inherent in GITAM‟s vision statement.

Vision statement benefits the planning and implementation process by providing everyone in the institution with the same aspiration for the future. If the purpose of the planning process is to align vision, mission, goals and resources, it is critical to ensure that those who are involved in implementing the strategic plan are all "*pulling in the same direction*". In the case of GITAM, the vision is the dream of the founding fathers of the institution. It was widely communicated throughout GITAM so that everybody in the Institution "owns" the vision.

- ***The Implementation Plan***

Turning goals and objectives into a working plan is the function of the Implementation Plan. While the goals and objectives of the strategic plan provide focus and guidance, the Implementation Plan delves into the concrete work of getting the job done. Further, resources for implementing a strategic plan include: people, time, space, technology, and funding. It is important to plan what specific resources will be needed and continue to refine the size of the need as the plan develops, besides focusing on identifying the sources of resources. The Implementation Plan needs to be directive, clear, and documented because implementation depends on the institution‟s ability to turn strategic thoughts into operational results. This forms the acid test of a truly efficient and effective Institution as it indicates the milestones and timelines by which the action is expected to be achieved, and corrective measures to be taken for possible gaps in implementation. This vision plan also includes the Implementation Plan for this Strategic Vision Plan with year-wise action plan, milestones and timelines summarized. The status of execution of each criterion is explained below:

- ***Goals and Objectives of the Vision Plan***

The goals and objectives of this Vision Plan are formulated which reflect the notable features present in existing international institutions of global repute and also figure at the top in all reputed ranking frameworks. They are:

- Highly qualified faculty, with freedom to hire from across the world
- Existence of academic, administrative and financial autonomy
- Excellence in Research
- High Quality of teaching
- High levels of funding
- Adequate financial assistance to meritorious students
- Selection of students through a transparent system of admissions to ensure intake of meritorious students
- A significant proportion of international students
- Autonomous governance structure
- Well-equipped facilities for teaching, research, administration and student life levels
- Tangible and intangible contribution to the society and
- Ability to leverage alumni and alternative funding sources.

The 15 year Vision Plan to meet the Objectives and Characteristics of an Institution of Eminence with quantified milestones and timelines to achieve world-class repute has already been presented at a glance in the statement.

The position on each Criterion is detailed below:

1. The University wants to be multi-disciplinary or interdisciplinaryand have both a teaching and research focus of exceptionally high quality.

a. Multidisciplinary Programmes

GITAM is a multidisciplinary Institution currently offering 147 UG, PG and Doctoral programmes in several faculties such as Engineering, Science, Pharmacy, Management, International Business, Law and Medicine. These programmes are being offered in diverse disciplines maintaining high standards leading to excellence and innovation. Examples of some of the multidisciplinary programmes offered by the Institution are:

S. No	Name of the Institution	Programme
1.	College of Engineering	M.Tech. Food Processing Technology
		M.Tech.CyberForensicsandInformation Security
		M. Tech. Biotechnology
		M.Tech. Embedded Systems
2.	College of Science	M.Sc. Food Science & Technology
		M.Sc. Biotechnology
		M.Sc. Pharma Chemistry
		M.Sc. Environmental Science
		M.Sc. Microbiology
		M.Sc. Applied Mathematics
3.	College of Management Studies	Certificate in Digital Marketing and Pyschometrics
		B.Com. (Hons) Applied Accounting
		BBA (Business Analytics) / (Management Accounting)
		MBA (Fintech)
4.	School of International Business	PG Diploma in Business Analytics
5.	College of Pharmacy	M. Pharmacy (Pharmaceutical Analysis & Quality Assurance)

The Institution introduced Choice Based Credit System (CBCS) in all the programs from the academic year 2015-16 as per UGC guidelines. Students have a choice to choose programme electives based on horizontal and vertical mobility. The programme and course outcomes are defined and published.

b. High Quality Teaching

To make learning student-centric, interactive and participatory methods like seminars, group discussions, case discussions, role plays, business games, etc., are regularly organized. Further, audio-visual teaching aids are used for classroom instruction. Experiential and participative learning is promoted through laboratory experiments, field work, assignments, project work, observational visits and industrial tours. Self-learning study material is provided to students. Some teachers upload their lesson notes on G-learn prior to classroom instruction for the benefit of students. Students are provided national and international portals such as NPTEL, EDUSAT, IEEE, Coursera, and Science Direct. ICT based teaching-learning is promoted by providing necessary infrastructure in the classrooms.

c. High Quality Research

GITAM focuses on high impact research that advances knowledge and its application, which is of high international quality and impact. The research priorities of the Institution focus on working towards solving real life problems of the industry. GITAM is driven by the passion to recognize the benefits of collaboration with renowned research organizations and global universities for enriching the research culture in the Institution. At the heart of GITAM's vision, high quality research has a symbiotic relationship with teaching that underpins and characterizes the world ranking global universities.

GITAM encourages faculty to undertake major research projects with financial assistance from various funding agencies such as DST, DAE, CSIR, UGC, DBT, MoES, MoEF, ICMR, etc. A total of 203 research projects are undertaken by the faculty worth Rs. 41.50 crores during the last five years. In order to promote research culture, a new scheme called "Research Seed Grant" has been introduced to support the young faculty to become independent researchers. The Institution also provides funds to the faculty from its internal resources to undertake 'minor research projects' in diverse disciplines.

In order to promote interdisciplinary research and augment research activities in frontier areas, 10 research centres have been established in GITAM. These Centres are promoting multidisciplinary research by the faculty belonging to different disciplines, and facilitating networking among various research institutions. These Centres are now poised to bring the research in advanced technologies on par with world ranking universities. Following are some examples of interdisciplinary research projects undertaken by the faculty:

S. No	Title of the Project	Departmentsinvolved
1.	Facility for Water Quality analysis and Monitoring, WTI-DST	Civil, Environmental Sciences, Chemistry
2.	Image segmentation and classification using multivariatefeatures	Information Technology, Engineering Mathematics
3.	Mapping of Demographic, Environmental, Behavioral, Socio-Economic and Genetic Factors for the Cancer Incidences in Visakhapatnam District of Andhra Pradesh	Information Technology, Biotechnology
4.	Polices for Sustainable Water Resources: A Study ofVisakhapatnam Urban Area	Civil, Industrial Engineering
5.	Chalk Dust related occupational Health hazards in teaching community	Environmental Studies, Electronics & Physics
6.	Heavy metal accumulation pattern and anti oxidative response of selected plant species in urban industry environment of Visakhapatnam Using proton induced X-ray Emissions	Chemistry, Engineering Physics

Further, the faculty of Science is involved in interdisciplinary research in collaboration with Bhabha Atomic Research Centre (BARC) on national environmental gamma radiation monitoring in states of Andhra Pradesh and Telangana and also environmental impact of industries on the proposed BARC campus at Visakhapatnam. A joint research project with NTR University of Health Sciences has been taken up for study of chronic kidney diseases in Uddanam area. The faculty of International Business are involved in interdisciplinary research with Burgundy School of Business, France, in the area of Micro Finance and other areas while the faculty of Management are involved in collaborative research on celebrity branding and related disciplines with University of Nebraska, USA.

2. The University aims to offer interdisciplinary courses, including in areas of emerging technology and interests as well as those of relevance to the development concerns of countries like India.

The Institution has been offering more than 32 interdisciplinary courses in areas of emerging technology and interests. These courses are relevant to the development concerns of developing countries like India. Some examples of interdisciplinary programmes offered by the Institution in the area of Science are given below:

Name of the Programme	Disciplines involved
Food Science and Technology	Life Sciences, Microbiology, Management, Mechanical Engineering, Instrumentation, Chemical Engineering
Environmental Studies	Physical Science, Life Sciences, Medical Science, Civil Engineering
Biotechnology	Life Sciences, Physical Science, Pharmaceutical Science, Medical Science, Chemical Engineering
Bioinformatics	Life Sciences, Computer Science, Pharmaceutical Science, Medical Science
Applied Mathematics	Mathematics, Physics, Computer Science
Biochemistry	Life Sciences, Pharmaceutical Science, Mathematics, Medical Science, Physical Science
Microbiology	Life Sciences, Mathematics, Medical Science, Pharmaceutical Science

All these programmes are in areas of emerging technology and interests as well as those of relevance to the development concerns of countries like India.

3. The University peoposes to have a good proportion of foreign or foreign qualified faculty.

Continuous efforts are being made to recruit more number of foreign/foreign qualified faculty through:

i. Developing policies to attract and retain foreign faculty
ii. Enhancing on-campus accommodation and recreation facilities
iii. Providing welfare and cultural activities
iv. Developing supportive systems in-line with International universities
v. Recognizing their professional achievements

The following initiatives are being initiated to identify and recruit suitable foreign/foreign qualified faculty:

i. Collaborate with foreign universities to depute their senior faculty to teach at GITAM
ii. Extend invitation to Indian origin faculty working abroad to visit GITAM campus for interactions.
iii. Offer employment to those NRIs interested to come back to India

iv. Depute GITAM faculty to do post-doctoral research through inter-governmental international funding like Commonwealth, Fulbright and Erasmus schemes.
v. Send GITAM faculty to teach or research in collaborating universities.
vi. Send senior faculty to attend international conferences to identify international talent and network with them to join GITAM.

4. There should be a reasonably good mix of Indian and foreign students

With about 22,000 regular full-time students hailing from almost all parts of the country, the Institution has emerged as one of the prominent deemed to be universities in the States of Andhra Pradesh, Telangana and Karnataka where its campuses are located. Though the number of foreign students is negligible at present, the Institution is committed to make concerted efforts in the next 5, 10 and 15 years to induct more foreign students by offering specially designed programmes for international students and providing suitable infrastructural facilities. In other words, special efforts will be made to admit an increased number of international students through:

- Offering programs in demand for international students
- Enhancing accommodation and recreation facilities
- Providing welfare and cultural activities
- Offering counseling to overcome issues in learning, living and networking

The following initiatives will be taken by GITAM to increase the number of foreign students:

i. Incorporate International Admissions in GITAM Website and optimize its ranking with Search Engine Optimization (SEO).
ii. Promote GITAM programs through Indian Embassies & Missions abroad and Foreign Embassies in India.
iii. Use digital marketing with Google Keywords and display ads targeting Category two countries.
iv. Participate in popular Education Fairs
v. Publish/display ads in news letter/magazine of Indian Cultural associations
vi. Offer scholarships to attract meritorious foreign students
vii. Offer scholarship to students of developing countries in SAARC, ASEAN, etc.
viii. Collaborate with foreign universities to send their students for exchange, study-abroad programs in GITAM

5. There should be a transparent merit-based selection admissions, so that thefocus remains on getting meritorious students

Admissions to various UG and PG programmes offered by the Institution are made on the basis of a national level online entrance examination conducted in 48 centres covering all regions across the country followed by online counselling at 9 centres. Wide publicity is given by issuing admission notification in national and regional newspapers and also through electronic media across the country. In addition, information about admission to

various academic programs is posted on the Institution website. Admission brochures are also made available consisting of all requisite information together with an application form. Application forms are also distributed through counters of Union Bank of India, Indian Bank, Karur Vysya Bank, etc.

