

**NEP  
2020**

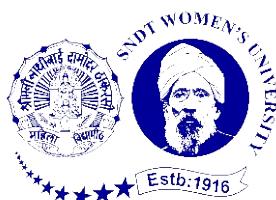
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**SNDT Women's University**

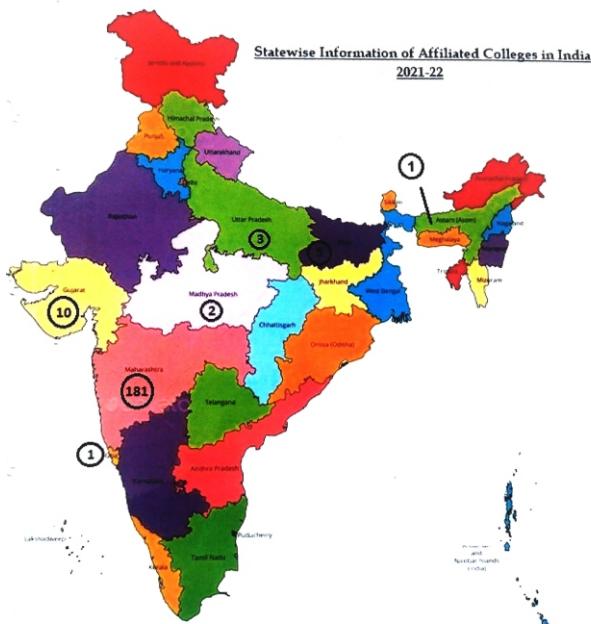
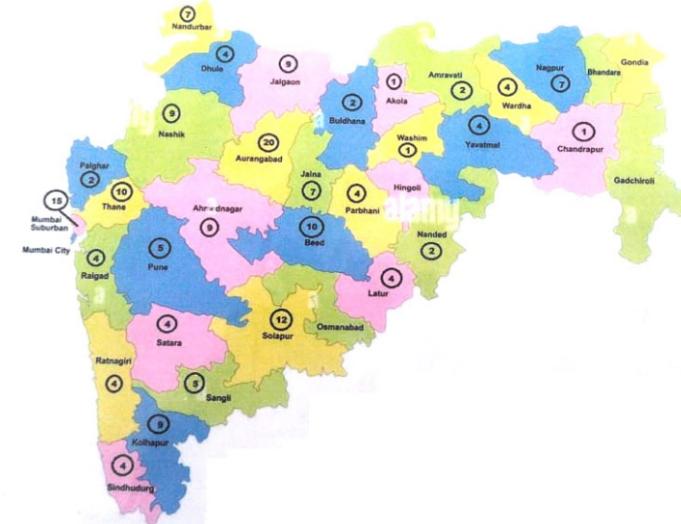
*NEP 2020 Implementation: Goals and Action Plan*

# NEP 2020



**SNDT Women's University**

*NEP 2020 Implementation: Goals and Action Plan*



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# NEP 2020



## Hon'ble Vice Chancellors Note on NEP 2020

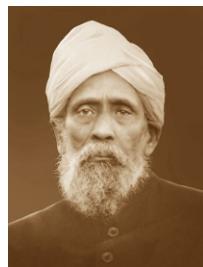
“Education is fundamental to achieving full human potential, developing an equitable and just society, and promoting national development. The global education development agenda reflected in SDG Goal 4, seeks to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all by 2030”.

SNDT Women’s University is committed to empower women through education. Her motto is ‘Sanskrita Stri parashati’. We believe that one enlightened woman can bring about positive change in her universe. Since its establishment 107 years ago, the university has been dedicatedly working towards its vision and mission. Blessings of Bharta Ratna Maharshi Dhondo Keshav Karve, founder of the University is the driving force for achieving its set goals through more than 200 different courses offered by the university to a diverse set of students. The University has been able to reach to all the sectors of the society by the formal as well as informal education adopted by the university.

The University is the manifestation of the aspirations spelt out in the National Education Policy 2020. It would not be wrong to say that SNDT Women’s University is the torch bearers for execution of National Education Policy in many other educational institutions of India.

The document is the compilation of the activities, policies, beliefs and ideals of the university which match perfectly with the requirements of the multidisciplinary and holistic education envisioned in the National Education Policy 2020

# NEP 2020



## Preface

SNDT Women's University is the first Women's university in India as well as in South-East Asia. The University was founded by Bharatratna Maharshi Dr. Dhondo Keshav Karve in 1916 for a noble cause of Women's Education. The first five women graduated in 1921 from this University. The University Headquarters is in Churchgate Campus, Mumbai and the other two campuses of this University are at Juhu, Mumbai and Karve Road, Pune.

In a century old existence, the university has grown into a multidisciplinary institution hosting diverse professional, technical and liberal arts programmes from K12 to PhD. SNDTWU is probably one such university where there is Nursery school as laboratory for Human Development Department, Centres for Women's Studies, Inclusion and Exclusion, Distance Education, Lifelong Education, Polytechnic and has affiliated institutions for doctoral programmes. Unlike most universities in the country which have to have state jurisdiction, SNDTWU is unique in terms of jurisdiction. SNDTWU can affiliate colleges/institutions anywhere in India with prior consent from the State Government.

SNDT Women's University, Mumbai is one of the frontrunners in adopting the novel educational trends. The National Education Policy (NEP) 2020 is a thoughtfully planned guiding document introduced to change the face of Education in India. This document enlists the action plan and goals of SNDT Women's University in implementation of the NEP 2020.

The gigantic task of preparing the Comprehensive Roadmap for Implementation of NEP by the Task Force involved a series of discussions/consultative sessions with the eminent experts from various prestigious higher educational institutes and academia of the University. The Task Force conducted brainstorming sessions with internal and external experts to devise the roadmap for implementation. We are grateful to each member of the Task Force for her/his exceptional contribution.

The present document is an outcome of the collective discussions and efforts by the members of the task force. To achieve the Vision of the University, the NEP Task force of SNDTWU has envisaged the path for implementation of NEP 2020 and has identified nine thrust areas. The goals for each area have been devised with a clear strategy of implementation.

# NEP 2020

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# NEP 2020

## *Focus Areas*

The NEP 2020 States that in the 21st century, quality higher education must aim to develop good, thoughtful, well-rounded, and creative individuals. It must enable an individual to study one or more specialized areas of interest at a deep level. It should also develop character, ethical and Constitutional values, intellectual curiosity, scientific temper, creativity, spirit of service. In addition, it should also help to inculcate the 21st century capabilities across a range of disciplines including sciences, social sciences, arts, humanities, languages, as well as professional, technical, and vocational subjects. A quality higher education must enable personal accomplishment and enlightenment, constructive public engagement, and productive contribution to society. It must prepare students for more meaningful and satisfying lives and enable economic independence.

For the purpose of developing holistic individuals, the SNDTWU's vision includes the following focus areas for NEP implementation.

1. Multidisciplinary and Holistic Education
2. Equity and Inclusion in Higher Education Motivated,
3. Energized and Capable Faculty
4. Technology use and Integration
5. Global outreach and Online Education
6. Promotion of Indian Languages, Art and Culture
7. Catalyzing Quality Academic Research
8. Optimal learning environment and support for students
9. Restructuring Teacher Education

# *Focus Area 1 : Multidisciplinary and Holistic Education*

**Convener: Dr. Sachin Deore, Professor, Dept. of Geography, Pune**

## **Policy Goal**

The NEP 2020 states that, 'a holistic and multidisciplinary education would aim to develop all capacities of human beings - intellectual, aesthetic, social, physical, emotional, and moral in an integrated manner'. The policy aims to provide an education to help develop well-rounded individuals that possess critical 21st century capacities in the fields across arts, humanities, languages, sciences, social sciences, and professional, technical, and vocational fields; an ethic of social engagement; soft skills, such as communication, discussion and debate; and rigorous specialization in a chosen field or fields. In the long term, holistic education should be the approach of all undergraduate programmes, including those in professional, technical, and vocational disciplines.

## **Rationale**

To provide an academic platform to the learners to become aware of and understand local as well as global issues; and, to become active promoters of more peaceful, tolerant, inclusive, secure, and sustainable societies by offering flexible multidisciplinary curriculum.

## **Goals**

### **Curriculum:**

- To introduce outcome-based multidisciplinary curriculum concerning the features of NEP-2020
- To initiate revision of the curriculum of present courses to develop all capacities of human beings - intellectual, aesthetic, social, physical, emotional, and moral.
- To introduce short-term courses.

### **Teachers:**

- To inculcate multidisciplinary approach in academics as primary feature of NEP-2020.

### **Campus/ Institution:**

- To nurture Academic Environment by collaborating and integrating various activities

Goals	Action Plan
<b>1.1 Curriculum</b>	
<b>To introduce Outcome-based multidisciplinary curriculum concerning the features of NEP-2020</b>	
Short Term Goals	To conduct a workshop on integrating a multidisciplinary approach in curriculum.  1. Workshops on scope for revision in curriculum for integrating multidisciplinary approach (Faculty wise) 2. Workshops for exploring the common area of study to design new multidisciplinary courses

Goals		Action Plan
Short Term Goals		<p>3. Promotion of academic activities for the interactions amongst the interdepartmental faculties and students</p>
	Discussion sessions on integrating features of NEP-2020 within curriculum	<p>1. Conference on issues and challenges in integrating multidisciplinary approach in the curriculum focusing on special features of NEP-2020</p> <p>2. Discussion Sessions in BOS meetings</p>
	UG Program Structure	Faculty interactions and BOS meetings for assessment of the existing courses in the light of focus areas of NEP-2020 with a view to revise the structure to offer maximum flexibility and choices to students
Mid Term Goals	PG Programme Structure - 2 and 1 Year (For Hons.) Integrated Programs	Faculty interactions and BOS meetings for assessment of the existing courses in the light of focus areas of NEP-2020 with a view of revising the structure for implementation of a 2 year or a 1 year PG (for Hons.) Programmes.
	Mapping the courses in a structured manner to promote maximum possible choices to the students	Boards of studies will undertake mapping of the courses in structured manner for promoting maximum possible choices to the students
Long Term Goals	Flexibility in curriculum, novel and engaging course options will be offered to the students, in addition to rigorous specialization in a subject or subjects.	<p>1. In every academic programme at least one employability enhancing or discipline specific new course will be introduced in a year along with review of existing syllabi</p> <p>2. Introducing cultural exchange programs across all disciplines to promote social engagement</p>
<b>To initiate revision of the curriculum of present courses to develop all capacities of human beings -intellectual, aesthetic, social, physical, emotional, and moral.</b>		
Short Term Goals	Discussions/ Workshops on scope for revision in curriculum (Faculty wise)	Interactions with experts and workshops of teaching faculty members for revision of curriculum for developing varied human capacities

Goals		Action Plan
Short Term Goals	Finding the common area of study to design new courses	Interdisciplinary conference of faculty members for identifying common areas of study with a view to designing new courses
	Strengthening activities of Sports, Mindfulness center, Yoga etc.	1. Courses will be introduced through CHETANA 2. Through ANUDAKSH Skill development courses will be introduced
Mid Term Goals	Revision of curriculum every year	In collaboration with the institutions and industries
Long Term Goals	Flexibility in curriculum and novel and engaging course options will be offered to students.	Novel and engaging courses will be introduced as per the choice of the students

#### To introduce short-term courses

Short Term Goals	Designing credit courses of 1 to 4 credits	1. Deliberations with the teachers 2. courses will be introduced through CHETANA 3. Skill development courses will be introduced through P.V. Polytechnic 4. Dept. of LifeLong Learning
	Student support and facilitation	Building a mechanism for the students to understand the possibilities of activities they can avail on the campus and have easy interactions with the concerned authority / office.

