

## KLE Technological University, Hubballi

### Strategic Plan: 2016- 2020





## Vice-Chancellor's foreword

Dear Colleagues,

With the rich heritage of seven decades in engineering education, B. V. B. College of Engineering and Technology, Hubli, is on an exciting transformational journey of becoming a model University for the 21<sup>st</sup> century. Impressive growth of the institution over the years in size, stature and influence and further gaining of University status is a testament to the resilience and fortitude of faculty, staff and visionary leaders of institute and KLE society. Our capacity to continue to embrace and effect change will be critical as we chart our future course to emerge as a University with national distinction.

I am pleased to share the first strategic plan for the KLE Technological University. Today's global challenges and rapid pace of change that is happening in the landscape of higher education have raised the expectations we have from our Universities. The Universities of new century need to constantly innovate, craft new paths and embrace new ideas, to create value to the students and the society we serve. Guided by recently adopted strategic vision, mission and values, this strategic plan represents our aspirations and guides our future by laying out roadmap to anticipate and respond to challenges and opportunities that are unfolding nationally and globally.

The strategic themes of our plan evolve from University's primary commitment to outstanding learning and student experience, impactful of research and societal engagement. These three interwoven strands of a triple helix; teaching, research and engagement that shape and reinforce one another, define our aspirations and focus. The four cross-cutting enablers detailed in the strategic plan; people, governance, partnerships and infrastructure, are essential to achieve strategic goals envisaged for each of the themes.

The goals and strategic initiatives set forth in this plan are ambitious and achievable. Over the next five years, using institution's foundational strengths and our entrepreneurial spirit, we will propel KLE Tech. towards the bright future and compete successfully with the best in the world. Your energy, commitment, and ideas are key to our success. I look forward to your ongoing support as we continue on this exciting journey.

Yours sincerely

Dr. Ashok Shettar

Vice-Chancellor



## Introduction

KLE Technological University (KLE Tech) has its roots in one of the premier engineering institution of Karnataka, B. V. Bhoomaraddi College of Engineering and Technology, Hubli (BVB). The founding organization KLE Society, Belgaum, established BVB college in 1947 with an aspiration of creating an institution that would lay the foundation of modern engineering education in northern region of Karnataka. Over the years, it evolved to reach and hold a unique position of pride in the technical education system of India. As we entered into the 21<sup>st</sup> century, the college undertook comprehensive reform process to adapt to the challenging global engineering education scenario. In pursuit of academic excellence, the college attained academic autonomy from University Grant Commission (UGC) in the year 2007. As an autonomous the college, BVB established its distinctive character in the academic space through its curriculum and outstanding student experience. Over the time it gained tremendous credibility with the industries and employers and emerged as a brand to reckon with. The Alumni of the Institute have done exceedingly well in all spheres of life at both national and international levels and brought name and fame for themselves as well as to their Alma Mater.

The times have changed, and the higher educational institutions need to continually innovate to maintain and enhance their relevance to meet the ever changing demands of global economies. Apart from delivering good quality education, the institutions are expected to develop their capacity in research and innovation. They also need to undergo a fundamental transformation in terms of their role in the society, mode of operation, and economic structure and the scale at which they operate.

Keeping the above challenges in mind BVB College of Engineering and Technology, undertook strategic initiative of transforming itself into a University of national distinction. In 2014 the college was recognized as a state private University by Government of Karnataka. The rich heritage of BVB College as one of the best engineering college combined with brand equity of KLE Society are the starting points for KLE Technological University to emerge as a University with a national distinction.



# **KLE Technological University, Hubballi**

## **Strategic Plan: 2016- 2020**

### **Overview**

**VISION**

**MISSION**

## Vision

*KLE Technological University will be a national leader in Higher Education –recognized globally for innovative culture, outstanding student experience, research excellence and social impact.*

## Mission

KLE Technological University is dedicated to teaching that meets highest standards of excellence, generation and application of new knowledge through research and creative endeavors.