Further, a separate wing viz., Directorate of Admissions has been set up for conducting various entrance tests and organizing the counseling process smoothly. The Directorate of Admissions organizes press meets at major cities in various states to give wide publicity to the admission process of the Institution. The Directorate also organizes Career Guidance meets in different places with the help of senior professors, executives from industry and media where information related to career prospects and employment opportunities of each programme are explained to the students and parents. This mainly facilitates prospective students to know about each programme and form an idea about their career planning.

The entire admission process ensures transparency. Detailed information about the eligibility criteria for admission to various programmes, conduct of the entrance test and the syllabi for the test including the model papers are distributed to all the candidates in the form of admission information brochure and also made available in the Institution website. A candidate who takes online admission test will get his/her score as soon as he/she completes the test on the computer monitor. The Institution posts the ranks obtained by the candidates in the entrance test on the website. Online counseling for admissions is carried out openly, based on the merit order, and the list of admitted candidates to each programme is made available to the public. In order to ensure transparency in the admission process, the total number of seats available in each programme is displayed through electronic media at the time of admission counseling. In order to admit meritorious students, only candidates who secured 60% aggregate marks in groups subjects are admitted in B.Tech. programmes.

6. Scholarships should be given to meritorious students who lack financial ability

The Institution provides several welfare measures including accident insurance cover to students. A number of scholarships/stipends are offered to the students from the internal resources of the Institution. Some of the scholarships given are:

- Merit-cum-means scholarships
- Merit scholarships to science and pharmacy students
- Stipend to M.Tech. students
- Fee Waiver Scheme
- Teaching/Research Assistantships
- Endowed merit scholarships

The Institution also introduced Earn-While-You-Learn programme. The students are also helped to secure educational loans from banks. In the next 5, 10 and 15 years, efforts will be made to increase the number of student scholarships.

7. To maintain Faculty-Student Ratio less than 1:20 and should be increased to 1:10 within a period of 10 years.

The Institution has a student strength of about 22,000 while the faculty strength is 1280. The

current Faculty-Student ratio works out to 1:17. The Institution will induct competent faculty from time to time commensurate with the increase in the student strength and increase the student-faculty ratio to 1:10 within a period of 5 years. Emphasis will be placed on recruiting foreign/foreign qualified faculty and admitting a large number of foreign students as per the plans given in the prescribed Proforma.

8. There should be laboratory facilities to undertake cutting-edge scientific research

A Central Research Laboratory (CRL) useful for all streams of Engineering and Science is established. The CRL comprises of six divisions: (i) Centre for Advanced Materials & Processing (CAM & P) (ii) Centre for Chemical Analysis (CCA), (iii) Centre for Materials Research (CMR) (iv) Medical Biotechnology (MB) (v) Innovision Systems & Devices Research Centre (ISDRC) and (vi) Centre for Advanced Computation (CAC). The facilities at CRL are being extensively utilized both by the faculty and research scholars. In addition, exclusive research facilities are set up for conducting advanced research in nano-technology and cancer research. The Advanced Research Laboratory has been helping the faculty to undertake frontline research in the areas of environmental science, cancer biology, nano-science and technology, medicinal plants, new drug delivery systems and materials.

All the academic departments have laboratories well-equipped with advanced facilities for carrying out quality research. The Central Library and departmental libraries subscribe to a number of national/international research journals which are accessible to faculty and students. The Institution maintains the repository of Ph.D. theses and research documents in *Shodhganga* for the benefit of researchers.

The Institution publishes in-house research journals such as GITAM Journal of Management, GITAM Review of International Business, Global Vistas, GITAM Journal of Gandhian Studies and the Indian Management Researcher.

9. The University strives to achieve social impact by engaging in applied research and innovation in issues of concern to developing societies.

Research and consultancy expertise of the Institution is often translated into tangible and intangible benefits for the industry and the community at large. The Institution focuses on applied research and innovation (e.g. new products such as a biopesticide named GITAM Trishul, a smart shoe for visually impaired, named Taparch, etc.,) of societal concerns.

10. The University should develop teaching and research collaborations with a reasonable number of global universities figuring in the most reputed global rankings

The Institution has entered into tie-ups with leading global universities such as the Stanford University, USA, University of Windsor, Canada, Central Michigan University, West Virginia University (USA), University of Glasgow, SUNY (B), University of Nebraska, Burgundy School of Business, International University of Paris, North Illinois State University, Regent Business School (South Africa), Southern Polytechnic State University, University of Papua New Guinea and the University of Texas, Arlington and several other reputed global universities for academic and research collaboration and also for faculty and

student exchange. Our senior faculty have visited the National University of Singapore (NUS) and interacted with their faculty and explored possible collaborations for academic and research activities.

11. The University should have initial Corpus Fund of Rs. 60 cr. which should be increased to Rs. 150 cr. in 10 years with a guaranteed pipeline of Rs. 500 cr. and Credible Plan for additional Rs. 500 cr.

As may be seen from the financial data of GITAM : Gandhi Institute of Technology and Management (Deemed to be University) the Institution has an existing Corpus Fund of Rs. 120.48 crores as is evident from the following official data:

Year	Rs. in Crores
2013-14	10.45
2014-15	11.63
2015-16	11.44
2016-17	12.01
2017-18	120.48

GITAM‟s Corpus Fund is estimated to increase to Rs.352.90 crores at the end of the fifth year and to Rs. 851.24 crores at the end of the 10th year with a guaranteed pipe line of Rs.500 crores. The financial data of GITAM for the first five years commencing from 2018-19 to 2022-23 clearly show the following revenue surpluses:

Year	Rs. in Crores
2018-19	168.23
2019-20	196.72
2020-21	267.86
2021-22	352.88
2022-23	471.87
Total	**1457.56**

As the revenue surpluses represent an assured source of funds, the total revenue surplus of Rs. 1457.56 crores which is available to GITAM from its own resources at the end of the 5th year can be utilized for implementing its 15 year Strategic Plan. GITAM is guaranteed pipeline of Rs. 1457.56 and as such more than fulfills the condition in the Regulations

regarding the Guaranteed pipeline of Rs. 500 crores and also generation of additional Rs. 500 crores as Credible Plan as it has a total revenue surplus of Rs. 1457.56 crores. As per the projected financial data, GITAM will have a revenue surplus of Rs. 4862.97 crores at the end of the 10th year, a part of it can safely be utilized for meeting the capital expenditure envisaged in the 15 year Strategic Plan. The details of the financials are as follows.

2018-23 First Five Years

	2018-19	2019-20	2020-21	2021-22	2022-23	Total	Average
	Revenue	**Revenue**	**Revenue**	**Revenue**	**Revenue**	**Revenue**	**Revenue**
REVENUE INCOME	756.44	867.25	997.26	1153.78	1327.71	5102.43	1020.49
REVENUE EXPENDITURE	554.16	631.33	684.10	748.24	794.63	3412.45	682.49
BALANCE	**202.28**	**235.92**	**313.16**	**405.54**	**533.07**	**1689.98**	**338.00**
Less: tr to Corpus fund	34.06	39.20	45.30	52.65	61.20	232.42	46.48
Funds available in the Guaranteed pipe line	**168.23**	**196.72**	**267.86**	**352.88**	**471.87**	**1457.56**	**291.51**
Less: CapitalExp.	100.00	100.00	200.00	300.00	300.00	1000.00	200.00
SURPLUS	**68.23**	**96.72**	**67.86**	**52.88**	**171.87**	**457.56**	**91.51**

CORPUS FUND:

Opening Balancer as on 1.4.2018 Additions during first five years	120.48 crores 232.42
Total corpus fund as on 31.3.2023	352.90

2023-2028 : by 10 years

	2023-24	2024-25	2025-26	2026-27	2027-28	Total	Average
	Revenue	**Revenue**	**Revenue**	**Revenue**	**Revenue**	**Revenue**	**Revenue**
REVENUE INCOME	1534.02	1788.94	2086.88	2423.37	2815.79	10649.00	2129.80

REVENUE EXPENDITURE	880.35	955.49	1046.43	1149.68	1255.73	5287.69	1057.54
BALANCE	**653.67**	**833.45**	**1040.45**	**1273.69**	**1560.06**	**5361.31**	**1072.26**
Less: tr to Corpus fund	71.03	83.24	97.56	113.77	132.74	498.34	99.67
Funds available for credible plan	**582.64**	**750.21**	**942.89**	**1159.91**	**1427.32**	**4862.97**	**972.59**
Less: Capital Exp.	225.00	225.00	225.00	225.00	225.00	1125.00	225.00
SURPLUS	**357.64**	**525.21**	**717.89**	**934.91**	**1,202.32**	**3,737.97**	**747.59**

12. The University encourages faculty to regularly publish in peer-reviewed journals and engage academically with the issues of concern to the society.

The faculty members have published 4450 research papers in peer-reviewed national and international journals including 2077 in SCOPUS journals, besides publishing 116 books and 72 book chapters. Several faculty members are serving on editorial boards of various national/international journals. They were also members of steering committees/technical committees to organize international conferences/seminars. Several faculty members chaired different sessions in the conferences.

To encourage the faculty to improve the number of their publications in peer-reviewed journals, the institution has been striving to foster excellent research culture, the following facilities are provided:

i) The laboratories are well equipped with state-of-the-art equipment and other facilities to conduct productive research. The Central Library and departmental libraries subscribe to many national/international research journals. The Institution maintains a repository of theses and research documents in *Shodhganga* for the benefit of the researcher.

ii) A super computer having high processing power supported with a data centre has been provided for the benefit of researchers. High-speed internet connectivity with a total bandwidth of 4 Gbps is made available.

iii) The central library is further connected through the INFLIBNET and several other e-resources, with all the academic departments on the campus. This helps the faculty, research scholars and students to avail the facility to access online journals.

iv) To promote and augment interdisciplinary research in frontier areas, the Institution has established 10 research centres to provide facilities for interdisciplinary research.