#### 1.2 Teachers

#### To inculcate multidisciplinary approach in academics as primary feature of NEP-2020

Short Term Goals	Collaborative projects with Govt./ NGOs/ Industries	1. Workshops on Collaborative projects with Govt./ NGOs/ Industries 2. Implementation of collaborative projects 3. Publication of project reports in the form of policy documents or research publications

Goals		Action Plan
Short Term Goals	Motivation to design multidisciplinary courses	Organise workshops on MOOC and Moodle
	Introduction of short term courses designed by teachers	The courses will be introduced through CHETANA and ANUDAKSH

### 1.3 Campus

#### To nurture Academic Environment by collaborating and integrating various activities

Short Term Goals	Promoting academic activities for the interactions amongst the interdepartmental faculties	<ol style="list-style-type: none"> <li>1. Periodic interactive sessions with the faculties of different disciplines</li> <li>2. Organization of the inter-departmental or interdisciplinary Cultural programs</li> </ol>
	Motivation to undertake interdepartmental activities or projects	Organization of interdisciplinary student-led conferences or other co-curricular activities

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## *Focus Area 2: Equity & Inclusion in Higher Education*

**Convener: Dr. Sujata Bhan, Head, Dept. of Special Education, Juhu**

### **Policy Goal**

Education is fundamental to achieving full human potential, developing an equitable and just society, and promoting national development. The global education development agenda reflected in SDG Goal 4, seeks to ensure inclusive and equitable quality education, and promote lifelong learning opportunities for all by 2030.

### **Rationale**

The education system must therefore, aim to benefit all of India's children so that no child loses any opportunity to learn and excel because of the circumstances of birth or background. SNDT Women's university is committed to strive towards inclusion of all the socially and economically backward learners and also those with any kind of disabilities in the mainstream higher education.

### **Goals**

#### **Teaching learning process:**

- To promote learner centered pedagogy that caters to unique needs of each learner

#### **Learning Resources:**

- To develop learning resources that can benefit learners from different disabilities or coming from diverse linguistic background

#### **Research:**

- To promote multidisciplinary research

#### **Infrastructure:**

- To develop our computer lab which can be used by learners with disabilities
- To develop a well-equipped assessment lab with tests that can be used for psycho-educational assessment of diverse learners

#### **Extension:**

- To conduct faculty development programmes for creating awareness and sensitization of SNDTWU faculty and students towards the inclusion of the marginalized in the mainstream higher education.

#### **Collaboration:**

- To establish a collaboration with other local, national and international organizations to offer short term and certificate courses

Goals		Action Plan
<b>2.1 Teaching learning process</b>		
Short Term Goals	Promote learner centered pedagogy that caters to unique needs of each learner	Educate and train teachers in use of inclusive teaching pedagogies
Mid Term Goals	Continue student centric teaching-learning in line with NEP 2020	<ol style="list-style-type: none"> <li>1. Use inclusive teaching pedagogies in class</li> <li>2. Train teachers from affiliated colleges in use of inclusive pedagogies</li> </ol>
Long Term Goals	Promote learning through use of LMS	Train all university teachers in the use of LMS
<b>2.2 Learning Resource</b>		
Short Term Goals	Identify learning resources to benefit diverse learners	<ol style="list-style-type: none"> <li>1. Gather learning resources available in languages other than English.</li> <li>2. Use technology to access reading material and books e.g, text-to- speech softwares</li> </ol>
Mid Term Goals	Develop learning resources to benefit diverse learners	<ol style="list-style-type: none"> <li>1. Prepare learning resources in languages other than English</li> <li>2. Prepare learning resources in accessible formats (daisy format, braille etc.)</li> </ol>
Long Term Goals	Develop learning resources using inclusive technologies	Implement LMS using accessible and inclusive technologies
<b>2.3 Research</b>		
Short Term Goals	Promote multidisciplinary research	Encourage Masters students to choose multidisciplinary themes while finalizing their research topic.
Mid Term Goals	Promote research in the context of multicultural and diverse contexts	<ol style="list-style-type: none"> <li>1. Identify populations to undertake action research</li> <li>2. Conduct action research to identify challenges and solutions for the identified populations</li> </ol>
Long Term Goals	Promote ethnographic research in the context of multicultural and diverse contexts	Doctoral and post doctoral researchers are encouraged to conduct ethnographic research

Goals		Action Plan
<b>2.4 Infrastructure</b>		
Short Term Goals	Initiate development of accessible campus	<ol style="list-style-type: none"> <li>1. Conduct access audit of all campuses</li> <li>2. Identify the lacunae in physical infrastructure</li> </ol>
Mid Term Goals	Develop accessible campus	<ol style="list-style-type: none"> <li>1. Provide signages in all the campuses</li> <li>2. Build ramps in all the buildings</li> <li>3. Build accessible toilets in all the buildings</li> </ol>
Long Term Goals	Develop learning support centers for students from marginalized sections of society on all campuses	<ol style="list-style-type: none"> <li>1. Identify the students who are marginalized</li> <li>2. Identify their learning needs</li> <li>3. Provide monetary, academic and social-emotional support as required</li> <li>4. Strengthen the Equal opportunities cell to work as learning support center</li> </ol>
<b>2.5 Extension</b>		
Short Term Goals	Conduct faculty development programmes for creating awareness and sensitization of SNDTWU faculty and students towards the inclusion of the marginalized in the mainstream higher education.	Plan and conduct faculty development programmes and student sensitization programmes
Mid Term Goals	Identify the diverse community needs and support them	<ol style="list-style-type: none"> <li>1. Conduct a survey to identify community needs</li> <li>2. Plan intervention programmes</li> <li>3. Implement the programmes</li> <li>4. Evaluate the efficacy of programmes and conduct follow up</li> </ol>
Long Term Goals	Sensitisation of community diversities in the society and their inclusion in the mainstream	Plan and conduct sensitization programmes

Goals		Action Plan
Long Term Goals	Developing vocational skills in people from marginalized sections of the society in the neighborhood	Internship of post graduate students in the neighborhood community to train the marginalized in vocational skills
<b>2.6 Collaboration</b>		
Establish a collaboration with local, national and international organizations to offer short term and certificate courses		<ol style="list-style-type: none"> <li>1. Identify areas for collaborative activities</li> <li>2. Identify organizations to collaborate with</li> <li>3. Identify activities for collaboration through discussions and brain storming</li> <li>4. Plan activities for diversity inclusion</li> <li>5. Implement activities</li> <li>6. Evaluate the activities</li> <li>7. Conduct collaborative researches</li> </ol>

## *Focus Area 3: Motivated, Energized and Capable Faculty*

**Convener: Dr. Pradnya Wakpainjan, Head, Dept. of Education, Churchgate**

### **Policy Goal**

The various factors that lie behind low faculty motivation levels must be addressed to ensure that each faculty member is happy, enthusiastic, engaged, and motivated towards advancing her/his students, institution, and profession. All HEIs will be equipped with the basic infrastructure and facilities, faculty should be provided with enough time to indulge in research, interaction with students, other university activities.

### **Rationale**

Human resource is an extremely precious resource and thus deserve special attention. No institution can function effectively without its human resource. The steps need to be taken to create an academically challenging environment so that the intellectual needs of an individual can be satisfied along with expanding the potentials one has. If the HEI develop its faculty members by providing varied inputs then it increases the efficiency & effectiveness of the tertiary education.

### **Goals**

- To improve teacher service conditions and career path
- To organise Teacher Development programmes
- To provide Infrastructural & digital facilities for teachers

Goals		Action Plan
<b>3.1 To improve teacher service conditions and career path</b>		
Short Term Goals	Formation of campus-wise committees for CAS (To Review, communication regarding CAS etc. Orientation and clarification of queries related to CAS)	Formulate committees to review the CAS related work that will include people from GAD and other related sections
	To review the status of CAS and invite the queries from teachers	To present the report to concerned authorities regarding current status and the problems/issues related to teacher promotions
Mid Term Goals	To equip teachers for work related to their promotion	In-depth training of teachers about the rules of CAS promotions
	To plan the strategy for teacher promotion	Plan a time table for CAS and its communication to faculty members

	Goals	Action Plan
Long Term Goals	Continuous review of Teacher promotion and career path.	Digitization of teacher information/ profiles that may help to keep a track of teacher promotions
	Designing reward and recognition policy for teachers' innovation, research etc.	Policy for teacher exchange programme.

### 3..2 To organize Teacher Development programmes

Short Term Goals	To create databases of the experts in various fields/disciplines	Identify the senior faculty in different disciplines to conduct sessions and guidance. Creating databases of senior faculty members across various disciplines
	To Prepare teachers for effective implementation of NEP	Workshop can be conducted on <ul style="list-style-type: none"> <li>• Curriculum development in the context of multidisciplinary approach</li> <li>• Cooperative and collaborative Pedagogies</li> <li>• Orientation about ABC (Academic bank of credits)</li> <li>• Assessment and evaluation techniques and feedback mechanism</li> <li>• Designing interdisciplinary researches</li> </ul>
	To motivate teachers to develop various courses, OERs etc	Create a platform wherein teachers can share their created courses
	Design strategy for FDP	Preparing guidelines for FDP so that teachers can be benefitted by adding scores in API
	Design recognition and reward policy	Best teacher, Best paper, Best research awards can be constituted
Mid Term Goals	To develop and introduce the bridge courses for in-service teachers	Workshops can be organized by different departments in collaboration
	Development of faculty development courses/programmes Induction programmes	Proposals from the various departments can be invited for FDP , develop and implemented

Goals		Action Plan
Long Term Goals	Design Schemes for collaborative and interdisciplinary researches	Designing the guidelines for collaborative researches
<b>3.3 To provide Infrastructural &amp; digital facilities for teachers</b>		
Short Term Goals	To identify the infrastructural and digital facilities required.	Campus-wise committees can be formulated and base line survey can be carried out to study the need
Mid Term Goals	To design plan for the resource generation and resource allocation	Connect with Alumni & industries for CSR funds
Long Term Goals	Upgrade the facilities required by the teachers	Review the facilities and bridging the gaps in the requirements

## *Focus Area 4: Technology use and Integration*

**Convener: Mr.Dinesh Girap, Head, Dept. of Electronics, P.V. Polytechnic, Juhu**

### **Policy Goal**

Education plays a critical role in digital transformation, and technology itself plays an important role in the improvement of educational processes and outcomes; thus, the relationship between technology and education at all levels is bi-directional. The policy envisions to create a Learner-centered environment using Technology Integration. Use and integration of technology to improve multiple aspects of education will be supported and adopted, provided these interventions are rigorously and transparently evaluated in relevant contexts before they are scaled up. An autonomous body, the National Educational Technology Forum (NETF), will be created to provide a platform for the free exchange of ideas on the use of technology to enhance learning, assessment, planning, administration, and so on, both for school and higher education.