The three-fold mission of the University is:

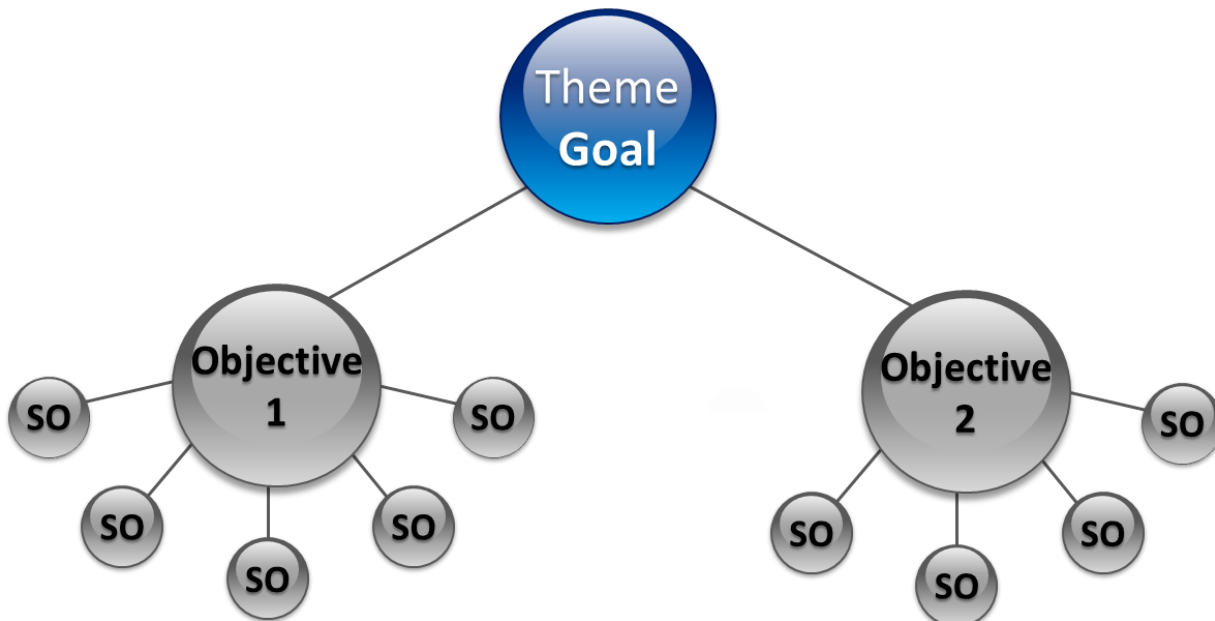
- *To offer undergraduate and post-graduate programs with engaged and experiential learning environment **enriched by high quality instruction**, that prepares students to succeed in their lives and professional careers.*
- *To enable and grow disciplinary and inter-disciplinary areas of research, that build on present strengths and future opportunities aligning with areas of national strategic importance and priority.*
- *To actively engage in Socio-economic development of the region, by contributing our expertise, experience and leadership, to enhance competitiveness and quality of life.*

As a unified community of faculty, staff and students, we work together with the spirit of collaboration and partnership to accomplish our mission.

## Section-1

# Strategic Themes

Theme Goals → Objectives → Specific Objectives



**SO** – Specific Objectives

## Theme 1

### Outstanding Student Experience

#### Goal 1

The KLE Technological University will offer learning experience that stimulates, challenges, and fulfils the potential of students, leading to meaningful careers and profound contributions to society.

We want students to be attracted to KLE Tech. for the distinctive content and quality of our degrees. Curriculum renewal is a vital strategy for enhancing the quality of learning and teaching at KLE Tech. The broad design of academic programs is aligned to the Graduate attributes specified by the global accreditation bodies and in consideration of future expectations of graduates.