13. To have a world-class library with subscriptions toreputed journals in areas of courses it is offering

A fully air-conditioned Central Library, popularly known as Knowledge Resource Centre, is provided in the main campus with all modern facilities like reading rooms, internet, digital library, e-learning centre and reprography. Each library has a reading room and reference sections. The number of print books, e-books, back volumes and theses is 33,85,600. Library subscribes for 1112 national and international print journals. The book database can be accessed through OPAC and INFLIBNET, DELNET and AICTE-INDEST. The library is fully automated through LIBSYS software.

An e-Learning Centre (ELC) provides web-based e-learning facility to the students. The Digital Library provides access to research publications by reputed publishers like IEEE, Springer link, ACM, ASME, ASCE, EBSCO, Management Dynamics, Capitaline, Emerald, Wiley Online Library, Oxford University Press (OUP) Journals, Cambridge University Press journals, American Institute of Physics, American Physical Society, Institute of Physics, Nature, Royal Society of Chemistry, Taylor & Francis Online Journals, JCCC, Economic & Political Weekly etc. and e-books from e-library and McGraw-Hill Digital Engineering Library. This facility is extended to all the computers connected to the GITAM Intranet.

14. To have student amenities comparable with that ofglobally reputed institutions

GITAM is unique in providing a wide variety of student amenities to create a superb student experience. Apart from academic and IT infrastructure facilities, excellent student amenities like canteens, food courts, banks, post offices, book stores, photo studio, departmental stores, hobby centres, beauty parlors and other amenities.

Adequate hostel facilities are provided to accommodate over 6,000 boys and 3,000 girls with 24x7 internet connectivity with a bandwidth of 4 Gbps. The campuses are also Wi-Fi enabled. Modern kitchen facilities are provided to prepare hygienic food. Every hostel is provided with recreation facilities and indoor games.

Adequate sports and games facilities are also provided in the form of cricket grounds, running tracks, football fields, gymnasium, indoor stadium, tennis courts, basket ball and volleyball courts. The synthetic and clay tennis courts are of international standards and many national tournaments are organized in the Institution. An exclusive Directorate of Physical Education and Yoga has been established to promote students‟ interests in sports and games and organize state and national level competitions. Cultural activities are extensively encouraged among students. There are 43 auditoria/seminar halls including an open-air auditorium for organizing various cultural and extra-curricular activities in the Institution. The Institution has also set up a youth club known as Kalakriti to promote art and music. Yoga classes are regularly organized in the Institution to promote students' wellbeing.

The Institution encourages students to participate in co-curricular and extra-curricular activities. Students are groomed to develop leadership qualities by encouraging them to establish professional bodies in their respective disciplines, take active role in science activity centre, join NSS, NCC, social clubs and organize seminars and community services. Executives from industry majors often interact with students helping them to emulate good examples of leadership. In addition, incubation centres are established to develop students as successful entrepreneurs.

The Institution always encourages participation of girl students in sports and cultural activities. Many girl students have won prizes and medals in several competitions. The Institution ensures that the infrastructural facilities are suitable for differently-abled students by providing ramp facility with standard slopes, specially designed toilet facilities and lifts for their benefit.

As a result of several proactive measures taken by the Placement Cells, GITAM has been able to achieve near 100 percent placements in some of the programmes in multinational and other reputed organizations in the country and abroad.

15. The University should be accredited by NAAC and also one reputed international accreditation agency

GITAM, a multidisciplinary Institution, was accredited with A+ grade by NAAC effective from 2017. The Institution was also accredited with ISO 9001:2015 for Quality Management System, ISO 14001:2015 for Environmental Management and ISO 27001:2013 for Information Security Management. MHRD classified GITAM as Category-I Deemed to be University and UGC accorded 12-B status to the Institution to boost research activities. The Institution is a member of AACSB-International, USA and secured a World ranking of 1001+ in the Times Higher Education World University Rankings, 2018.

16. The University should have reasonably large owned/long term leased campus with adequate space for expansion

The Institution has large owned campuses at Visakhapatnam, Hyderabad and Bengaluru. While the main campus at Visakhapatnam is spread over 147.75 acres, Hyderabad and Bengaluru campuses are spread over 645.15 acres and 34.22 acres, respectively. Over the years, the Institution has established state-of-the-art infrastructure, comprising well architectured buildings for administration and academic departments including central facilities. Greenery is maintained throughout the campus. All the campuses have adequate space for expansion.

17. The governance structure of the University should be distinct from the governance structure of the Sponsoring Society

Ever since the inception of the Deemed to be University, the governance structure of the Institution has always been distinct from the governance structure of the Sponsoring Society. The same position will be maintained over the next 5, 10 and 15 years.

18. To achieve a high student enrollment over a period of 15 years

GITAM is having a student enrollment of nearly 22,000 from various geographical locations and pursuing different programmes in diverse disciplines.

19. The University should come in top 500 of the world renowned ranking frameworks in the first 10 years of declaring it as Institution of Eminence and top 100 eventually over time.

The Institution has already participated in Times Higher Education World University Rankings, 2018 and secured a rank of 1001+. The Institution strives to come in top 500 of the world renowned ranking frameworks in the first 10 years and top 100 over a period of 15 years. The Institution will continue to participate in renowned world ranking frameworks such as Times Higher Education World University Rankings and QS University Rankings and put in concerted efforts to improve its positions in all parameters year after year.

20. A detailed tangible action plan, milestones, and timelines by which theUniversity seeks to achieve each of the Criterion

A detailed tangible action plan, milestones and timelines by which the Institution seeks to achieve each of the Criterion are explained in detail in 15-years are explained in the consecutive pages.

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Gap Analysis

S No	Present Status of Cretetion	Target Status	Gap	Plan to bridge thegap
1	i)GITAM is a multi-disciplinary deemed to be University currently offering 147 UG, PG and Doctoral Programs in various faculties like Technology,Science, Management, International Business, Pharmacy, Medicine, etc., in diverse disciplines and awards degrees, diplomas andotheracademic distinctions. ii)GITAM has both teaching and research focus of an exceptionally high quality.	The Institution should be a) Multidisciplinary or interdisciplinary with focus on: i)Exceptionally high quality teaching ii)Exceptionally high quality research No quantifiable criteria isfixed	No gap	Even though thereis no gap in thisparameter, followingactions are proposed to betakento furtherimprovethe multidisciplinary natureofthe Institution and improve quality of teachingandresearch: i)increased multidisciplinary programs. ii)increased use ofhigherorder pedagogy/ICT iii)Optimize digital content for effective learning iv)increased research funding from externalagencies. v)increasedresearch publications inrefereed journals. vi)increased patents & concerted effortsto iii)commercializethem
2	i) Currently offering more than 32 interdisciplinary courses in areas of emerging technologies as well as those of relevanceto development concerns ofcountries like India	The Institution should a)offer interdisciplinary courses b)in areas of emerging technology and interests c)relevanttodevelopment concerns of India No quantifiable criteria is fixed	No gap	Even though there is no gap in this parameter, it is proposedto increasetheinterdisciplinary programsinemerging technology andinterests,whichare of relevance todevelopment concerns of India.
3	The Institution is currently having 63 foreign qualified faculty.	TheInstitutionshouldhave a good proportion of a)Foreign faculty or b)Foreignqualifiedfaculty No quantifiable criteria is fixed	Focused effortswill be made to recruitmore foreign/ foreign qualified faculty	There is good scope for Improvement

4	i)21981 Indian students ii)Veryfewforeign students.	Reasonably good mix of a)Indian students and b)Foreign students No quantifiable criteria is fixed	Focused efforts will bemade to admitmore foreign studentsto havea reasonable goodmixof Indianand foreign students	There is good scope for Improvement
5	i)The Institution is alreadyhaving a transparent merit based admission policy focusing on getting meritorious students. ii)Students are admitted based on relative merit inan all-India online admission test conducted in 48 centres followed by counseling at 9 centers iii) only students having a minimumof 60% aggregate marks in Mathematics/ Biology,Physics & Chemistry and First Class or equivalent grade in the qualifying examination are admitted to B.Tech. programmes	The Institution has a)transparent merit-based selections in admissions b)with focus on getting meritorious students No quantifiable criteria is fixed	No gap	Even though thereis no gap in this criterion, it is proposed to focus more on getting meritorious students from allover the world.

6	a) Following scholarships are currently offered from internal resources: i)Fee Waiver Scheme ii)Merit-cum-Means Scholarships iii)Merit Scholarships toScience and Pharmacystudents iv)Stipend to M.Tech. students v)Teaching/Research Assistantships vi)Endowed Merit Scholarships b) Institution provides support to get educational loans from banks, etc.	The Institution a)offers a good number of scholarships frominternal resources b)provides assistance in getting educational loans from banks, etc. No quantifiable criteria is fixed	No gap	Even though thereis no gap in this criterion, continuous efforts will be made toincreasestudent scholarships
7	The Institution is currently having a faculty-student ratio of 1:17, which will be increased to 1:10 in a period of five years.	Faculty-Student Ratio should increase to not less than 1:10 after five years	Faculty-Student Ratio is 1:17 against the required ratio of1:10	Efforts will be made to maintain Faculty-Student Ratio of 1:10
8	The Institution is having following laboratories to undertakecutting-edge scientific research: i)CentralResearch Laboratory ii)Nano-technology Lab iii)Cancer Biology Lab iv)Environment Lab v)10 Research Centres	The Institution should have laboratory facilities to undertake cutting-edge scientific research No quantifiable criteria is fixed	No gap	Even though thereis no gap in thisparameter,newlaboratories will beestablishedas detailedinthe Implementation Plan

9	The research expertise of the Institution and projects undertaken have often been translated into tangible benefits to the industry andthe community. The Institution focuses on applied research and innovations. (e.g. GITAMTrishul, Taparch) in issues of concern to developing societies	TheInstitutionshouldstrive to a)achieve social impact b)faculty should engage in applied research and innovation on issues concerning developing societies. c)No quantifiable criteria isfixed	No gap	Even though thereis no gap in this criterion, institution will continue to engagein applied researchand innovation inissues concerning developing societies to achieve social impact
10	The Institution has entered into collaboration agreements with 18 global universities figuring in most reputed globalrankings (e.g. Stanford University, University ofWindsor, University of Michigan, etc)	The Institution should develop teaching and research collaborations with: (a)reasonable number of global universities (b)such universitiesshould figure in the most reputed global rankings No quantifiable criteria is fixed	No gap	Even though there is no gap in this criterion, efforts will be made to increase, teaching and research collaborations with universities figuring in most reputed global rankings
11	i)i) The Institution is currently having Corpus Fund of Rs. 120.48 cr.which will be progressivelyincreased to Rs.851.24 cr. in a period of 10 years. ii)The Institution has a guaranteed pipeline and credible plan for Rs.1457.56 cr.	TheInstitutionshouldhave a) initial Corpus Fund Rs. 60 cr. to be increased to Rs. 150 cr. in 10 years b)Guaranteed pipeline of Rs. 500 cr. c)CrediblePlanfor additional Rs. 500 cr.	No gap	Even though there is no gap in this croterion, the corpus fund will be further increased