### **Rationale**

Use and integration of technology to improve multiple aspects of education will be supported and adopted, provided these interventions are rigorously and transparently evaluated in relevant contexts before they are scaled up. An autonomous body, the National Educational Technology Forum (NETF), will be created to provide a platform for the free exchange of ideas on the use of technology to enhance learning, assessment, planning, administration, and so on, both for school and higher education. The aim of the NETF will be to facilitate decision making on the induction, deployment, and use of technology, by providing to the leadership of education institutions, State and Central governments, and other stakeholders, the latest knowledge and research as well as the opportunity to consult and share best practices.

### **Goals**

- Achieving excellence in Teaching and Learning
- Establish technology enabled, robust evaluation Process
- Enhance Educational Management and Administration
- Incorporate Emerging and Disruptive Technologies
- Removing Language Barrier
- Build Institutional and Intellectual Capacities in Educational Technologies
- Access to Divyang Student
- Eliminating Digital Divide

<b>Goals</b>	<b>Action Plan</b>
<b>4.1 Achieving excellence in Teaching and Learning</b>	
<b>LMS</b>	

<b>Goals</b>		<b>Action Plan</b>
Short Term Goals	Train and motivate all the teachers for using LMS	<ol style="list-style-type: none"> <li>1. Conduct initial training workshop in “Train the Trainer” mode.</li> <li>2. Training of all the teachers for effective use of LMS</li> </ol>
Mid Term Goals	Availability of all the courses on LMS	<ol style="list-style-type: none"> <li>1. Make a budgetary provision for hardware and manpower</li> <li>2. Devise a plan for implementation</li> <li>3. HOD/Principals shall ensure the implementation</li> </ol>
Long Term Goals	Making suitable courses available to the outside world	<ol style="list-style-type: none"> <li>1. Identifying the Moodle courses suitable for offering to the students other than SNDTWU</li> <li>2. Plan the strategy and revenue model.</li> <li>3. Implementation</li> </ol>
<b>Digital Classroom</b>		
Short Term Goals	Train and motivate all the teachers for using Digital Classroom	<ol style="list-style-type: none"> <li>1. Conduct training workshops for teachers to teach the use of digital tools.</li> </ol>
	Install at least one interactive panel with lecture live streaming facility in each department	<ol style="list-style-type: none"> <li>1. Make a budgetary provision</li> <li>2. Purchase</li> </ol>
Mid Term Goals	Equip every classroom with Digital Interactive Panel	<ol style="list-style-type: none"> <li>1. Make a budgetary provision.</li> <li>2. Purchase and install.</li> </ol>
Long Term Goals	Equip every classroom with recording and live broadcasting facility.	<ol style="list-style-type: none"> <li>1. Make a budgetary provision.</li> <li>2. Purchase and install.</li> <li>3. Deploy manpower.</li> </ol>
<b>Broadband and Intra-Campus Connectivity</b>		
Short Term Goals	Ensuring good broadband connectivity with backup connection	<ol style="list-style-type: none"> <li>1. Make a budgetary provision</li> <li>2. Plan for 1GBPS NKN connectivity at Churchgate and Pune</li> <li>3. Ensure minimum 100 MBPS backup connection in all three campuses</li> </ol>

<b>Goals</b>		<b>Action Plan</b>
Short Term Goals	Plan and upgrade the existing Network	<ol style="list-style-type: none"> <li>1. Auditing of existing network</li> <li>2. Make a budgetary provision if required</li> <li>3. Upgrade the network as per the requirement</li> </ol>
<b>Wi-Fi enabled campus</b>		
Short Term Goals	Setting up Wi-Fi enabled connected campus	<ol style="list-style-type: none"> <li>1. Make a budgetary provision</li> <li>2. Estimate the requirement</li> <li>3. Select the proper vendor</li> <li>4. Deployment in three Campuses</li> </ol>
<b>Virtual Labs</b>		
Mid Term Goals	Collaborate with other academic institutions for Virtual Labs	<ol style="list-style-type: none"> <li>1. Identify the requirements and available resources</li> <li>2. Collaborate with institutes, organizations offering remote-access to simulation-based Labs in various disciplines of Science and Engineering.</li> </ol>
<b>Distance and Online Learning</b>		
Short Term Goals	Optimum use of technology-based education platforms, such as DIKSHA/SWAYAM  Setting up an interactive portal for distance learning.	<ol style="list-style-type: none"> <li>1. Create awareness</li> <li>2. Plan integration and decide how it can be blended with experiential and activity-based learning for desired outcomes</li> </ol> <ol style="list-style-type: none"> <li>1. Survey to understand possible value and benefits of the portal</li> <li>2. Prepare outline for relevant solution</li> <li>3. Budget Provisions and Setting up time frames</li> <li>4. Identify Right Software Development Partner</li> <li>5. Portal Trials with Real users</li> </ol>
<b>Research Portal</b>		

<b>Goals</b>		<b>Action Plan</b>
Short Term Goals	Establish a Research Portal	<ol style="list-style-type: none"> <li>Identify the requirements</li> <li>Make a budgetary provision</li> <li>Engage a suitable vendor for the development.</li> <li>Deployment</li> </ol>
<b>Alumnae Portal</b>		
Short Term Goals	Establish Alumnae Portal as an effective interface for communication between Alumnae and the university.	<ol style="list-style-type: none"> <li>Identify the requirements</li> <li>Make a budgetary provision</li> <li>Engage a suitable vendor for the development.</li> <li>Deployment</li> </ol>
<b>4.2 Establish technology enabled, robust evaluation Process</b>		
<b>On Demand Examination</b>		
Short Term Goals	Prepare basic model of On - Demand Examination	<ol style="list-style-type: none"> <li>Forming a committee to study and evaluate</li> <li>The various evaluation methods that can be used for on demand examinations.</li> <li>Technology to be used for implementing on demand examinations</li> <li>Preparing guidelines for implementation of Online Examinations</li> <li>Deciding timeline for these activities</li> </ol>
Mid Term Goals	Implementing on-demand examination in curriculum	<ol style="list-style-type: none"> <li>For each course structure deciding the on-demand milestones and credits</li> <li>Preparing tests/assignments/activities etc.</li> <li>Mechanism of evaluation</li> <li>Recording of earned credits for each student</li> </ol>
<b>Examination System Automation</b>		

	<b>Goals</b>	<b>Action Plan</b>
Short Term Goals	Requirement analysis of changes needed in the existing system in order to automate the current examination system.	<ol style="list-style-type: none"> <li>Understand the requirements for evaluation of multiple entry and exit point system (credits earned at every stage) and record keeping</li> <li>Understand the requirements for evaluation of multidisciplinary system and record keeping</li> <li>Understand the requirements for evaluation of dual degree system and record keeping</li> <li>Understand the requirements for multilingual examination and evaluation</li> </ol>
Mid Term Goals	Development and Implementation of Examination Automation System	<ol style="list-style-type: none"> <li>Design and develop system to handle evaluation of multiple entry and exit point system</li> <li>Evaluation of multidisciplinary system</li> <li>Evaluation of dual degree system</li> <li>Multilingual examination and evaluation</li> <li>Test and implement the developed system</li> </ol>

#### **4.3 Enhance Educational Management and Administration**

<b>Student Lifecycle Management System</b>		
Mid Term Goals	Development and Implementation of Student Lifecycle management system	<ol style="list-style-type: none"> <li>Need of Requirement analysis of changes in the existing system</li> <li>Prepare outline for relevant solution</li> <li>Budget Provisions and Setting up time frames</li> <li>Identify Right Software Development Partner</li> <li>Portal Trials with Real users</li> </ol>
<b>ERP</b>		
Long Term Goals	Implement SAMARTHA ERP essential modules	<ol style="list-style-type: none"> <li>Evaluate the need and ERP platform</li> <li>Start with the modules which are not available at present with the university</li> </ol>

<b>Goals</b>		<b>Action Plan</b>
Mid Term Goals	Addition of all other modules of SAMARTHA ERP	<ol style="list-style-type: none"> <li>Evaluate the performance of earlier implemented modules.</li> <li>Assess the need of adding more modules</li> <li>Add the additional modules as per the requirement.</li> </ol>
Long Term Goals	Develop integrated ERP system	<ol style="list-style-type: none"> <li>Assess the need of stand-alone modules</li> <li>Establish seamless integration of stand-alone modules with SAMARTHA or bring entire system on SAMARTHA</li> </ol>
<b>Comprehensive Student Portal</b>		
Mid Term Goals	Deployment of Comprehensive Student Portal	<ol style="list-style-type: none"> <li>Need of requirement analysis of changes in the existing system</li> <li>Prepare outline for relevant solution</li> <li>Provision of Budget and Setting up time frames</li> <li>Identify Right Software Development Partner</li> <li>Portal Trials with Real users</li> <li>Final deployment</li> </ol>
<b>Library Portal</b>		
Short Term Goals	Establishing Library Portal with automation	<ol style="list-style-type: none"> <li>Creating required framework</li> <li>Provision of Budget</li> <li>Identification of vendor</li> <li>Development and Deployment</li> </ol>
<b>Faculty Portal</b>		
Short Term Goals	Development and Deployment of comprehensive Faculty Portal	<ol style="list-style-type: none"> <li>Creating required framework</li> <li>Budgetary provision</li> <li>Identification of vendor</li> <li>Development and Deployment of portal for entire faculty lifecycle management</li> </ol>
<b>Admission Portal</b>		