KLE Tech. students will have the benefit of an extensive range of enrichment experiences within, or alongside, assessed curriculum. We will continually adapt and innovate learning-focused pedagogical models and technologies to provide outstanding experience to the students

We want our students to be ‘work ready’ and ‘world ready’

#### 1.1 Curriculum Distinctiveness

*Objective:*

*Provide a distinctive curriculum that is challenging, innovative, relevant, and consistent with the current and future needs of graduates.*

Specific Objectives:

- a. Implement curriculum development, curriculum revisions and program improvements through the use of appropriate curricular framework and adapting best practices from educational research.
- b. Ensure that curriculum strongly reflects relevant Graduate attributes and deliver high quality programs that meet national and international standards.

- c. Continually engage employers / industry in curriculum design
- d. Evolve Strong verticals that are connected to the industry trend and employment opportunities.

## 1.2 Learning experience

*Objective:*

*Deliver a transformative Learning experience that is experiential, global and Technology rich*

Specific Objectives:

- a. Provide opportunities for experiential and integrative learning in all programs. This can include projects, research, field work, internships.
- b. Create new and innovative physical and virtual learning spaces.
- c. Encourage co-curricular and extra-curricular activities, events that complement formal learning experiences and help students shape their future.

## 1.3 Teaching Innovation

*Objective:*

*Develop innovative, adaptive and creative approaches to educational delivery that are based on sound pedagogy and enhance effective student learning*

Specific Objectives:

- a. Promote and support research-informed innovation in teaching and learning that enhances student achievement and engagement
- b. Enhance the teaching skills and practices of faculty through effective induction, continuous training and professional development opportunities
- c. Improve the alignment between learning outcomes –teaching /learning process and assessment practices in all the courses.
- d. Enrich teaching, learning and outreach activities by drawing on international best practice
- e. Leverage new delivery models and technologies to provide flexible blended and / or online learning



## 1.4 Measure and Improve

*Objective:*

*Build a shared commitment by leaders, faculty and other key stakeholders towards the institutional culture of student learning outcome assessment and continuous program improvement.*

Specific Objectives:

- a) Evolve student learning assessment plans and appropriate methods or instruments for gathering data to measure attainment of student learning outcomes.
- b) Specify procedures for analyzing and interpreting the evidence gathered in assessment learning outcomes at course level and program-level and coordinate institutional learning assessment activities.
- c) Identify the means by which information that results from assessment can be used the effectively in course design, curriculum review, and program development

## Theme 2 Impactful Research

### Goal 2

*KLE Tech will actively nurture and organize its research efforts and creative endeavors to enhance regional, national and global impact and reputation as a research intensive University*

Improving our performance in research metrics is a necessary step for obtaining credibility and resources needed to elevate KLE Tech in the Indian higher education system. A greater part of our research effort will be aligned / concentrated in the areas of national interest. We need to build on these areas to develop substantial research strength by selective strategic investments, research leadership and support. This selective strategic investment will need to be provided to inter-disciplinary and disciplinary areas.

### 2.1 Focus

*Objective:*

*Promote and support research as the 'flagship' activity of each discipline, with a clear expectation that all faculty are expected to contribute to building-up of research profile of the University.*

Specific Objectives:

- a. Evolve strategic research roadmap for each school by identifying research focus areas (RFA) that build on present strengths / future opportunities and align with national strategic importance and priority
- b. Implement an integrated and coherent University-wide approach to planning, delivering, managing, rewarding and funding research across all the schools.
- c. Enhance research active faculty
- d. Establish metrics to measure and reflect research output and impact using a range of measures at individual and institutional level.

## 2.2 Interdisciplinary Research Centers

*Objective:*

*Build strategic aggregations of people and programs to strengthen interdisciplinary areas of research & development, that will allow us to compete successfully for large funding opportunities and provide the ability to create innovative solutions to societal needs.*

Specific Objectives:

- a. Promote and support interdisciplinary research and development centers, that leverage breadth of our expertise to address the complex problems faced by our nation and the world.
- b. Ensure that these centers give priority to problems/opportunity-focused projects/products that demonstrate successful interdisciplinary collaboration and address the market needs.