12	i)Publications in refereed journals (SCOPUS): 1718 ii)Number of refereed papers and presentations: 4450 the faculty engages academically with the issues of concern to the society	Faculty should be encouraged to publish regularly in peer-reviewed journals: a)at the mean rate of at least one publication per faculty member each year. b)faculty should engage academically with the issues of concern to the society	i)Needto increase SCOPUS indexed publications ii)Publications@1 per faculty member eachyear has to be achieved	i)Adequate increase in publications inrefereed journals (SCOPUS) ii)one publication per faculty member will be achieved iii)the faculty willcontinue to engageacademically withthe issues of concern to thesociety
13	The Institution has: i)fullyair-conditioned centrallibrary& departmental libraries ii)No. of books & reference books: 32.24 lakhs iii)No. of Journals: Indian: 311 Foreign: 67 iv)Online-Journals 4,863(INDEST & UGC INFONET consortium)	TheInstitutionshouldhave a) world-class library b) with subscriptions to reputed journals No quantifiable criteria is fixed	No gap	Even though thereis no gap in this criterion, numberof books and journals in the library will be increased
14	The Institution provides: i)World-class student amenities such as hostels,sports & games, cultural facilities, canteens, food courts, welfare amenities, etc. ii)facilities are comparableto globally reputed institutions.	TheInstitutionshouldhave a)student amenities b)comparable to globally reputed institutions No quantifiable criteria is fixed	No gap	Even though there is no gap in this Criterion followingactions will be taken tofurtherimprove student supportservices: i)Student amenities will be upgraded from time to time keeping in view the requirements. ii)It will be ensured that they are comparable to globallyreputed institutions.

15	(i)To improve NAAC A+grade to A++ grade (ii)To achieve at least a rank of 700 in Times Higher Education World University Ranking (iii)To figure in QS University rankings ABET accreditation for specific academic programmes. achieve top 700 World ranking. ii. Accreditation by ABET, for specific academicprogrammes.	i)accredited by NAAC with A+ grade ii)ISO 9001:2015 for quality management systems, ISO: 14001: 2015 for environmental management and ISO 27001: 2013 for information security management iii)Member of AACSB-International, USA iv)World ranking of 1001+ in Times Higher EducationWorld University Rankings, 2018.	No Gap	To get NAAC Grade A++ in 2022
16	a) Institution has large owned campuses with space for expansion i)Visakhapatnam: Ac. 147.75 ii)Hyderabad: Ac. 645.15 iii)Bengaluru: Ac. 34.22 with nearly 7 lakh square meter built-up area. b) there is adequate spacefor expansion	TheInstitutionshouldhave a)reasonablylargecampus owned by it b)adequatespacefor expansion No quantifiable criteria is fixed	No gap	Even though thereis no gap in this Criterion,the campuses will be adequately enlarged keepingin view academicand administrative requirements
17	Governance structure of the Institution has alwaysbeen distinct from thegovernment structure of the Sponsoring Society since inception.	Governance structure of the Institution should be distinct from that of the Sponsoring Society. No quantifiable criteria is fixed	No gap	Even though there is no gap in this criterion, governance structure of the Institution will be continuedtobe distinct from the governance structure of the Sponsoring Society.
18	TheUniversityshould achieve astudent enrollment of atleast 10,000 overa period of 15years	Student enrollment of at least 10,000 over a period of 15 years	No gap	Even though there is no gap in this criterion, suitable increase in student enrollment will be pursued dependingon the need.

19	The Universityshould come in top 500 of the world renowned ranking frameworks in the first 10 years, top 100 eventually over time.	TheInstitution should come in: a)top500ofworldranking in 10 years b)top100ofworldranking in 15 years	Efforts will be made to come up in top 500 world rankingin 10 years and top 100 over time.	Scope for improvement

Gandhi Institute of Technology and Management (GITAM)

(Deemed to be University, u/s 3 of the UGC Act, 1956)

SWOT ANALYSIS

A. STRENGTHS

1. Research:

Research is one of the main strengths of the Institution which may be attributed to the following credentials.

- **Research Facilities:** The Institution is committed to conducting multidisciplinary research covering areas such as Health Sciences, Nano Science, Building Materials, Plant Bio-Technology, Food, Agriculture and Pharma Sciences. To encourage multidisciplinary research, the Institution created central research laboratories housing sophisticated/advanced equipment with 24x7 access to all the researchers. All the researchers are provided with advanced ICT infrastructure including a private Cloud environment.
- **Research Culture:** The Institution‟s research culture includes regular interactive sessions among the faculty in the Research forum and research weekly colloquiums organized to inculcate passion for research. The Institution made it mandatory that every faculty deputed for conferences shall make presentations before the peer group. These initiatives have promoted good research culture in the campuses.
- **Multidisciplinary Research:** Since the Institution is a multidisciplinary campus, the faculty members have the opportunity to conduct interdisciplinary research in addition to their subject domain. The multidisciplinary research resulted in high demand for Ph.D. programmes, publications in refereed journals and more externally funded projects.
- **Research Projects:** Every qualified faculty member attempts to get financial assistance for the proposed project either by the funding agency or by the industry. Consequently, the Institution could receive substantial funds for different projects by funding institutions like DST, UGC, DBT, DBT-MoFPI, NABARD, HPCL, MoES and also under young scientist award.
- **Publications:** The quality of research conducted by the researchers yielded substantial publications in peer reviewed journals.
- **Research Centres:** The research centres are sought after by faculty, research scholars and students due to the availability of expertise in the relevant thrust areas.
- **Community Research:** The Institution‟s primary focus is on conducting community participatory research. In pursuit of this, the Institution developed bio pesticide known as “GITAM Trishool” for producing good yield of vegetable crops and also kits to detect chronic kidney diseases prevalent in Uddanam region of Andhra Pradesh.
- **Collaborative Research:** The Institution has developed linkages with research institutions such as BARC, DRDO, VRDE and CVRDE for undertaking collaborative research in the areas of thermal radiation and nano coolants.
- **Students' Research:** The students of the Institution from UG to Ph.D. show lot of enthusiasm to participate in research due to the inherent research culture. The establishment of Science and Activity Centre (GUSAC) created an opportunity for the

students to work in groups under the mentorship of their peers to realize their innovative ideas. The number of publications and patents filed by the students is a testimony to the quality of the research conducted by the students.

2. State-of-the-art infrastructure:

The Institution‟s state-of-the-art infrastructure is one of its major strengths. Over the years, the Institution established well laid-out and elegantly planned and engineered buildings and excellent common facilities such as central library, hostels, play grounds, gymnasium, indoor stadium, tennis courts, etc. The Institution expands and constantly improves the quality of infrastructure to cater to the growing needs of academic programmes and administrative requirements to create a congenial atmosphere for peaceful pursuit of knowledge. Some of the infrastructural facilities are detailed below:

- **Academic Infrastructure:** The academic infrastructure includes e-classrooms, fully equipped laboratories, central and departmental libraries, seminar halls, departmental workshops, departmental computer centres and project/tool rooms.

- **Administrative Infrastructure:** The administrative infrastructure includes central administrative office, institutional administrative offices, offices for all Directorates, Hostels, Centre for Distance Learning, banks, post offices and book stores.

- **ICT Infrastructure:** The ICT infrastructure includes Private Cloud, Data Centre, Super Computer, Video-Streaming, Video-Conferencing, studio for Digital Recording, e-learning Centre, Digital Library., VOIP, RFID, Wi-Fi, internet with a speed of 4GBPS, 6000+ Branded Systems and a good number of Workstations and LCDs.

- **Research Infrastructure:** Research infrastructure includes 10 Research Centres, CRL, Advanced Research Labs, Instrument Service Centre and Animal House.

- **Recreational Infrastructure:** Recreational infrastructure includes Balayogi Kalapranganam, Fashion Street, Hobby Club, Food Courts, Canteens, Temples, Meditation Halls.
- **Sports Infrastructure:** Sports infrastructure includes Indoor Stadium, Gym, Tennis Courts, Cricket Ground, Football Ground, Cricket Practice Nets, Volleyball Courts, Shuttle Courts, Basketball Courts, etc.

- **Health Infrastructure:** Full fledged 420-bedded multispecialty hospital, ambulance services.

- **Student Research/Innovation Centres:** GUSAC, Incubation Centres, Motor Sports Club, etc.

3. Eco-friendly Campuses:

The campuses of the Institution are made eco-friendly with serene and invigorating environment. The campuses are lush green due to the presence of a number of parks

covering more than forty percent of the land. Every building is designed for elegance with good ventilation to enhance academic ambiance. The deployment of solar photo voltaic power generators, solar pumps, bio-mass etc. demonstrates the utilization of renewable energy sources. The Institution maintains ecological balance through water harvesting and check-dams to conserve the rain water and ground water. The Institution is committed to achieve carbon neutrality of its campuses through excessive plantation, recycling of treated sewage, solid waste disposal including e- waste & bio-medical waste. The Indian Green Building Council (IGBC) has recognized and awarded a GOLD rating for full implementation of the recommended Green building concepts being adopted in the design and construction of buildings in the Institution. The academic arenas of the campuses are declared as vehicle free zones. The well maintained clean campuses resemble an ideal temple of learning.

4. Qualified and Committed Faculty

The Institution has developed an effective pool of highly qualified faculty with industrial and research experience with appropriate skills to maintain high standards in teaching and research. Qualified and committed faculty has been one of the major strengths of the Institution. Some of the salient features of the Institution‟s faculty are listed below:

- **Faculty quality:** The unique strength of the Institution is that majority of the faculty are endowed with highest qualification in their respective disciplines. The competent faculty members of the Institution always strive for excellence in teaching which is evident from the attainment of the graduate outcomes.

- **Faculty retention:** The Institution is proud that the faculty retention is one of its greatest strengths. The services rendered by the experience faculty laid strong foundations for its phenomenal growth.