<b>Goals</b>		<b>Action Plan</b>
Short Term Goals	Development of Admission Portal	<ol style="list-style-type: none"> <li>1. Creating required framework</li> <li>2. Budgetary provision</li> <li>3. Identification of vendor</li> <li>4. Development and Deployment of portal.</li> </ol>
<b>Upgrading Computer Center</b>		
Mid Term Goals	Creating Intranet and independent cloud service facility of university	<ol style="list-style-type: none"> <li>1. Designed framework of intranet and cloud services implementation</li> </ol>
Long Term Goals	High Performance Computing Center	<ol style="list-style-type: none"> <li>1. Establishing HPC center that will take care of entire digital transformation framework of university</li> </ol>
<b>4.4 Incorporate Emerging and Disruptive Technologies</b>		
<b>Blockchain based Certificate Verification</b>		
Short Term Goals	Blockchain based verification of Certificate	<ol style="list-style-type: none"> <li>1. Understand the requirements and engage suitable partners for implementation.</li> </ol>
<b>Virtual and Augmented Reality Resources</b>		
Mid Term Goals	Develop AR resources	<ol style="list-style-type: none"> <li>1. Creating awareness about Virtual and Augmented Reality Resources by conducting workshops</li> <li>2. Making Budgetary provision</li> <li>3. Establishing AR development lab</li> <li>4. Encouraging teachers for development of resources</li> </ol>
<b>Artificial Intelligence</b>		
Long Term Goals	Integrating LMS with AI guided learning	<ol style="list-style-type: none"> <li>1. Identifying the parameters useful for AI guided learning</li> <li>2. Engaging suitable vendors for the implementation.</li> </ol>
<b>Research on Disruptive Technologies</b>		

<b>Goals</b>		<b>Action Plan</b>
Short Term Goals	Conducting research on disruptive technologies.	<ol style="list-style-type: none"> <li>Identify thrust area</li> <li>Prioritize research in the area identified.</li> </ol>

#### **4.5 Removing Language Barrier**

Short Term Goals	Promote BHASHINI platform and encourage faculties and students to become Bhasha Samarthak	<ol style="list-style-type: none"> <li>Create awareness about the BHASHINI platform</li> <li>Devise a plan to encourage students to become Bhasha Samarthak</li> </ol>
	Promote participation as a Translator or Validator for AICTE Translation Automation AI Tool	<ol style="list-style-type: none"> <li>Create awareness about the AICTE Translation Automation AI Tool</li> <li>Encourage teachers to participate as a Translator or Validator</li> </ol>

Mid Term Goals	<b>Mid Term Goal (3- 5 Years)</b>	<b>Action Plan</b>
	Transcribing AV content developed by the teachers in different languages	<ol style="list-style-type: none"> <li>Identify suitable AV resources created by the teachers</li> <li>Engage suitable vendors for transcribing the AV resources in multiple languages.</li> </ol>
Long Term Goals	<b>Long Term Goal (5-10 Years)</b>	<b>Action Plan</b>
	Offer programmes in multiple languages.	<ol style="list-style-type: none"> <li>Identify programmes to be offered in multiple languages</li> <li>Make a budgetary provision</li> <li>Plan and develop resources</li> <li>Get approval from necessary bodies</li> </ol>

#### **4.6 Build Institutional and Intellectual Capacities in Educational Technologies**

<b>Digital Content Development Infrastructure</b>		
Short Term Goals	Resources for digital Content Development	<ol style="list-style-type: none"> <li>Conduct a needs analysis</li> <li>Make budgetary provision</li> <li>Get manpower deployment</li> <li>Get software and Hardware resources</li> </ol>

<b>Goals</b>		<b>Action Plan</b>
Mid Term Goals	Setting up digital content development studio in all the campuses	<ol style="list-style-type: none"> <li>1. Budgetary provision</li> <li>2. Physical setup of Studio</li> <li>3. Manpower deployment</li> </ol>
<b>4.7 Access to Divyang Student</b>		
<b>Physical Infrastructure for Divyang Students</b>		
Short Term Goals	Barrier free environment with Elevators, Staircase Lift	<ol style="list-style-type: none"> <li>1. Make budget provision to create physical infrastructure</li> <li>2. Create disability friendly corridors, classrooms and toilets (anti-skid but even flooring, bigger doors, lower height switches and functionaries, space for wheelchairs etc.)</li> <li>3. Make visual signs and directions in bold and in 2 languages</li> <li>4. Make Ramps / lifts / smaller steps / railings</li> <li>5. Make Noise free environment</li> <li>6. Display of all academic as well as administrative information</li> </ol>
Mid Term Goals	Battery operated Campus Vehicle for Juhu and Pune Campus	<ol style="list-style-type: none"> <li>1. Budget provision</li> <li>2. Selection of Vehicles</li> <li>3. Purchase</li> <li>4. Manpower deployment</li> </ol>
Short Term Goals	Create digital infrastructure for Divyang students	<ol style="list-style-type: none"> <li>1. Develop technology framework of e-environment for students with specific disabilities</li> <li>2. Budget provision to create learning environment for Divyang students</li> <li>3. Screen reading software (speaks displayed text and allows simulating mouse actions with the keyboard)</li> <li>4. Screen magnification software (for enlarging the content of the screen)</li> <li>5. Braille display (for displaying Braille characters)</li> <li>6. Augmentative and Alternative Communication devices</li> </ol>

<b>Goals</b>		<b>Action Plan</b>
Long Term Goals	Providing smart devices such as tablets for students with disabilities	<ol style="list-style-type: none"> <li>1. Budgetary provision</li> <li>2. Selection of smart devices and vendors</li> <li>3. Distribution of devices with preloaded content</li> </ol>
<b>4.8 Eliminating Digital Divide</b>		
<b>Computing Devices</b>		
Short Term Goals	Collaboration with Manufacturers and Enhance Student to Computer ratio to 4:1	<ol style="list-style-type: none"> <li>1. Identity IT manufacturers to engage them in training to Teachers</li> <li>2. Collaboration with Manufacturers</li> <li>3. Make budgetary provision</li> <li>4. Purchase of Computers</li> </ol>
<b>Digital Skills acquisition</b>		
Short Term Goals	Teacher and Student Training	<ol style="list-style-type: none"> <li>1. Develop a system for training of digital skills to teachers and students</li> <li>2. Develop policies and strategies to enable the provision of digital skills and raise the competences of students</li> <li>3. Develop a system for regular assessment of digital skills.</li> <li>4. Promote paperless work.</li> <li>5. Ensure baseline level of connectivity across all universities that supports online learning goals</li> </ol>
<b>Opportunities for learners with Disability</b>		
Mid Term Goals	Making assistive and adaptive technologies available for learners with disabilities to eliminate digital divide	<ol style="list-style-type: none"> <li>1. Develop technology framework of e-environment for students with specific disabilities</li> <li>2. Budget provision to create learning environment for Divyang students</li> <li>3. Get screen reading software (speaks displayed text and allows simulating mouse actions with the keyboard)</li> <li>4. Get Screen magnification software (for enlarging the content of the screen)</li> <li>5. Display of boards Braille (for displaying Braille characters)</li> <li>6. Augmentative and Alternative Communication devices</li> </ol>

## *Focus Area 5: Global Outreach, Online Education*

**Convener: Dr. Nitin Wani, Associate Professor, JDBIMS, Juhu**

### **Policy Goal**

India will be promoted as a global study destination providing premium education at affordable costs thereby helping to restore its role as a Vishwa Guru. An International Students Office at each HEI hosting foreign students will be set up to coordinate all matters relating to welcoming and supporting students arriving from abroad. Research/teaching collaborations and faculty/student exchanges with high-quality foreign institutions will be facilitated, and relevant mutually beneficial MOUs with foreign countries will be signed. High performing Indian universities will be encouraged to set up campuses in other countries, and similarly, selected universities e.g., those from among the top 100 universities in the world will be facilitated to operate in India. Research collaboration and student exchanges between Indian institutions and global institutions will be promoted through special efforts.

### **Rationale**

The NEP extensively focuses on attaining the highest global standards in the quality of higher education. It reinforces the need to attract a greater number of international students and achieve the goal of “internationalization at home”. NEP highlights the critical need to promote India as a “global study destination” providing premium education at affordable costs thereby helping to restore its role as “Vishwa Guru”. The policy also aims to make our young generation of learners aware and understand global issues and make them truly global citizens committed to human rights, sustainable development and global well-being.

In light of the National Education Policy (NEP), 2020 and University Grants Commission Guidelines for Internationalization of Higher Education, SNDT WU also aims to undertake and initiate Internationalization initiatives.

### **Goals**

Initiate Internationalization at SNDT WU

- Having International students at campus through ICCR

Goals	Action Plan
<b>5.1 Initiate Internationalization at SNDTWU</b>	
<b>Having International students at campus through ICCR</b>	
Short Term Goals	<p>Exploring and promoting global alliances like ICCR (Indian Council for Cultural Relations)</p> <ol style="list-style-type: none"><li>1. To explore possibilities of collaboration with ICCR</li><li>2. To acquire Login credentials for SNDT WU of ICCR A2A Portal from ICCR.</li><li>3. To Create systems and process for ICCR Admissions – Screening to Admitting students</li></ol>

<b>Goals</b>		<b>Action Plan</b>
Short Term Goals	Registering with the Indian FRRO (Foreigners Regional Registration Office).	Registering the University with the Indian FRRO (Foreigners Regional Registration Office). <i>[SNDT WU is now FRRO registered and has received the approval for Form C and S on 06th /July/2022]</i>
	Setting up of Office of International Affairs as prescribed by NEP,2020 and UGC July 2021 Guidelines	Creating systems and process for ICCR Admissions – Screening to Admitting students under the aegis of Office of International Affairs.
	Recommending adding International dimension(s) to existing curricula – (Global Citizenship Approach as suggested by UGC)	Initiating discussions and to put up for further deliberations and approval through BOD.
	Review and Revival of International MOU's.	Undertaking Review and Revival of the existing International MOU's.
Mid Term Goals	Academic Collaboration between SNDT WU and Foreign Higher Educational Institution(s)	<ol style="list-style-type: none"> <li>1. Exploring possibilities of International MOU's.</li> <li>2. Collaborative communication between Indian and international faculty</li> <li>3. Explore “Academic Collaboration” between our University and Foreign Higher Educational Institution(s) through Joint Degree Programme and Twinning Programme [as prescribed by University Grants Commission (Academic Collaboration between Indian and Foreign Higher Educational Institutions to offer Twinning, Joint Degree and Dual Degree Programmes) Regulations, 2022 dated 02/05/2022]</li> </ol>
Long Term Goals	Dedicated hostel facilities for International students at Churchgate and Juhu Campus.	To create dedicated hostel facilities for International students at Churchgate and Juhu Campus.
	Establish a sub-campus or center in a foreign country.	Establish Sub-campus or center of SNDT WU in a foreign country

## *Focus Area 6: Promotion of Indian Languages, Art & Culture*

**Convener: Dr. Jitendra Tiwari, Head, Dept. of Sanskrit, Churchgate**

### **Policy Goal**

The NEP 2020 envisions the important role of indigenous culture, art and Indian languages in higher education. Accordingly, the preservation and promotion of precious Bharatiya Culture must be considered a high priority for the country, as it is truly important for the nation's identity as well as for its economy. It is through the development of a strong sense and knowledge of their own cultural history, arts, languages and traditions, that children can build a positive cultural identity and self-esteem. Thus cultural awareness and expression are important contributors both to individuals as well as societal well-being.