## 2.3 Funding

*Objective:*

*Foster a supportive environment for research by facilitating access to internal grants and providing strategic expertise to maximize external grants.*

Specific Objectives:

- a. Build, University research fund, for providing internal support to faculty, schools and centers to enhance their research profile.
- b. Hire research faculty who are among the best in their respective fields, and have ability to make rapid and substantial contribution to the goal of generating research funding.
- c. Seek funding from governments, research agencies and industry to sustain the research initiatives and enable specific research projects
- d. Drive the commercialization of research and technology transfer, through mechanisms such as licensing, patents, creating spin-off companies and supporting external entrepreneurs.



## 2.4 Programs

*Objective:*

*Enhance quality and relevance of its doctoral research programs to emerge as an institution of choice for researchers.*

Specific Objectives:

- a. Continue to invest in research capacity development to attract and support more doctoral students in disciplinary and interdisciplinary RFA's
- b. Strengthen the interconnectivity between research and teaching/learning, including the participation of undergraduate and postgraduate students in University research programs.
- c. Evolve innovative enrollment strategies to recruit and support full time researchers and personnel from industry.

## Theme 3

### Societal Engagement

#### Goal 3

*KLE Tech will actively seek out those strategic opportunities to contribute to the socio-economic development of North-Karnataka and benefit the people of the region. Societal engagement will be distinctive feature of learning and research endeavors at KLE Tech.*

The University will strive hard to enhance quality of life in the region by contributing its expertise, experience and leadership. A more intimate engagement with society will not only enrich the community but will benefit our students as well. It will offer additional opportunities for research, for experiential learning, and for development of values of citizenship and social service. We will pursue this agenda through sustained partnership with public, private, non-governmental, professional bodies.

Universities form an important pillar in the competitiveness of the regions in which they are situated. They should create economic value by serving as magnets of talent, as engines of innovation and as incubators of new products and ideas. Our work in driving innovation and entrepreneurship in our region will be grounded on a strong entrepreneurial culture among our faculty and students.

### 3.1 Student – Society

*Objective:*

*Integrate civic engagement and service learning into student learning experience, wherein students can understand and connect to societal needs.*

Specific Objectives:

- a. Create educational experiences wherein students develop a greater understanding of social issues and take responsibility to evolve innovative solutions to address them.
- b. Encourage and support the students to take up projects that have distinctive feature of community engagement and benefit the local and regional communities.

### 3.2 Institute-Society

*Objective:*

*Actively engage in advancement of the region through leadership role in the community and emerge as a model for university-society partnership.*

Specific Objectives:

- a. Be a leader in a strong network of local and regional organizations, government entities, educational institutions and private foundations that link the University to external communities to create a positive impact.
- b. Address needs, challenges, and perspectives of our Region with services, applied research and collaboration with appropriate organizations.
- c. Support educational institutions and students in the Region through outreach programs and services to enhance quality of education.

### 3.3 Entrepreneurship

*Objective:*

*Create entrepreneurial ecosystem driven by innovation and collaboration for the growth of industries and employment opportunities in the region.*

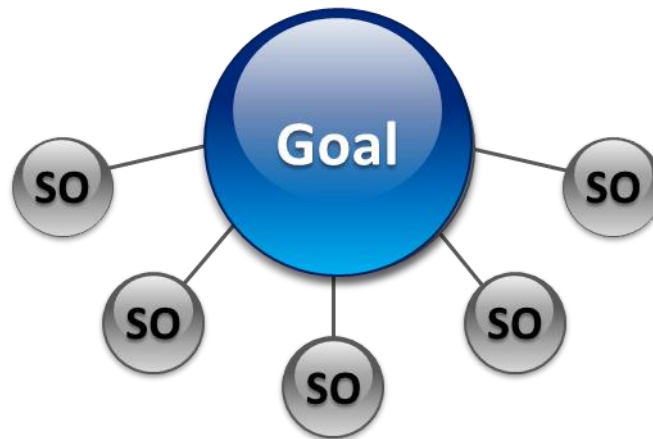
Specific Objectives:

- a. Enhance formal and informal opportunities to students to participate in entrepreneurial activities leading to start-up company creation.
- b. Engage entrepreneurial community to create vibrant entrepreneurial ecosystem in the campus and in the region.
- c. Promote and support innovation and research by students and faculty leading to solutions that address wide range of societal needs and also create value for the new enterprises.