- **Professionalism:** The faculty of the Institution are actively associated with the professional bodies of the respective disciplines to keep abreast with the contemporary developments. This professionalism of the faculty has played a pivotal role in shaping the career pursuits of the youth at their tender age, moulding them into competent technocrats and adept professionals.

- **Owning the institute:** The status which the Institution is enjoying is mainly attributed to the sense of owning by the faculty.

- **Continuous upgradation:** The existing culture in the Institution demands the faculty for continuous upgradation of their knowledge to compete with their peers.

- **Student care:** The students can freely access the faculty for mentorship. The students draw inspiration from the holistic personality of the faculty.

5. Industry Institute Interaction:

The Institution has made concerted efforts to strengthen the industry-institute interaction. An exclusive Industry-Institute Interaction Cell has been established to identify the needs of the industry and to offer solutions with the help of expertise available in the Institution. Some of the initiatives taken by the Institution in this regard are outlined below:

- **Participation in curriculum development:** The Institution designs the curriculum in tune with the developments of the industry by involving industry experts through brainstorming sessions and feedback, in addition to their representation in Boards of Studies.

- **Placements:** The track record of the Institution in providing highest numberof Placements in any programme is the evidence of strong industry institute interaction.

- **Finishing School:** The finishing schools organized in the campus paved a way for the success of students in their careers. The skill development programmes such as recruitment training, certificate programmes, orientation sessions conducted in association with the industry greatly helped the students to achieve their career goals.

- **Collaborative Programs:** The Collaborative programmes offered by the Institution in association with Laurus Lab, Dr. Reddy‟s Lab, IBM, PNB metlife, ACCI, CIMA are the most sought after programmes of the Institution.

- **Industry Sponsored Research:** The industry seeks expert services of the Institution for solving their complex problems. For example, the faculty offered solutions to HPCL and VPT especially in areas of cutting fluids and air pollution studies.

- **Internship:** Almost all the students of the Institution are exposed to the corporate culture during their learning through national and international internships. Students are equipped with specific skill sets during internship leading to enhanced employability.

- **Industry Immersion:** The faculty are deputed to the industry under the industry immersion program to bring the real time experience into the class room. This further strengthened the industry-institute interface.
- **Outreach Programs:** Outreach programs organized by the Institution in the areas of technology, leadership and legal services have helped to instill confidence in the students.

- **Adjunct Faculty:** The Institution has inducted several industry experts by invitation as adjunct faculty. They are inducted into the position by organizing installation ceremony for getting acquaintance with the faculty and students. Their presence in the departments stimulates the industry-institute interaction.

6. Academic programmes:

- **Diverse Faculties:** The Institution has been offering 147 UG, PG and Doctoral programmes in various faculties such as Technology, Science, Management, Pharmacy, International Business, Humanities, Social Science, Languages, Commerce, Arts, Law, Medicine, Nursing and Gandhian Studies in different disciplines with a mission to transform the Institution into a multidisciplinary Deemed to be University.

- **Multiple disciplines in Engineering:** Engineering being the flagship programme, the Institution is offering programmes in contemporary areas such as Biotechnology, Aerospace Engineering, Embedded Systems, Data Sciences, Computer Aided Manufacturing, etc., in addition to conventional disciplines.
- **Innovative Programmes:** The Institution is always on the forefront in offering innovative programmes needed for the society. Structural Engineering and Disaster Management, Risk and Insurance Management, Environmental Management, Digital Marketing, etc., are designed to develop human resources in the areas of social relevance.
- **Collaborative Programmes:** The Institution collaborated with Central Michigan University, Burgundy School of International Studies and University of Berkely to offer twinning programmes to pursue international career. Further the collaborative programmes offered in association with industry are popular among the student community.
- **Diploma/Certificate Programmes:** The Diploma and Certificate programmes are well designed to suit the needs of the learners for enrichment of their career. Most of these programmes are offered in association with the professional bodies / Research Centres for value addition
- **Distance Education Programmes:** The Institution offers 13 UG, PG and Diploma programmes in literature, management, science and social sciences through distance mode to provide access to the potential learners.

7. Holistic development of the students:

- **Student Professionalism:** The Institution lays emphasis on imparting professional skills and ethics to foster global competencies among its students through student chapters of professional societies, elective courses, skill development centres, incubation centres and participation in seminars, conferences, workshop and webinars, etc.
- **Industry Readiness:** The students are made industry-ready as the curriculum is designed with active participation of the industry. The activity based learning introduced in the curriculum helped the students to improve communication skills, soft skills and team working. The project based learning, internships, industry visits, discipline centric workshops and case studies enhanced the domain skills.
- **Value Education:** The Institution imbibes the values of Mahathma Gandhi in letter and spirit. The students draw inspiration from the statues of great personalities erected on campus. The Institution provided an opportunity for the students to choose Ethics as an elective course. The Centre for Gandhian Studies regularly organizes sensitization programmes on human values to enlighten the students and the staff.
- **Team Spirit & Leadership Skills:** The Institution created many platforms for the students to inculcate team spirit and exhibit their leadership skills. The selection of executive body members for various student bodies is based onthe debates among the contestants to groom the leadership skills.

- **Community Service:** The Institution promoted a culture of community service among the students through various extension activities, continuing education and awareness programmes. The recognition of the community services rendered by the students have motivated them to form their own social service groups such as Young Guns of India, Badhyat, Vivaan, YoYo youngistan and Enactus in addition to NSS, NCC, Rotaract Club.

- **Cultural & Literary Talents:** Kalakrithi, a cultural forum, provides a platform for the students to exhibit their literary, artistic, and cultural talents. This triggered the students to choose the profession of acting, playback singing, photography and cinematographers.

8. Multi-campus Institution:

In quest of providing higher education leading to excellence and providing wider access to stakeholders, the Institution has expanded its geographic spread by establishing campuses in three states viz. Visakhapatnam in Andhra Pradesh, Hyderabad in Telangana and Bengaluru in Karnataka states. In addition to the conventional programmes, each campus offers programmes to suit local and regional needs. Each campus undertakes extension programmes and outreach activities for the benefit of the community around it.

9. E-Governance:

The Institution is committed to provide good governance to facilitate effective and efficient functioning of the Institution. GITAM adopted several e-governance practices in administration, management of resources and provision of services. Some of the salient features are:

- **Paperless Office:** The Institution aims at paperless office for bringing in quick & transparent service delivery and speedy information sharing to takeholders.

- **Automation:** The entire process of admissions, evaluation, placements, recruitment, file-tracking, asset management, HR management, are automated to provide fast services.

- **Online Services:** The administration, financial transactions and academic services are made online for making them easily accessible to the faculty and students.

- **Information Management:** The information collated from different sources is placed in the Institution repository for effective management, easy accessibility and quick decision making.

- **Teaching-learning:** The Institution implemented an in-house Open Source Learning platform to supplement the teaching-learning process. This enables the teachers to post the attendance, lecture schedules, lesson plans, assignments, course objectives and outcomes, continuous evaluation marks, chatting and content sharing. This also facilitates the parents to access the information on academic performance of their wards. This platform is being used for effective governance of academic administration to achieve graduate attributes.

10. Placements:

The success of placements is considered as the Industry‟s Endorsement of Academic standards being set by our Institution. The Directorate of Training & Placement (DoTP) is mandated to ensure a fine balance between the career aspirations of GITAM students and the emerging human resource requirements of the industries. Accordingly, DoTP joins hands with the esteemed faculty, student community and the industries to ensure that academically fit, suitably skilled and industry ready candidates are available to take up the professional challenges of outside world.

The acknowledgement of the GITAM‟s academic processes by the outside industrial world lies in the fact that renowned firms across the spectrum of industries turn to GITAM to meet their ever increasing manpower needs – year after year. Our famed list of campus recruiters include Portware India Limited, Deloitte, Amazon, TCS, WIPRO, L&T, NCR Corporation, Accenture, Polaris, Maruti Suzuki, Sonata India Pvt. Limited, Virtusa, Aurobindo, Hyundai Motors, Verizon, MuSigma, Uber etc.,. The remuneration being offered by the recruiters remains a notch above the industry standards and GITAM has an unassailable lead in Training & Placement. The number of placements are over 6200 with anaverage pay package of 4.5 lakhs per annum is a testimony to our strength in placements.

11. Brand Image and Visibility:

GITAM is fully conscious of the fact that brand and branded environments have an important impact on a Institution‟s success in the world scenario. Building and promoting a great brand, therefore, continues to be one of the important priorities for the Institution. The Institution has, therefore, developed and promoted a good brand image and visibility, whichis one of the greatest strengths of the Institution.

B. WEAKNESSES

1. Inadequate Financial Support from the Government

With rapid expansion of knowledge and unprecedented technological advancements, it is imperative for the Institution to maintain high academic standards, quality infrastructure and capable human resources on par with other global universities. These imperatives need substantial resources not only to meet its operational expenditure but also finance its growth and developmental activities.

Deemed to be universities like GITAM have to depend mainly on the tuition fees from the students and loans from financial institutions. Lack of financial support from the government to deemed to be universities, is a serious limitation being faced by the Institution. Inspite of the progress being shown by GITAM in many developmental activities, the Institution is restrained to participate in developmental schemes like RUSA, UGC-SAP, COSIST, etc. Further ceiling of TEQIP-II to Rs. 4 crores to private universities against Rs.12 crores to others, FIST programme to 50% of the grant against 100% for state and central universities often inhibit the deemed to be universities like GITAM to exploit its full potential. Although the Institution competes for resources by submitting proposals for grants to various funding agencies, limitations in public funding inhibits its

developmental plans. It is a constraint in the system that the Institution is trying to overcome.

2. Slack in Demand for PG and Full Time Ph.D. Programmes

- Admissions to PG programmes of both Engineering and Sciences are notencouraging in the country due to limited canvas to enhance the creativity and lack of demand in job market. This problem is further aggravated due to the lack of support from government. On the other hand the PG programmes offered by the foreign universities are more popular and attracting Indian students in large number as these universities are offering courses which Indians seek to learn. This limitation needs to be overcome by offering PG programmes in new areas of exciting growth opportunities such as Robotics, Analytics, Cyber Security, Food Security etc.,

- Despite concerted efforts made by the Institution, there is inadequate response from research scholars to join full-time Ph.D Programmes. Reputed global universities have a significant mix of students pursuing full-time doctoral degrees by providing adequate scholarships and incentives signifying a very strong research environment. The Institution has a limitation to provide attractive scholarships to research scholars out of its own resources. To join the league of international universities, the Institution has to overcome this weakness and increase the strengthof full-time research scholars by providing adequate number of scholarships.