### **Rationale**

The promotion of Indian Languages, Art, Culture and traditional Indian knowledge through its inclusion in higher education as per the guidelines of NEP 2020 is the need of the hour. The flexibility in the curriculum of interdisciplinary courses is required to balance the courses which will develop the creativity, artistic, academic and cultural path in the students. Students must be aware of our unique Indian heritage and feel proud to conserve the same. This will enhance a sense of Indianness in the students and they will become responsible citizens.

Different languages see the world differently, and the structure of language, therefore determines the native speakers perception of experience. Art in the form of literature, plays, music, film etc. cannot be fully appreciated without language. In order to preserve and promote culture, one must preserve and promote a culture's language. UNESCO has declared 197 Indian languages as 'endangered'. Teaching and learning of Indian Languages need to be integrated with higher education at every level. It is this reasoning and urgency that we need to implement this focal area of NEP 2020 at our University.

### **Goals**

- To deepen understanding of Traditional Indian Knowledge among the students
- To involve different University Departments/different organizations for promotion of ILAC
- To promote Indian Value System, Art and Culture internationally
- To spread Bhartiya knowledge through Indian Languages listed in 8th Schedule of Indian Constitution

Goals	Action Plan
<b>6.1 To deepen understanding of Traditional Indian Knowledge among the students</b>	

	<b>Goals</b>	<b>Action Plan</b>
Short Term Goals	To implement the Strategic Plan through the establishment of the proposed center, in accordance with the NEP 2020	The establishment of the proposed center for Bharatiya Gyan, Indian Languages and Yoga
	To develop Courses	Development of Courses through Workshops with External resource persons and Industry experts
Mid Term Goals	To develop and implement different Courses	Development of Courses through Workshops with External resource persons and Industry experts
	To support students coming from the marginalized communities	Providing scholarships to students, i.e. Special students, Disable women, Single Women, Tribal and Transgender people
Long Term Goals	To develop cultural awareness and expression among the students	Organizing cross-cultural events Photo-exhibitions showcasing rich Indian culture and traditions
	To promote interdisciplinary research in Indian knowledge and traditions	Students be exposed and encouraged to develop acumen for conducting interdisciplinary research focusing on Indian Languages, Heritage and Culture

## **6.2 To Involve different University Departments/different organizations for promotion of ILAC**

Short Term Goals	To collaborate with different organizations at national and international level	Building Collaboration with different organizations at national and international level
	To consolidate Linkages	consolidating linkages through signing of MOUs
Mid Term Goals	To strengthen partnerships and collaborations	Through constant engagement, interaction and dialogue
	To promote cross-cultural exchange	Through mutual discussion and deliberation among faculties and students on interdisciplinary aspects of Indian knowledge, culture and traditions

<b>Goals</b>		<b>Action Plan</b>
Mid Term Goals	To develop a culture of research among students	Inviting foreign students to conduct studies focusing on cross cultural aspects of Indian knowledge system
	To encourage collaborative research	Involving faculties to propose and conduct collaborative research on multidisciplinary components of Indian knowledge, art and culture at various levels
Long Term Goals	To consolidate partnership	Starting the Double Degree/Twinning Degree/ Joint Research Degree through International Partnerships/Collaborations
	To sustain linkages and partnerships	Building capacities for academic and research consolidation and proliferation through a series of workshops/ training sessions
<b>6.3 To promote Indian Value System, Art and Culture internationally</b>		
Short Term Goals	To represent Indian culture through visual medium and live performances	Fine Arts and Theatre Activities Live Performances of Artists
	To encourage interdisciplinary research	Interdisciplinary Research using innovative methods
	To enhance social media visibility	Screening of Documentary and Short Films Promotion of ILAC in Social Media Animation and Designing
Mid Term Goals	To preserve rare Indian knowledge	Documentation of Indian Heritage, Culture in Book, Monograph, Audio-Visual form
	To make films and documentaries	Students will be encouraged to conduct studies in the areas of Indian cultural traditions and practices These research studies will be transformed visually into a series of short films The films will portray the true spirit of Indian culture and knowledge through field-based research
Long Term Goals	To showcase different Indian art forms	Establishing an Art Gallery

<b>Goals</b>		<b>Action Plan</b>
Long Term Goals	To promote cultural tourism	Organize Heritage and Cultural tours for Indian and Foreign tourists
<b>6.4 To spread Bhartiya knowledge through Indian Languages listed in 8<sup>th</sup> Schedule of Indian Constitution</b>		
Short Term Goals	To develop courses in Indian languages	Certificate Course in Spoken Sanskrit
	To promote a comprehensive translation program	Identifying the rare knowledge available in the Indian language. Involving key stakeholders to initiate the preparation for the rigorous translation program
Mid Term Goals	To start multidisciplinary dual degree	Integrated multidisciplinary B.Ed. dual degrees in Education and Sanskrit
	To consolidate translation program	Translation of available Indian knowledge resources in various Indian languages
Long Term Goals	To sustain the culture of building academic resources	Constant interaction and development of courses through workshops with external resource persons and industry experts
	To promote digitization of Indian cultural resources	Publication/digitization/conservation of rare manuscripts

## *Focus Area 7: Catalyzing Quality Academic Research*

**Convener: Dr. Pratima Tatke, Principal, C.U. Shah College of Pharmacy, Juhu**

### **Policy Goal**

To nurture and strengthen a robust ecosystem of interdisciplinary and multidisciplinary research at University and contribute to women empowerment leading to advancements in economic, technological, societal, art, environmental and health sectors of the country.

### Rationale

Best teaching and learning processes occur in an environment where there is a strong culture of research. It is well known that best research in the world has occurred in interdisciplinary and multidisciplinary settings. Despite this critical importance of research, the research and innovation investment in India at the current time is only 0.69% of GDP as compared to 2.8% in the United States of America, 4.2% in South Korea and 4.3 % in Israel. Hence, research in India needs to be strengthened to create a strong and enlightened knowledge society and one of the largest economies in the world. Providing the best research ecosystem including laboratories and infrastructure will promote the environment of research and innovation and encourage faculty and research scholars to engage in quality academic research.

### **Goals**

- To create an environment in the University conducive for research
- To cultivate and nurture the culture of research focusing on Women Empowerment and Societal benefits
- To implement Best Practices of Research for Sustaining research capability of the University

<b>Goals</b>		<b>Action Plan</b>
<b>7.1 To create an environment in the University conducive for research</b>		
Short Term Goals	To introduce 'Research component' in curriculum at UG level	<ol style="list-style-type: none"><li>1. A committee will be appointed at University level to design the curriculum of 10 credit (or 4 credit) course on 'Research Ability Enhancement' as per UGC guidelines</li><li>2. The course will be included in syllabi of all disciplines after approval of BOS, BOD, AC, MC and Senate.</li></ol>
	To provide outstanding infrastructure including PARAM supercomputing facility for data analytics, cloud infrastructure for faculty and research scholars	University through the Technology committee will process the procurement/purchase of the facilities at University level through funds allocated by University Installation of the outstanding infrastructure facilities in all 4 campuses.

	<b>Goals</b>	<b>Action Plan</b>
Short Term Goals	To allocate 'Research fund' by University for providing support for major research and minor research	<ol style="list-style-type: none"> <li>1. University will allocate a separate amount as 'Research fund' for providing support for major research and minor research.</li> <li>2. Expenditure will also be incurred for IPR application, research publications, conference registration fees etc. may also be reimbursed for meritorious scholars and faculty.</li> </ol>
	To create separate budget head for 'Research incentives' for each dept./institute	<ol style="list-style-type: none"> <li>1. Finance dept. will issue a circular to all dept./institutes regarding creation of a separate budget head for 'Research incentives'.</li> <li>2. The expenditure under this budget head will be utilized for filing of IPR, research publications, conference registration fees etc.</li> </ol>
	To promote interdisciplinary and multidisciplinary collaborations across the University	<ol style="list-style-type: none"> <li>1. University will issue a circular to all PG dept./institutes that the postgraduate research project should be interdisciplinary and/or multidisciplinary involving at least one more discipline,</li> <li>2. The projects will include a co-guide from a discipline other than the main discipline</li> <li>3. Develop proposals for postgraduate dissertation for societal benefits</li> <li>4. Bridge courses will be introduced for interdisciplinary/ multidisciplinary research by approval of BOS, BOD, AC, MC and senate.</li> </ol>
	To restructure the existing policies and PG/Ph.D. guidelines for promotion and support of Research	<ol style="list-style-type: none"> <li>1. Committee/s will be appointed at University level to restructure/revise the existing policies for implementation and promotion of research</li> <li>2. A special Cell will be established by the University for PG and Ph.D. research to amend, revise/modify rules, regulations and guidelines for research.</li> </ol>
	To create 'Research Depository' of the Ph.D. scholars at University	<ol style="list-style-type: none"> <li>1. University (through Pariksha Bhavan) will issue a circular to Ph.D. scholars to submit a short video (30-40 min) recording describing the Ph.D. research to create a 'Research Depository' at University level.</li> <li>2. A small incentive may be given to scholars who submit such videos and publish dissertation works.</li> </ol>

	<b>Goals</b>	<b>Action Plan</b>
Short Term Goals	To showcase research related activities at University website	A separate webpage on University website will be created for display and showcasing research related activities such as research awards received, funds received, presentations done, publications in journals, conference proceedings, books, products/processes developed, services, commercialization of research etc.
	To organize workshops/ seminars/ programs once in three months on research related topics such as IPR, research ethics, cyber security, lateral thinking, presentation and publication skills, research for societal benefit and awareness including various sustainable goals etc.	<ol style="list-style-type: none"> <li>1. University will provide funding to conduct the workshops/seminars to depts./institutes</li> <li>2. National/ international speakers/experts will be invited in the above field to give talks,</li> <li>3. The reports of workshops/ seminars/ programs will be published on the portal</li> <li>4. Faculty/scholars will be encouraged to develop projects of the said topics</li> <li>5. Introduce journal club and presentation of articles</li> <li>6. Introduce 1 slot in timetable for attending these workshops/ seminars/ programs for students and faculty across the University</li> </ol>
	To promote culture of innovation and entrepreneurship across University	<ol style="list-style-type: none"> <li>1. Create awareness about Innovation, benefits of IPR protection, commercialization of research, WISE incubation center, SNDTWU by inviting alumni, successful start-up owners, entrepreneurs etc.</li> <li>2. Invite experienced professionals from academia/funding agencies to share knowledge about various funding sources and opportunities by organizing training programs</li> <li>3. Identification of mechanism to allot dedicated time slot to teachers for pursuing research activities</li> <li>4. Motivate and register the students to pursue postgraduate and doctoral studies at University in various specializations so that at least 10% of UG and PG students should come up for higher studies.</li> <li>5. Strategic investments in talent and research support</li> <li>6. Develop strong culture of research and knowledge creation across all the institutions</li> <li>7. Develop technologies/ methodologies/ systems that can rapidly translate fundamental discoveries into benefits for society</li> </ol>