## Section-2

# Enablers

Goals → Specific Objectives



**SO** – Specific Objectives



## Enablers

### People

#### Goal 4

*KLE Tech. aspires to be an employer of choice, where faculty and staff achieve their full potential, professionally and personally with deep sense of institutional pride.*

#### Specific Objectives:

- Attract, develop and retain the best academic and professional staff and support them to achieve excellence.
- Develop innovative induction and professional development programs to assist faculty and staff to build their knowledge, capabilities and skills to deliver world-class research and educational experiences.
- Determine professional development needs of those progressing to leadership roles and invest in appropriate leadership development opportunities.
- Foster a culture of high aspiration and performance, drawing on excellent leadership, effective management and employee engagement.
- Ensure that all staff have clear performance expectations aligned to their roles and to their prospects of career development in the context of the University's strategy.
- Ensure that all staff have effective and regular performance feedback that links to reward, recognition and future development planning.
- Recruit faculty with industry experience in regular positions or as adjunct faculty to enhance the relevance of the programs being offered.
- Ensure all staff appointed to research enabled positions have a PhD or a Research Development Plan as a condition of employment.

## Infrastructure

### Goal 5

*To provide modern, effective and efficient infrastructure and services that supports stimulating working and learning environment of the University.*

#### Specific Objectives:

- Continue to invest investment in buildings, plant and equipment at an appropriate level to meet the changing needs of the University.
- Ensure that all existing infrastructure is maintained and used as efficiently as possible.
- Demonstrate agility in our approach to planning and delivery of estates projects.
- Enhance capacity for on-campus residential students by creating high-quality accommodations.
- Develop and maintain an information and communications infrastructure and platforms that supports access needs for teaching, learning and research, and that enables the University to gain strategic value from information to achieve international best practice in administration and decision support.

## Governance

### Goal 6

*Evolve and implement Governance and Management mechanisms that are responsive, reliable and efficient to meet the future challenges of the University.*

#### Specific Objectives:

- Develop and regularly review University-wide strategic and operational plans to provide coordination and focus for key strategic goals.
- Ensure that all policies and procedures of the University align with the rules and regulations of regulatory bodies
- Identify relevant good governance practices of comparable institutions and benchmark University governance against them.

- Maintain a high level of transparency to keep all the stakeholders informed about the University activities
- Implement continuous improvement processes across all academic, support services and administrative activities
- Develop Key Performance Indicators to measure and review the performance of the University and leadership team.
- Prioritize and align resources to our strategic priorities by actively monitoring the funding position and objectively appraising the short and long-term financial implications of all major decisions
- Maintain a comprehensive and effective risk management, internal audit and assurance framework and carefully managing major financial risks to the University

## Partnerships

### Goal 7

*KLE Tech will proactively seek mutually beneficial partnerships that lead to achievement of shared aims and aspirations.*

#### Specific Objectives:

- Identify Develop strong partnerships with alumni, educational institutions, business, industry, government and community organizations to work on shared aims and aspirations.
- Develop a comprehensive University wide alumni engagement program to seek their support for the University to benefit future generation of students.
- Actively engage with industry and business in curriculum design, joint research programs, student internships, faculty training and funding for laboratory development.
- Develop effective collaborations with bodies and NGO's to Contribute to the social and economic development of the region.
- Tie up with national and international professional bodies to constantly learn and adapt world-wide best practices in educational practice.