3. Inadequate Consultancy:

Consultancy assignments basically depend on the research expertise and skills of the faculty. Though the Institution has set up an exclusive Directorate of Consultancy Projects & Collaborations to promote linkages with the clients and secure consultancy projects utilizing the expertise of the faculty, ample opportunities are still lacking for consultancy in various disciplines.

To overcome this limitation, the Institution is making all efforts to enhance he consultancy capabilities of the faculty and create an atmosphere for advancing the consultancy. Wherever the required expertise is not available, the Institution encourages to collaborate with premier universities and research labs to undertake joint consultancy services.

C. OPPORTUNITIES

1. Fostering Institution-Industry Linkages

Academic institutions as engines of socio-economic development are expected to facilitate knowledge generation and manpower development in tandem with the needs of the industry. The Institution has built a strong platform for industry–institute interaction to take-off. Ample opportunities for industry-institute collaboration are still open as the nation is growing economically at a fast rate. The Institution should fully exploits these opportunities by instituting chair professorships, attracting major funded projects, initiating Technology licensing and developing Pilot plants and Technology parks.

2. Tapping Alumni Potential

Alumni have a strong attachment to their alma mater and are prepared to connect and reconnect among themselves as well as to the Institution. Reunion meetings are organized by the Institution periodically which are providing them an opportunity to be aware of the progress of the Institution. The Institution has to tap this opportunity and make the alumni a part of the Institution‟s progress by involving themselves in the management of the institution and leveraging their financial resources.

3. Introduction of more Innovative Programmes

In view of availability of multidisciplinary faculty, the Institution has a great opportunity to design innovative programmes for capacity building in the emerging areas to cater to the local, regional and national needs. The Institution has a potential to offer programmes to meet the expectations of the students and employers by availing the expertise of all campuses and strong ICT infrastructure. Further there is a great opportunity to offer programmes in collaboration with Maritime University, IIMV, Petroleum University and Agricultural University.

The prospective programmes include UG programmes such as Materials Engineering, Automobile Engineering, Petro-Chemical Engineering, Biomedical Engineering, etc., and PG programmes such as Control Systems, Telecommunications and Networking, Nano-biotechnology Marine, Healthcare and Maritime law.

4. Establishing Technology Parks

To promote research and development in partnership with industry, the Institution can plan and set up a Technology Park to serve as a catalyst for academia-industry interaction. The Institution has the opportunity to explore the possibility of securing necessary funding from DST and other funding agencies, in addition to industrial units for establishing Technology Park. The Park will enable highly qualified external researchers to collaborate with the Institution to undertake research projects, consultancy, guest teaching, co-supervision of research scholars and student projects, internships and sponsorship of employees for postgraduate and doctoral studies. Efforts need to be made to facilitate maximum interaction of the faculty and students with Technology Parks.

5. Admission of International Students

The Institution‟s mission is to become a world ranking institution in the shortest possible time. In this quest, the Institution faces the challenge of attracting international students. TheInstitution has to design and develop special courses to cater exclusively to the needs of international students. The Institution has to advance the collaborations with premier world ranked universities through faculty and student exchange programmes. The Institution hasto create a conducive environment for international students.

6. Obtaining Global Ranking

The Institution has a challenge to obtain a good global ranking for the Institution. International accreditation helps the Institution to gain recognition and acceptance of its programmes at a global level and provide a competitive edge to the students in the job market over other regional and international players. To realize this goal and to find

a place in the world rankings is a challenge for the Institution by way of improving its position in parameters like academic reputation, quality of faculty, research quality and output, citations per faculty, patents, institute-industry interaction, graduate employability, international faculty ratio, international student ratio, etc.

D. THREATS

1. Attracting Best-in-class Faculty

The Institution‟s foremost challenge is to attract, nurture and retain faculty of the highest caliber possessing intellectual creativity and commitment to the profession with a flair for creative thinking.

Such a faculty will develop students into capable technocrats and adept professionals and attract employers including multinationals to conduct campus placements on a large scale to meet their manpower requirements in various disciplines. Such a faculty will also help to improve institute-industry interaction by offering consultancy to provide solutions to ever-changing manufacturing technologies and production processes.

2. Continuous Monitoring of Stakeholders‟ Perception

In order to improve its brand image, the Institution has a challenge to closely monitor the perception of its stakeholders. Public relations department of the Institution will be strengthened to play a vital role in this regard making use of tools like publicity, promotion, media, etc., in order to constantly communicate with the stakeholders and monitor the image of the Institution. The Heads of the Institutions also need to collect the feedback of various stakeholders, especially from the parents, students, recruiters and alumni about the brand image of the Institution and suggest measures for improvement.

STATUS OF THE DEEMED TO BE UNIVERSITY IN QUALITY HIERARCHY

In view of its strengths over the years, the Institution has emerged as one of the top ranking deemed universities in the country in Quality Hierarchy. With a track record of 37 years, the Institution acquired a brand image as a leading educational institution that provides high quality education of international standards in multiple disciplines and conducts innovative research in thrust areas. GITAM‟s brand image is helping to differentiate itself from its competitors, and position itself on a high pedestal in the eyes of key stakeholders - potential students, parents, faculty, industry, media, etc. Because of its high reputation, the students find a premium place in the eyes of the recruiters and secure lucrative positions withattractive pay packages. It is also helping the Institution to attract the brightest students, top academic faculty besides becoming a centre for collaborations and research grants, attract investment funding and endowments to subsidize future growth.

The following accreditations achieved by the Institution stand as a testimony for its status in Quality Hierarchy:

- accredited by NAAC with A+ grade
- ISO 9001:2015 for quality management systems, ISO: 14001: 2015 for environmental

management and ISO 27001: 2013 for information security management
- MHRD classified it as Category -I deemed to be university
- UGC conferred 12-B status
- Member of AACSB-International, USA
- World ranking of 1001+ in the Times Higher Education World University Rankings 2018.

The proposed measures to address the shortcomings, if any, are detailed with action plan, milestones and timelines summarized in below.

Year-Wise Action Plan & Milestones

1. The University should preferably be multi-disciplinary or interdisciplinary and have both teaching and research focus of exceptionally high quality.

Multidisciplinary and interdisciplinary programmes with focus on exceptionally high quality of teaching and research will be introduced as detailed below:

15-year Plan	Programme	Nodal Departments	Participating Departments
2018-19	M.Tech. in Urban Infrastructure and Intelligent Transportation	Civil Engineering	Civil Engg., Electronics and Communication Engg. ComputerScience and Engg.
	MBA in Hospital Management	GITAM Institute of Management	Management, Instrumentationand Medicine
2019-20	B.Tech., in Biomedical Engineering	Biotechnology	Biotechnology InstrumentationEngg., and Medicine
	M.Tech. in AI & Machine Learning	Computer Science and Engineering	Comp. Science, InformationTech., Electronics and Communication Engg.
	M.Sc. in Food Security and Sustainable Agriculture	Food Science and Technology	Life Sciences, Management
	MA in Social Work (Interdisciplinary with Gandhian Ethos)	Humanities and Social Sciences	Applied Psychology & Humanities and Social Sciences& Medicine
2020-21	M.Tech., CSE with Specialization in AI & Robotics	Computer Science and Engineering	Comp. Science, Information Tech., Mech., Communication.Engg.
	M.Sc. Omics, networking and statistical modeling	Biochemistry and Bioinformatics	Microbiology, Biochemistry,Biotechnology, Mathematics,Computer Science, Medicine
	MD/ MS courses in Radiology, Medicine, Obstetrics & Gynecology, Paediatrics and Dermatology Biochemistry,Pathology and Microbiology	Medicine	Biochemistry, Biotechnology,Microbiology, Instrumentation Engg.
2021-22	LL.M in Constitutional & Administrative Law	School of Law	Management

2022-23	M.Arch in Landscape Architecture	Architecture	Civil Engineering
2023-24	M.Sc. Feed Manufacturing Technology	Food Science and Technology	Veterinary Science, FeedIndustries
	LL.M in Corporate & Security Law	Law	ICAI, ICSI
	M.Ch and D.M in Endocrinology, neurology, neuro-surgery, nephrology, urology	Medicine	Biochemistry
2024-25	M.Tech., Bioprocess Engineering	Biotechnology	Mechanical Engineering,Chemical engineering
	MA Yoga and Consciousness Studies	Humanities and Social Sciences	Applied Psychology & Humanities and Social Sciences
2025-26	LL.M. in International Humanitarian Law	Law	Humanities & Social Sciences,international business
2026-27	M.Tech in Robotics and Intelligent Systems	Electronics and communication Engineering	Electronics and communicationEngg., Instrumentation Engg. Mechanical Engg.,
2027-28	Pharm. D.	Pharmacy	Pharmacy, Medicine
2028-29	LL.M in Cyber Law	Law	Computer Science and Engg.
2029-30	M.Sc. in Agro Ecology	Environmental studies	Environmental Studies,Veterinary Science and Agricultural Sciences
	M. Pharm in Industrial Pharmacy	Pharmacy	Industrial Engg
2030-31	M.Sc. in Earth Science	Environmental Studies	Environmental Studies
2031-32	MA in Visual and Fine Arts	Humanities and SocialSciences	Centre for Languages, Humanities and Social Sciences
2032-33	LL.M. in Maritime Law	Law	National Maritime foundation, Visakhapatnam

2. The University should offer interdisciplinary courses including in areas of emerging technology and interests as well as thoseof relevance to the development concerns of countries like India.