**7.2 To cultivate and nurture the culture of research focusing on Women Empowerment and Societal benefits**

	<b>Goals</b>	<b>Action Plan</b>
Mid Term Goals	To renovate and upgrade existing research facilities at least once in five years	<ol style="list-style-type: none"> <li>1. A Single administrative research window will be created/established at University level to support the utilization of research funds for facilitating smooth research related activities including renovation and upgradation of existing research facilities.</li> <li>2. Purchase/procurement of Research instruments/ equipment/services will be supported through this window to meet the required deadlines/timelines</li> </ol>
	To create separate budget head for 'Research incentives' at each dept./institute	<ol style="list-style-type: none"> <li>1. The department /institutes will create a separate budget head for 'Research incentives'.</li> <li>2. The expenditure under this budget head will be utilized for filing of IPR, research publications, conference registration fees etc.</li> </ol>
	To publish Inter/ Multidisciplinary Research journal at University level Action plan	<ol style="list-style-type: none"> <li>1. An editorial board will be set up at University level to publish inter/multidisciplinary research journal for publishing research articles</li> <li>2. PG/Ph.D. scholars and faculty members are encouraged to submit their research findings for publication in this University journal Outcome - Inter/ multidisciplinary Research</li> </ol>
	To organize 'Student led multidisciplinary research conference' biannually	<ol style="list-style-type: none"> <li>1. A committee of teachers and Ph.D. scholars will be appointed at University level to organize 'Student led multidisciplinary research conference' once in two years</li> <li>2. Expenditure for same will be made available from University funds</li> </ol>
	To create 'Research Hub' for mentoring / advising/ guiding research scholars to apply for national/ international fellowships	<ol style="list-style-type: none"> <li>1. A Research hub will be established by University authorities composed of senior researchers, University and Govt. authorities etc. for mentoring / advising/ guiding research scholars</li> <li>2. Opportunities for research fellowships for scholars and faculty will be identified. Scholars, faculty members and individuals with break in career are encouraged to apply for the same.</li> <li>3. Professional plagiarism check software at every research center</li> </ol>

	<b>Goals</b>	<b>Action Plan</b>
Mid Term Goals	To establish a 'Research Center of Excellence and Extension' at University.	<ol style="list-style-type: none"> <li>1. University will provide a place to establish 'Research Center of Excellence and Extension'.</li> <li>2. Staff will be appointed / made available by the University.</li> <li>3. Purchase of research related various softwares including supercomputing, statistical software etc. will be managed from University funds/ funds from grants received.</li> <li>4. Showcasing of services and products developed by University, Opportunities for research capacity building.</li> <li>5. Application of IT in various fields of research for better academic input and output.</li> </ol>
	To protect novelty in the research by applying for Intellectual property rights.	Setting up 'IPR Clinic' for help and guidance for faculty and research scholars through University funds
	To recruit excellent teachers and researchers.	<ol style="list-style-type: none"> <li>1. Create posts such as Professor Emeritus, Research Director at University/Institute level</li> <li>2. Funding can be from University, UGC, AICTE as applicable</li> </ol>
<b>7.3 To implement Best Practices of Research for Sustaining research capability of the University</b>		
Long Term Goals	To provide State-of-Art facilities for use by University faculty, research scholars as well as industry	<ol style="list-style-type: none"> <li>1. Separate sustainable budget head will be allocated for every year for maintenance and upgradation of Research ecosystem</li> <li>2. Departments / institutes should fetch grants from government and private funding agencies for upgradation and renovation of research facilities</li> </ol>

<b>Goals</b>	<b>Action Plan</b>
Long Term Goals	<p>To strengthen the 'Center of Excellence and Extension' established at University level to promote state of art research, teaching, and extension with quantitative outcome</p>
	<ol style="list-style-type: none"> <li>1. University budget allocation every year for reinforcement of the Center</li> <li>2. University will issue guidelines to depts./institutes regarding research contributions in the form of 10-15 research publications per year per institute / Department, 15-20 presentations per year per institute / Department, 1 MoU per year per institute / Department</li> <li>3. Establish linkages with regional/ national/ international organizations, innovation hubs Extension / outreach activities</li> </ol>
	<p>To share the scientific know-how by publishing the research work in high impact factor journals, national and international conferences/seminars etc.</p> <ol style="list-style-type: none"> <li>1. M.Phil./Ph.D. guidelines will include the following: Scholars will be asked to publish/present research work at national/international level journals.</li> <li>2. 2 research publications before submission of Ph.D. synopsis, 1 publications/presentations by Masters students before the final viva examinations</li> </ol> <p>To engage alumni to advise on best practices</p> <ol style="list-style-type: none"> <li>1. Involvement of alumni who are working in other national or international organizations through Center of Excellence for fund generation via CSR, mentoring of students, as members of strategic committees for policy guidelines</li> <li>2. Engaging eminent alumni for sharing and promoting the University's knowledge, successes, and stories</li> </ol>

## *Focus Area 8: Optimal learning environment and support for students*

**Convener: Dr. Jayshree Shinde, Head, Dept. of Education Technology, Juhu**

### **Policy Goal**

- To provide engaging and supportive learning environments that enable all students to succeed.
- To provide an effective learning environment that involves an appropriate and updated curriculum, engaging pedagogy, continuous formative assessment, and adequate student support.
- To develop a vibrant, conducive learning environment that promotes student wellness such as fitness, good health, psycho-social well-being, and sound ethical grounding across the ODL, online, and traditional ‘in-campus’ modes for high-quality teaching-learning processes.

### **Rationale**

An effective learning environment should include an appropriate curriculum, engaging pedagogy, continuous formative assessment, and sufficient student support. These conditions are required for students to succeed in their studies. An updated curriculum that is in line with current knowledge and specific learning outcomes aids in students' overall development. At the same time, it takes proper implementation for a curriculum to be effective. The use of high-quality pedagogy is critical for efficient curriculum implementation. The successful delivery of curricular material to students depends on employing pedagogical strategies that take into account the varied needs of learners. Scientific assessment methods help students learn better and evaluate how well they can apply their knowledge.

A number of initiatives are required to make sure that learning environments are engaging, supportive, and give all students the opportunity to succeed. The best learning environment encourages the development of capacities like physical fitness, good health, psychosocial wellbeing, and a strong ethical foundation, all of which support high-quality learning.

### **Overall Goal:**

Create Learner-centred constructivist environment for learners in light of 21<sup>st</sup> century skills and employability skills such as disruptive skills.

### **Physical Environment: Campus Infra**

- Design plans to create pleasant, inclusive, aesthetic, safe, conducive learning environment on campus
- Reorganise classroom furniture conducive to innovative/ participatory pedagogy
- Execute plans towards conducive and safe campus environment
- Modify classroom furniture conducive to innovative/ participatory pedagogy

### **Physical Environment: IT Infra**

- Increase integration of LMS to a great extent
- Achieve robust IT Infrastructure on campuses
- Achieve state-of-the-art ICT infrastructure needed for optimum learning environment

### **Pedagogy (T-L-E)**

- Introduce bottom-up approach conducting baseline and impact study of students and teachers
- Achieve Student Motivation for participatory and effective TLE

- Build a sound culture of sharing and learning with mainstreaming OER and collaborating
- Achieving 21<sup>st</sup> century skills in students to optimum level

Goals		Action Plan
<b>8.1 Physical Environment: Campus Infra</b>		
Short Term Goals	Design plans to create pleasant, inclusive, aesthetic, safe, conducive learning environment on campus	<ol style="list-style-type: none"> <li>1. Introduce cycles services within the campuses</li> <li>2. Inclusive furniture with at least minimum possible facilities in every institute</li> <li>3. Plan for digital displays, signages, information kiosks across campuses</li> <li>4. Install at least 2-3 such facilities per campus</li> </ol>
	Reorganise classroom furniture conducive to innovative/ participatory pedagogy	<ol style="list-style-type: none"> <li>1. Demonstrate how furniture can be rearranged to make it learner-centred</li> <li>2. Create demo classrooms within a department/ institute with flexible and conducive furniture arrangements</li> </ol>
Mid Term Goals	Execute at least 50% plans towards conducive and safe campus environment	<ol style="list-style-type: none"> <li>1. Establish commutation facility center within big campuses</li> <li>2. Create open theater for students performance, play, dialogue etc.</li> </ol>
	Modify classroom furniture conducive to innovative/ participatory pedagogy	<ol style="list-style-type: none"> <li>1. Change classroom designs at least one shared classroom in 2-3 PG department and 2-3 classrooms per college</li> <li>2. Create 2-3 demo classrooms within with flexible and conducive seating arrangements on every campus</li> <li>3. Increased number of Inclusive furniture in classrooms</li> <li>4. Add more digital devices/facilities in the classrooms for easy information sharing</li> </ol>
Long Term Goals	Create fully conducive environment with sustainable plans of maintenance	Develop cultural complex on big campuses All campuses will be equipped with proper signages, interactive information kiosks, talking robots to guide visitors

<b>Goals</b>		<b>Action Plan</b>
Long Term Goals	Create maximum classrooms conducive to innovative/participatory pedagogy	<ol style="list-style-type: none"> <li>1. Learner-centred flexible furniture in at least 50% classrooms</li> <li>2. Develop a demo campus with innovative, conducive, flexible seating arrangements (demo campus for other HEs with a variety of patterns. e.g. round table, Tablet chairs, Pentagon/hexagon, comfortable, semi-formal seating)</li> <li>3. All classrooms with some inclusive furniture</li> </ol>

## 8.2 Physical Environment: IT Infra

Short Term Goals	Train untrained faculty in use of LMS and initiate increased use of LMS	Present cases of integrated LMS by SNDTWU faculty to create awareness and develop interest to integrate LMS in regular T-L-E  Encourage more faculty to join FDPs for LMS training Use of LMS by at least 50 faculty
	Introduce ICT-integrated infrastructure facilities on campuses	Establish BYOD centres in all campuses 50% non-technology PG departments would use ICT labs for student activities Introduce dashboard for short-term courses
	Develop a robust ICT-enabled learning environment	Develop university OER policy aligned with the UNESCO's OER recommendations 2019
	Install IT-enabled campus security solutions	Install adequate LED/solar lights and security booths on Juhu and Pune campuses Increase CC TV cameras
Mid Term Goals	Increase integration of LMS to a great extent	Use of LMS by at least 50% faculty
	Achieve robust IT Infrastructure on campuses	Establish Learning Commons with a few ICT facilities to encourage self-learning and collaborative learning activities, academic activities Establish Research Commons with a few ICT facilities to encourage research activities

	<b>Goals</b>	<b>Action Plan</b>
Long Term Goals	Integrate LMS to the optimum level with at least all registered students on LMS	Develop full-fledged facility centre for ongoing support of LMS Students auto-registered on LMS and use of LMS by 80% faculty Use of LMS by at least 75% faculty from all the campuses
	Integrate LMS to the optimum level with at least all registered students on LMS	Develop full-fledged facility centre for ongoing support of LMS Students auto-registered on LMS and use of LMS by 80% faculty Use of LMS by at least 75% faculty from all the campuses

### 8.3 Pedagogy (T-L-E)

	Introduce bottom-up approach introducing baseline study of students and teachers	Baseline Study: Study student expectations about T-L-E
Short Term Goals	Initiate Student Motivation for participatory and effective TLE	Study students' awareness level about learner-centred T-L-E Study level of motivation Orient campus students about Blended, and Constructive environments  Build mindsets through debates, discussions, webinars, etc. Orient campus students about Blended, and Constructive environments  Build mindsets through debates, discussions, webinars, etc.
	Design plans for introducing a culture of collaboration, communication and cocreation	Showcase best practices in participatory pedagogy Awareness & training for PBL (Problem Based Learning and Project Based Learning both) At least 5 MOOC of SNDTWU

	<b>Goals</b>	<b>Action Plan</b>
Short Term Goals	Prepare Faculty and Students for ICT enabled Learning	Introduce ICT tools for students to apply for better self-learning, comprehension and reflective activities Faculty training for ICT integration
	Equip faculty with ICT integrated modalities for evaluation and assessment	Faculty Training for introducing concept 360 degree evaluation Organise awareness and skill-based training programmes for variety in assessment and CCE Organise awareness and skill-based training programmes for variety in assessment and CCE (e.g. Rubrics, Open-book, Peer-assessment, etc.)  ICT tools introduced for assessment Simple ePortfolio development initiated in a few departments Design and Develop Authentic Assessment tools Outcomes based assessment with blueprint design
	Sensitize faculty and students regarding OER and related issues	Increase faculty and students awareness about OER, Open Licensing Train faculty for development of varied formats of OERs (interactives in videos, converting long videos in microlearning modules)
Mid Term Goals	Update goals, outcomes and roadmaps in light of periodical baseline study analysis of students, teachers, employers and community	Mid-term survey to see change if any
	Achieve Student Motivation for participatory and effective TLE	Plan meets, activities to increase awareness and positive attitude Plan activities to foster motivation
	Build a sound culture of sharing and learning with mainstreaming OER and collaborating	Conduct regular orientation and skill development programmes for students towards active participation in BL Create a portal of participatory pedagogy

	<b>Goals</b>	<b>Action Plan</b>
Mid Term Goals		<p>OER in different languages for several subjects          Train faculty in Microlearning &amp; learning objects          Encourage students to generate user-generated resources as OERs          Introduce Assistive compliant OER          50% teachers trying PBL &amp; a few sample curricula will be developed with PBL Curriculum development approach          At least 20 MOOC of SNDTWU with 5 CMOOCs</p>
	Encourage optimal use of ICT tools by faculty and students	<p>Use more tools for students and make them used to such tools          Tool repository portal of SNDTWU          50% Campus Faculty using ICT tools</p>
	Equip faculty for conducting evaluation and assessment in a holistic manner with special emphasis on ICT integration	<p>360 degree evaluation achieved in 25% programmes (at least 60% professional programmes)          AT least 60% internal marks for reflection, application-based, creative, innovative exercises and products, processes and metacognitive exercises          Minimum 5-10% of the internal marks for ICT based assessment products          30% students develop ePortfolio towards internal assessment          Emphasize on Performance based assessment          QBank development with Objective type and application based items begins</p>
Long Term Goals	Design and implement Impact study	Impact study
	Achieve optimally motivated students for participatory TLE	<p>Learner-centred pedagogy becomes a regular habit of faculty and students          Achieve 100% motivation for learner-centred environment &amp; exploration</p>
	Achieving 21 <sup>st</sup> century skills in students to optimum level	<p>All students used to BL mode          Update pedagogy portal regularly          All campus students skilled in variety of ICT tools for individual comprehension, reflection and participate in</p>

	<b>Goals</b>	<b>Action Plan</b>
Long Term Goals		<p>more and more collaborative activities At least 50 MOOCs of SNDTWU with 10 CMOOCs</p>
	Achieving faculty training to optimum level in congruence with latest trends in T-L-E	<p>All faculty skilled in OER development skills Achieve assistive compliance in maximum OERs of SNDTWU 70% Curriculum will be PBL Curriculum development approach At least 80% faculty using ICT tools for collaboration, reflection and 21<sup>st</sup> Century skills</p>
	Equip faculty at optimal level w.r.t. evaluation and assessment strategies with emphasis on ICT integration	<p>360 degree evaluation achieved in at least 60% programmes All 100% internal marks for reflection, application-based, creative, innovative exercises and products, processes and metacognitive exercises Minimum 20% marks for ICT based creations &amp; co-creations by students 60% students develop their ePortfolio towards internal assessment Comprehensive digital QBank development with Objective type and application based items for all subjects</p>

## *Focus Area 9: Restructuring of Teacher Education*

**Convener: Dr. Nalini Patil, Principal, SNDT College of Education, Pune**

### **Policy Goal**

As teacher education requires multidisciplinary inputs, and education in high-quality content as well as pedagogy, all teacher education programmes must be conducted within composite multidisciplinary institutions. To this end, all multidisciplinary universities and colleges - will aim to establish education departments which, besides carrying out cutting-edge research in various aspects of education, will also run B.Ed. programmes, in collaboration with other departments such as psychology, philosophy, sociology, neuroscience, Indian languages, arts, music, history, literature, physical education, science and mathematics. All stand-alone TEIs will be required to convert to multidisciplinary institutions by 2030, since they will have to offer the 4-year integrated teacher preparation programme.

### **Rationale**

Education is a social-human process and, therefore, good education requires high-capacity, engaged teachers. For effective implementation of the NEP 2020 at all levels of education, the Teacher Education needs to be strengthened. Teachers must be grounded in Indian values, languages, knowledge, ethos, and traditions including tribal traditions, while also being well-versed in the latest advances in education and pedagogy. This calls for the need of sustained high-quality education and opportunities for hands on training for the student teachers. The teacher education curricula need to be re-imagined, appropriate to the complex and critical role that teachers play, and for high-quality teaching-learning. The multidisciplinary approach of education requires composite and integrated teacher education. The SNDTWU has identified major goals to be implemented in phased manner.

### **Goals**

#### **Curriculum**

- To restore integrity and credibility of Teacher Education Curriculum
- To introduce 4-year multidisciplinary integrated teacher education programme (ITEP)
- To introduce Value-added courses

#### **Teaching learning process**

- To promote learner centered pedagogy

#### **Learning Resources**

- To develop learner centered quality learning resources

#### **Research**

- To promote multidisciplinary research

#### **Infrastructure**

- To develop digital and physical infrastructure for implementing all TE programmes as per NCTE guidelines.

### **Extension**

- To establish an in service training center
- To develop national and international collaborations

### **Collaboration**

- To establish modernized and inclusive experimental Schools for TEIs.

### **Assessment**

- To implement assessment reforms in TEIs

Goals	Action Plan	
<b>9.1 Curriculum</b>		
<b>To restore integrity and credibility of Teacher Education Curriculum</b>		
Short Term Goals	To review curriculum of existing B.Ed., M.Ed., B.Ed. (Special Ed.), M.Ed. (Special Ed.), programmes in focus for NEP 2020.	<ol style="list-style-type: none"> <li>1. Collect suggestions/feedback/expectations from all stakeholders.</li> <li>2. Conduct small group discussion of subject experts on the feedback/suggestions.</li> <li>3. Prepare a draft for a revised curriculum.</li> <li>4. Submission of draft to BOS for approval.</li> </ol>
	To design Outcome Based Curriculum for teacher education programs.	<ol style="list-style-type: none"> <li>1. Organize Two days' workshop on Outcome based Curriculum Framework</li> <li>2. Writing of outcomes of every course</li> </ol>
	To integrate problem based and project-based approaches in curriculum.	Organize a workshop on problem based and project-based approach in curriculum development.
	To integrate teacher education curriculum with respect to 21 <sup>st</sup> century knowledge and skills.	Organize a workshop on integration of 21 <sup>st</sup> century knowledge and skills in Teacher Education curriculum.
Mid Term Goals	To implement revised teacher education curriculum.	Conduct an orientation on implementation of the revised teacher education curriculum.
	To implement, assess and accordingly revise the curriculum.	<ol style="list-style-type: none"> <li>1. TEIs will seek curriculum feedback from all stakeholders</li> <li>2. Analyze the curriculum feedback</li> <li>3. Provide suggestions to BOS for curriculum revision</li> </ol>

<b>Goals</b>		<b>Action Plan</b>
Long Term Goals	Continuous review of curriculum to develop competencies as a global teacher.	<ol style="list-style-type: none"> <li>1. TEIs will seek curriculum feedback from all stakeholders</li> <li>2. Analyze the curriculum feedback</li> <li>3. Provide suggestions to BOS for curriculum revision</li> </ol>
	Continuous review of outcomes and revision of the curriculum to fulfill the needs of all stakeholders.	<ol style="list-style-type: none"> <li>1. TEIs will seek curriculum feedback from all stakeholders</li> <li>2. Analyze the curriculum feedback</li> <li>3. Provide suggestions to BOS for curriculum revision</li> </ol>

#### **To introduce 4-year multidisciplinary integrated teacher education programme (ITEP)**

Short Term Goals	To conduct a baseline study for curriculum development.	Conduct baseline studies from TEIs faculty under various research grants schemes of the University.
	To restructure existing single stream 2 years UG level Teacher Education Programme into 4 years Integrated Teacher Education Programme (ITEP).	<ol style="list-style-type: none"> <li>1. Prepare a structure of 4 years Integrated Teacher Education Programme (ITEP) as per NCTE's guidelines.</li> <li>2. Design and development of Curriculum of 4 years Integrated Teacher Education Programme (ITEP)</li> </ol>
Mid Term Goals	To develop/ transform existing TEIs into multidisciplinary TEIs which cover all levels of teacher education.	<ol style="list-style-type: none"> <li>1. Organize an orientation program to transform existing TEIs into multidisciplinary TEIs</li> <li>2. Create a mentoring cell for guidance and support to existing TEIs to transform into multidisciplinary TEIs</li> </ol>
Long Term Goals	To run B.A. B.Ed, B.Sc. B.Ed and B.Com B.Ed and B.A. B.Ed. Spl. Ed.; B.Sc. B.Ed. Spl. Ed.; and B.Com B.Ed Spl. Ed. programmes.	<ol style="list-style-type: none"> <li>1. Development of programme specific curriculum of all TEPs.</li> <li>2. Develop programme specific infrastructure.</li> <li>3. Recruitment of required faculties &amp; administrative staff in TEIs</li> </ol>
	To achieve the status of top 100 TEI in the national/international ranking.	Establish various systems and mechanisms to achieve the goal.