The following interdisciplinary courses in emerging areas as well as those areas which are relevant to the development concerns of India will be introduced as detailed below:

15-year Plan	Programme	Nodal Departments	Participating Departments
2018-19	M.Tech. in Electronic System Design	Electronics and Communication Engg.	Electronics and Communication Engg.in collaboration with CDAC
2019-20	B.Tech., CSE Specialization (i) IOT (ii) Cyber Security & Forensics	Computer Science and Engg.	Electronics and Communication Engg.
	B.Tech. in Automobile Engineering	Mechanical Engg.	Mechanical Engg. in association with Automotive Research Association of India, Pune
	MBA in Mass Communications & Advertising	Management	Marketing,Operations and Entrepreneurship
	M.Sc. in Aqua Culture and Marine Biotechnology	Biotechnology	Microbiology and Food Science and Technology,Department of marine studies, Biochemistry, Dept. of Fisheries
	M.Tech. in Renewable Energy Engineering and Management	Mechanical Engineering	Physics, Chemistry
	MBA in Information Management	International Business	InternationalBusiness, Computer Science and Engg. and Information Technology
2020-21	M. Tech. in Wireless and networking engg.,	Electronicsand Communication Engg.	Electronicsand CommunicationEngg..&Computer Science and Engg.
	MBA in Tourism and Hospitality Management	Management	Department of Tourism management
	MA in Public Policy, Sustainable Development and SocialEntrepreneurship	Humanities and Social Sciences	Management
2021-22	M.Tech., in Automotive Engineering	Mechanical Engg.	Mechanical Engg. in collaboration with University of Windsor, Canada
2022-23	M.A in Media and Technical Writing	Centre for Languages	Humanities & Social Sciencesand Technology

	M.D/ M.S courses in specialties like sports medicine, transfusion medicine, Reproductive medicine	Medicine	Biostatistics,Mathematics,Biotechnology
2023-24	MBA in Charted Financial Analyst	Management	Finance,Marketing,Operationsand Entrepreneurship (in association with American Chartered Financial Analyst Institution, USA)
2024-25	M.Tech. in Physical Cyber Systems	Computer Science and Engg	Electronics and Communication Engg.
	Fellowship courses in Cancer biology, Diabetes, Cardiology,Trauma care, Emergency medicine, Palliative care	Medicine	Anthropology,PublicTransport, Biotechnology
2025-26	LL.M in Constitutional & Administrative Law	Law	Management
2026-27	MA in Gandhian Studies & Rural Development	HumanitiesandSocial Sciences	Center for Languages, andApplied Psychology
2027-28	M.Tech. in Virtual Reality / Augmented Reality	Computer Science and Engg	Humanities and Social Sciences
	M.A in Development Studies (Specialization in GandhianPhilosophy of Ecology, Economy and Politics)	Humanities and Social Sciences	Management
2028-29	MBA in Corporate and Intellectual Property Rights	Management	Law and Technology
	M.A. in Tribal Studies	Humanities and Social Sciences	Life Sciences
2029-30	M.A. in Peace Studies and Conflict Resolution	Humanities and Social Sciences	Centre for Languages, &Applied Psychology
2030-31	MBA in Global Energy Management	International Business	Electrical and Electronics Engg., and Computer Scienceand Engg

2031-32	MBA in Public Policy and Governance	Management	Law
2032-33	MBA in Sports Management	Management	Department of Physical Education

3. The University should have a good proportion of foreign or foreign qualified faculty.

The recruitment plan for Indian and foreign faculty in the 5 year periods is furnished below:

15Yr. Plan	Disciplines	Recruitment of faculty after 5 years	
		Indian	**Foreign**
2018-19 2019-20 2020-21 2021-22 2022-23	Technology	1900	120
	Science	155	30
	Management	145	30
	Int. Business	18	15
	Pharmacy	38	15
	Architecture	33	15
	Law	13	7
	Medicine	280	10
	Social Sciences	18	8
	Total	**2600**	**250**
		2850	
2023-24 2024-25 2025-26 2026-27 2027-28	Technology	2070	300
	Science	250	70
	Management	310	70
	Int. Business	45	20
	Pharmacy	70	20
	Architecture	65	20
	Law	35	10
	Medicine	370	25
	Social Sciences	35	15

	Total	3250	550
	Grand Total	**3800**	
2028-29 **2029-30** **2030-31** **2031-32** **2032-33**	Technology	2040	330
	Science	230	90
	Management	290	90
	Int. Business	15	50
	Pharmacy	50	40
	Architecture	65	20
	Law	30	15
	Medicine	350	45
	Social Sciences	30	20
	Total	3100	700
	Grand Total	**3800**	

4. There should be a reasonably good mix of Indian and foreign students

The action plan for student enrollment to ensure a good mix of Indian and foreign students is detailed below:

2018-2023										
Year	2018-19		2019-20		2020-21		2021-22		2022-23	
Nationality	Indian	Foreign	Indian	Foreign	Indian	Foreign	Indian	Foreign	Indian	Foreign
No of Students enrolled	22940	60	23990	210	25110	410	26300	700	27300	1200
Total	23000		24200		25520		27000		28500	
2023-2028										
Year	2023-24		2024-25		2025-26		2026-27		2027-28	

Origin	Indian	Foreign	Indian	Foreign	Indian	Foreign	Indian	Foreign	Indian	Foreign
No of enrolled	28400	1600	29650	2150	30850	2850	32380	3350	34250	3750
Total	30000		31800		33700		35730		38000	
2029-2033										
Year	2028-29		2029-30		2030-31		2031-32		2032-33	
Origin	Indian	Foreign	Indian	Foreign	Indian	Foreign	Indian	Foreign	Indian	Foreign
No of enrolled	34000	4000	33750	4250	33500	4500	33250	4750	33000	5000
Total	38000		38000		38000		38000		38000	

5. There should be a transparent merit-based selection admission, so that the focus remains on getting meritorious students

The Institute continues to ensure a transparent, merit-based selection process for admission to all the programmes proposed in the next 5, 10 and 15 years. The Institution continues to adopt merit-based online admission process to ensure admission of meritorious students.

6. Scholarships should be given to meritorious students who lack of financial ability

The Institute continues to give scholarships and free-ships to economically weak meritorious students. The following scholarships will be continued to be offered for the next 5, 10 and 15 years.

- Merit-cum-means scholarships
- Stipend to M.Tech. students
- Teaching/Research Assistantships
- Fee Waiver Scheme
- Endowed merit scholarships

- Fellowships

In addition to the above, new scholarships will also be introduced to attract foreign students.

7. **Faculty-Student Ratio should be not less than 1:20 at the time of notification issued declaring it as an Institution of Eminence.The faculty-student ratio should be increased to 1:10 within a period of 10 years.**

Year-wise details of faculty-student ratio with progressive improvement are given below:

15 Year	No of Faculty	No of students	Ratio
2018-19	1389	23000	1:16.5
2019-20	1692	24200	1:14.3
2020-21	2225	25520	1:11.4
2021-22	2500	27000	1:10.8
2022-23	2850	28500	1:10
2023-24	3010	30000	1:10
2024-25	3227	31800	1:10
2025-26	3455	33700	1:10
2026-27	3639	35730	1:10
2027-28	3800	38000	1:10
2028-29	3776	38000	1:10
2029-30	3781	38000	1:10
2030-31	3778	38000	1:10
2031-32	3786	38000	1:10
2032-33	3800	38000	1:10

8. There should be laboratory facilities to undertake cutting-edge scientific research

15 Years	Laboratory facilities
2018-19 **2019-20** **2020-21** **2021-22** **2022-23**	Food Innovation Centre Strengthening of Central Research Labs (CRL), Advanced Research Labs (ARL), Fire Research Centre (FRC), Center for Urban and Sustainable Development (CUSD) and Centre for Water Quality
2023-24 **2024-25** **2025-26** **2026-27** **2027-28**	Centre of Excellence for EMI/EMC Center of Excellence in Machine Intelligence Center of Excellence in IoT Centre for Non Communicable Diseases Center of Excellence for Biomedical Research including Clinical Trials Strengthening of Center for Climate Change and Disaster Management, Centre for Food Processing Technology, Centre for Nanoscience & Nanotechnology Information Security Lab, Big Data Lab Wireless communications lab, Signal Processing lab Solar and Wind Energy Lab, Mico Electro Mechanical Systems (MEMS) Lab, IBM Analytics Lab Foreign language lab.
2028-29 **2029-30** **2030-31** **2031-32** **2032-33**	Phytochemistry Laboratory Robotic Surgery Centre Telemedicine Centre Centre for Clinical Skills & Simulations

9. The University should strive to achieve social impact by engaging in applied research and innovation in issues of concern to developing societies.

15 Years	Social Impact
2018-19 **2019-20** **2020-21** **2021-22** **2022-23**	The Institution will continue to engage in applied research through its existing Centres viz. Centre for urban and sustainable development, Centre for Climate change, Centre for Water Quality to achieve social impact by dealing with the issues concern to climate change, supply of quality of water and to improve the quality of life.
2023-24 **2024-25** **2025-26** **2026-27** **2027-28**	The issues related to non communicable diseases for the increased life span will be dealt by the Centre for non communicable diseases. The food innovation centre will undertake research for producing novel nutritious food for the benefit of community. The Centre for Cancer Biology will focus on identification of biological markers for early detection of cancer. These centres will strive improving the skill development of the unemployed youth.
2028-29 **2029-30** **2030-31** **2031-32** **2032-33**	Biopesticides developed at the bioprocess and bioproducts research centre will help to reduce the impact of pesticide pollution. Robotic surgery center will attempt for cost effective and efficient surgeries for the benefit rural. Phytochemistry lab will strive to develop ecofriendly efficient drugs at cheaper cost.

10. The University should develop teaching and research collaborations with a reasonable number of global universities figuringin the most reputed global rankings

15 Years	Collaborations with global universities
2018-19 **2019-20** **2020-21** **2021-22** **2022-23**	Teaching and research collaborations with 10 global universities figuring in the most reputed global rankings
2023-24 **2024-25** **2025-26** **2026-27** **2027-28**	Teaching and research collaborations with 15 global universities figuring in the most reputed global rankings
2028-29 **2029-30** **2030-31** **2031-32** **2032-33**	Teaching and research collaborations with 20 global universities figuring in the most reputed global rankings

11. The University should have initial Corpus Fund of Rs. 60 cr. which should be increased to Rs. 150 cr. in 10 years with a guaranteed pipeline of Rs. 500 cr. and Credible Plan for additional Rs. 500 cr.

15 Years	Corpus fund
5 Yr. Plan	
2018-19 **2019-20** **2020-21** **2021-22** **2022-23**	The Institution will achieve: i) Corpus Fund of Rs. 352.90 crores. ii) the Institution has a Guaranteed Pipeline and Credible Plan of Rs. 1457.56 crores.

2023-24 **2024-25** **2025-26** **2026-27** **2027-28**	The Institution will achieve: i) Corpus Fund of Rs. 851.24 crores. ii) Guaranteed pipeline and Credible plan of Rs. 4862.97 crores in ten years.
2028-29 **2029-30** **2030-31** **2031-32** **2032-33**	The Institution will achieve: i) Corpus Fund of about Rs. 1752.55 crores. ii) Guaranteed pipeline of and credible plan of Rs. 9585.83 crores in fifteen years.

12. The University should be known for promoting the culture where faculty are encouraged to publish regularly in peer-reviewed journals and engage academically with the issues of concern to the society.

15 Years	Research publications
2018-19 **2019-20** **2020-21** **2021-22** **2022-23**	The Institution continues to promote research culture to reach a target of three publications per faculty in peer reviewed journals. The Institution creates suitable research environment to achieve 25% of faculty engages onissues of concern to the society.
2023-24 ***2024-25*** ***2025-26*** ***2026-27*** ***2027-28***	The Institution continues to promote the research culture to reach a target of five publications per faculty in peer reviewed journals. The Institution creates suitable research environment to achieve 35% of faculty engages on issues of concern to the society.
2028-29 **2029-30** **2030-31** **2031-32** **2032-33**	The Institution continues to promote research culture to reach a target of six publications perfaculty in peer reviewed journals. The Institution creates congenial research environment to achieve 50% of faculty engages onissues of concern to the society.

13. The University should have a world-class library with subscriptions to reputed journals in areas of courses it is offering

To upgrade the library and information facility and services to the world class level meeting the goals and objectives of GITAM every possible opportunity and state of art technology will be exploited and implemented over a period of time in a phase wise manner.

15 Years	World-class library
2018-19	The Institution ensures subscription of journals not only to meet the requirement of theproposed 31 courses at UG & PG level but also to meet the demands of research.
2019-20	
2020-21	
2021-22	
2022-23	
2023-24	The Institution ensures subscription of journals not only to meet the requirement of theproposed 24 courses at UG & PG level but also meet the demands of research.
2024-25	
2025-26	
2026-27	
2027-28	
2028-29	The Institution ensures subscription of journals not only to meet the requirement of theproposed 12 courses at UG & PG level but also to meet the demands of research.
2029-30	
2030-31	
2031-32	
2032-33	

14. The University should have student amenities comparable with that of globally reputed institutions

15 Years Plan	Student amenities
2018-19 **2019-20** **2020-21** **2021-22** **2022-23**	(i) Directorates of Placements will be further strengthened to meet the needs of increasedstudent strength. (ii) The incubation centres will be further reinforced to meet the growing demand. (iii)The facilities at the Knowledge Resource Centres will be upgraded to the level of Worldclass library. (iv) International student hostels of 1200 capacity will be made available.

2023-24 **2024-25** **2025-26** **2026-27** **2027-28**	(i) World class sports facilities will be provided by creating synthetic athletic track & field, golf court, A/C gymnasium hall, swimming pool etc. (ii) Expansion of international student hostels to meet the increased demand. (iii)Enrichment of ICT services to make the campus fully digital.
2028-29 **2029-30** **2030-31** **2031-32** **2032-33**	i) Expansion and upgradation of the guest house facilities to meet the demand. ii) Expansion of hostels to meet the increased demand for domestic students. iii) Establishment of an amphitheatre to encourage the multi-cultural environment of thecampus.

15. The University should be accredited by NAAC and also one reputed international accreditation agency

15 Years Plan	Accreditation
2018-19 **2019-20** **2020-21** **2021-22** **2022-23**	(i) To improve NAAC A+ grade to A++ grade (ii) To achieve at least a rank of 700 in Times Higher Education World University Ranking (iii) To figure in QS University rankings ABET accreditation for specific academic programmes. achieve top 700 World ranking. (iv) Accreditation by ABET, for specific academic programmes.
2023-24 **2024-25** **2025-26** **2026-27** **2027-28**	i. To achieve top 500 rank in Times Higher Education World University rankings /QS World rankings ii. ABET accreditation to selected programs.
2028-29 **2029-30** **2030-31** **2031-32** **2032-33**	(i) To achieve top 100 rank in Times Higher Education World University Ranking (ii) ABET accreditation to all programs.

16. The University should have reasonably large owned/long term leased campus with adequate space for expansion

The Institution has ample space for expansion. Additional land will be procured if require

17. The governance structure of the University should be distinct from the governance structure of the Sponsoring Society

Governance structure of the deemed to be university has always been distinct from the governance structure of the Sponsoring Society since inception. The sponsoring society is governed by the Governing Body whereas the Deemed to be university is governed by the Board of Management.

18. The University should achieve a student enrollment of at least 10,000 over a period of 15 years

GITAM is already having student enrollment of nearly 22000 which will be increased to 38000 over a period of fifteen years as detailed below.

	Year	No of students
Phase I 1st - 5 Yr. Plan	2018-19	23000
	2019-20	24200
	2020-21	25520
	2021-22	27000
	2022-23	28500
Phase II 2nd - 5 Yr Plan	2023-24	30000
	2024-25	31800
	2025-26	33700
	2026-27	35730
	2027-28	38000
Phase III 3rd - 5 Yr Plan	2028-29	38000
	2029-30	38000
	2030-31	38000
	2031-32	38000
	2032-33	38000

19. **The University should come in top 700 of the world renowned ranking frameworks in the first 5 years and top 100 eventually over time.**

15 Years	World Ranking
2018-19 **2019-20** **2020-21** **2021-22** **2022-23**	Top 700 of any of the world renowned ranking frameworks
2023-24 **2024-25** **2025-26** **2026-27** **2027-28**	Top 500 of any of the world renowned ranking frameworks
2028-29 **2029-30** **2030-31** **2031-32** **2032-33**	Top 100 of any of the world renowned ranking frameworks

TIMELINE TO ACHIEVE EXPECTATIONS FOR EACH CRITERION

S No	Criterion	Timeline to achieve expectations in each Criterion asproposed in the 15 year Strategic Vision Plan
1	The University should preferably be multi-disciplinary or interdisciplinary and have both teaching and research focus of an exceptionally high quality. No minimum quantifiable criteria is fixed	i) 30% increase in multidisciplinary programs. ii) use of state-of-the-art IT infrastructure to augmentpedagogy iii) achieve research funding of Rs.100 crores fromexternal funding. iv) 15% increase in patents & concerted efforts tocommercialize them
2	The University should offer interdisciplinary courses, including in areas of emerging technology and interests as well as those of relevance to the development concerns of countries like India. No minimum quantifiable criteria is fixed	i) 15% increase in interdisciplinary programs in emergingtechnologies. ii) it will be ensured that all the programs are relevant tothe development concerns of India
3	The University should have a good proportion of foreign or foreign qualified faculty. No minimum quantifiable criteria is fixed	i) Faculty strength after 15 years: 3800 ii) 100% of faculty with Ph.D. iii) Foreign/ foreign qualified faculty: 700. Concerted efforts will be made to achieve reasonably good proportion of foreign or foreign qualified faculty
4	There should be a reasonably good mix ofIndian and foreign students No minimum quantifiable criteria is fixed	Concerted efforts will be made to admit 5000 foreignstudents

5	There should be a transparent merit-based selection in admissions, so that the focus remains on getting meritorious students No minimum quantifiable criteria is fixed	i) transparent merit-based admissions will continue ii) more focus on getting meritorious students
6	Scholarships to meritorious students wholack financial ability No minimum quantifiable criteria is fixed	i) Existing scholarships will continue ii)15% increase in the number of scholarships
7	Faculty-Student Ratio should not be less than 1:20 at the time of declaring the institution as an Institution of Eminence and should increase to not less than 1:10 after five years	Maintain Faculty-Student Ratio 1: 10
8	There should be laboratory facilities toundertake cutting-edge scientific research No minimum quantifiable criteria is fixed	Phytochemistry LaboratoryRobotic Surgery Centre Telemedicine Centre Centre for Clinical Skills & Simulations
9	The University should strive to achieve social impact by engaging in applied research and innovation in issues of concern to developing societies No minimum quantifiable criteria is fixed	Biopesticides developed at the bioprocess and bioproducts research centre will help to reduce the impact of pesticide pollution. Robotic surgery center will attempt for cost effective and efficient surgeries for the benefit rural. Phytochemistry lab will strive to develop ecofriendlyefficient drugs at cheaper cost.
10	The University should develop teaching and research collaborations with a reasonable number of global universities figuring in the most reputed global rankings No minimum quantifiable criteria is fixed	15% increase in teaching and research collaborations with global universities figuring in the most reputed global rankings.

11	The University should have a) initial Corpus Fund Rs. 60 cr. b) Increased Corpus Fund of Rs. 150 cr.in 10 years c) Guaranteed pipeline of Rs. 500 cr. d) Credible Plan for additional Rs. 500 cr.	The Institution will achieve: i) Corpus Fund of about Rs. 1752.55 crores. Guaranteed pipeline of and credible plan of Rs.9585.83 crores in fifteen years.
12	The University should be known for promoting the culture where faculty are encouraged to regularly publish in peer-reviewed journals and engage academically with the issues of concernto the society. It should have a record of research publications at the mean rate of at least one per faculty member each year in reputed peer-reviewed international journals.	i) 15% increase in publications in refereed journals(SCOPUS) ii) 20% increase in refereed papers and presentations the faculty will continue to engage academically withthe issues of concern to the society
13	The University should have a world-class library with subscriptions to reputed journals in areas of courses it is offering No minimum quantifiable criteria is fixed	15% increase in the book and journals
14	The University should have student amenities comparable with that of globally reputed institutions No minimum quantifiable criteria is fixed	i) Student amenities will be upgraded from time to time keeping in view the requirements. ii) It will be ensured that the amenities are comparable toglobally reputed institutions.

15	The University should be accredited by NAAC and also one reputed international accreditation agency	i) Achieve top 100 world ranking in renowned ranking frameworks (such as Times Higher Education World University Rankings or QS University rankings) ii) Accreditation by ABET for all academic programmes.
16	The University should have reasonably large owned/long term leased campuswith adequate space for expansion No minimum quantifiable criteria is fixed	The campuses will be adequately enlarged keeping inview academic and administrative requirements
17	The governance structure of theUniversity should be distinct from the governance structure of the SponsoringSociety No minimum quantifiable criteria is fixed	The campuses will be adequately enlarged keeping in view academic and administrative requirements
18	The University should achieve a student enrollment of at least 10,000 over a period of 15 years	5000 foreign students will be admitted
19	The University should come in Top 500 ofthe world-renowned ranking frameworks in the first 10 years and top 100 eventually over time.	Top 100 of any of the world renowned rankingframeworks

GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(Deemed to be University)
Visakhapatnam - Hyderabad - Bengaluru

Regd. Office
Gandhi Nagar, Rushikonda
Visakhapatnam-530045
Andhra Pradesh, INDIA.
Ph: 0891-2790101 / 202
Email: registrar@gitam.edu
www.gitam.edu