#### **To introduce Value-added courses**

Short Term Goals	To develop and offer value added online/offline/blended courses to enhance 21st century skills.	<ol style="list-style-type: none"> <li>1. Organize a workshop on designing and development of value added online/offline/blended courses.</li> <li>2. Coordinate with CHETNA for implementation of various courses.</li> </ol>
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Goals		Action Plan
Short Term Goals	To develop bridge courses on pedagogy.	<ol style="list-style-type: none"> <li>1. Design a structure and outline of bridge courses.</li> <li>2. Coordinate with CHETNA for implementation of bridge courses.</li> </ol>
Mid Term Goals	To develop a mentoring cell of senior/retired faculty who will be willing to provide mentoring support to university/college teachers.	<ol style="list-style-type: none"> <li>1. Create a mentoring cell at university level.</li> <li>2. Prepare a mentoring policy.</li> <li>3. Prepare a list of mentors.</li> <li>4. Create a Mentoring Web Portal.</li> </ol>
Long Term Goals	To offer need-based value-added courses in collaboration with national & international institutes/universities.	<ol style="list-style-type: none"> <li>1. Identify the various institutes and courses as per the needs of learners.</li> <li>2. Sign MOUs with identified institutes/universities.</li> <li>3. Run need-based value-added courses in collaboration with identified institutes/universities.</li> </ol>

## 9.2 Teaching-Learning Process

### To promote learner centered pedagogy

Short Term Goals	To use learner centered, experiential and inclusive teaching-learning strategies	<ol style="list-style-type: none"> <li>1. Organize FDPs on learner centered and experiential learning strategies.</li> <li>2. Organize FDPs on inclusive education pedagogies</li> <li>3. Develop short-duration MOOCs on learner-centered and experiential learning strategies, and inclusive pedagogies</li> <li>4. Conduct workshops, seminars, and orientation on learner-centered and experiential learning strategies, and inclusive pedagogies.</li> <li>5. Organize FDP/workshops/training program/short term program on innovative and inclusive pedagogy.</li> </ol>
	To facilitate differently abled learners.	<ol style="list-style-type: none"> <li>1. Sensitize teachers to the needs of differently abled learners.</li> <li>2. Develop an inclusive environment in class and campus.</li> <li>3. Use assistive tools and technologies for inclusion.</li> <li>4. Organize teachers training on how to facilitate differently abled learners.</li> <li>5. Create learning resources as per the need of differently abled learners.</li> </ol>

<b>Goals</b>		<b>Action Plan</b>
Short Term Goals	To promote the use of Learning Management Systems.	<ol style="list-style-type: none"> <li>1. Organize a training program on use of LMS.</li> <li>2. Develop a policy on use of LMS.</li> <li>3. Offer some courses through LMS.</li> </ol>
Mid Term Goals	To use LMS by all teacher educators.	<ol style="list-style-type: none"> <li>1. Provide training on use of LMS to all Teacher educators.</li> <li>2. Develop a short duration course on use of LMS</li> <li>3. Develop an induction programme for newly joined teacher educators.</li> </ol>
	To train teacher educators to use disruptive technologies.	<ol style="list-style-type: none"> <li>1. Develop a capacity building program on disruptive technology.</li> <li>2. Develop a training program on use of disruptive technology.</li> </ol>
	To promote the use of AI, Virtual reality, augmented reality.	<ol style="list-style-type: none"> <li>1. Develop a capacity building program on AI, Virtual reality, augmented reality.</li> <li>2. Organize workshops on AI, Virtual reality, augmented reality</li> <li>3. Conduct research projects on use of AI, Virtual reality, augmented reality in education</li> </ol>
Long Term Goals	To develop a culture of learner centered pedagogy.	<ol style="list-style-type: none"> <li>1. Design courses on learner centered pedagogy.</li> <li>2. Promote learner centered pedagogy through teacher education curriculum</li> <li>3. Create OERs on learner centered pedagogy.</li> </ol>

### **9.3 Learning Resources**

#### **To develop learner centered quality learning resources**

Short Term Goals	To create institutional level Open education Resources (OER) repositories.	<ol style="list-style-type: none"> <li>1. Develop institute/University level OER policy</li> <li>2. give funding for OER development projects</li> <li>3. Create digital OER repository</li> <li>4. Promote OER development through academic and financial incentives</li> <li>5. Create best OER award for each year or OER creator award</li> </ol>
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<b>Goals</b>		<b>Action Plan</b>
Mid Term Goals	To create interactive and immersive content (AR & VR)	<ol style="list-style-type: none"> <li>Organize Training/Workshop/FDP on designing and development of interactive and immersive content (AR &amp; VR)</li> <li>Develop a E-content development studio in each cam[pus]</li> </ol>
	To design and develop MOOCs	<ol style="list-style-type: none"> <li>Organize Training/Workshop/FDP on designing and development of MOOCs</li> <li>Give funding for MOOCs development projects</li> <li>Promote MOOCs development through academic and financial incentivesCreate best MOOC award/recognition for each year</li> </ol>
Long Term Goals	To develop world class e-content on a large scale.	Collaborate with various national and international institutes for designing and development of e-content.

#### **9.4 Research**

##### **To promote multidisciplinary research**

Short Term Goals	To develop bridge courses on multidisciplinary research.	<ol style="list-style-type: none"> <li>Organize a multidisciplinary workshop to identify the thrust areas for bridge courses.</li> <li>Design bridge course modules according to thrust areas.</li> </ol>
	To promote multidisciplinary research.	<ol style="list-style-type: none"> <li>Organize orientation/workshop on preparation of multidisciplinary research proposals.</li> <li>Prepare multidisciplinary research project proposals.</li> <li>Organize a training program on use of data analysis</li> <li>Start a Multidisciplinary Research Journal.</li> </ol>
Long Term Goals	To develop dedicated Research Center in conducted Teacher Education Institutes (TEIs)	<ol style="list-style-type: none"> <li>Create a policy framework for the research center.</li> <li>Establish research center in conducted TEIs</li> </ol>
	To implement bridge courses on multidisciplinary research.	Offer multidisciplinary bridge courses.
	To conduct multidisciplinary research projects.	<ol style="list-style-type: none"> <li>Apply multidisciplinary collaborative research projects to grant agencies.</li> <li>Promote multidisciplinary research at PG and Ph. level.</li> </ol>

<b>Goals</b>		<b>Action Plan</b>
Long Term Goals	To create a multidisciplinary research culture.	Promoting multidisciplinary research continuously and collaboratively.

## **9.5 Infrastructure**

**To develop digital and physical infrastructure for implementing all TE programmes as per NCTE and RCI guidelines.**

	<b>Short Term Goals (2 Years)</b>	<b>Action Plan</b>
Short Term Goals	To plan proposals for developing a multimedia production studio.	<ol style="list-style-type: none"> <li>1. Form Multimedia production studio Committee</li> <li>2. Identify institutions/departments to establish Multimedia production studio in each campus</li> </ol>
	To upgrade available digital and physical resources	<ol style="list-style-type: none"> <li>1. Identify the required upgraded digital resources.</li> <li>2. Purchase the required upgraded digital resources.</li> <li>3. Identify the physical infrastructural barriers hindering inclusion in existing TEIs</li> <li>4. Identify access auditors</li> <li>5. Conduct access audit</li> <li>6. Identify the lacunae in the existing physical infrastructure</li> <li>7. Make required changes in available physical infrastructure with context to be conducive and inclusive in nature.</li> <li>8. Provide Wi-Fi facility to all teacher education institute campuses.</li> <li>9. Develop digital and physical corners in every teacher education institute campus.</li> </ol>
Mid Term Goals	To construct adequate physical infrastructure	<ol style="list-style-type: none"> <li>1. Develop various laboratories for ITEP</li> <li>2. Develop solar system, waste management system in TEIs.</li> <li>3. Develop botanical gardens in TEIs.</li> <li>4. Develop open theater for students.</li> <li>5. Develop sound digital infrastructure for online &amp; blended mode of teacher education and training.</li> </ol>
Long Term Goals	To develop conducive and vibrant infrastructure.	Continuous upgradation of digital and physical infrastructure.

Goals		Action Plan
<b>9.6 Extension</b>		
<b>To establish an in-service training center</b>		
Short Term Goals	To collaborate with CHETNA for in-service training.	<p>Establish institution level CHETNA center        Provide mentoring facilities for teachers.        Conduct workshops/training programs/seminars/conferences/camps/FDPs for faculties.        Identify the target group for inservice training.        Designing and development of in-service training programs.</p>
Mid Term Goals	To implement in-service training programmes in collaboration with CHETNA.	<p>Schedule the in-service training programme        Organize the in-service training programmes in collaboration with CHETNA</p>
Long Term Goals	To implement in-service training programmes at international level.	<p>Collaboration with various international institutes for designing and deployment of in-service training programmes.        Offer international level courses through CHETNA</p>
<b>To develop National/International collaborations</b>		
Short Term Goals	To organize faculty and student exchange programmes as a pilot program.	<p>Make MOUs with various institutes for the betterment of all stakeholders.        Implement a faculty exchange program at Local level.        Implement a student exchange program at a local university.</p>
	To collaborate with various institutes/schools/ departments for academic exchange of ideas and process.	<p>Identify the institutions for collaboration        Identify the common area of academic work        Implement awareness programmes        Organize seminar/workshops for institutes</p>
Mid Term Goals	To implement a faculty and student exchange program at local/state/national/international level.	<p>Make MOUs with various institutes for the betterment of all stakeholders.        Implement a faculty exchange program at various levels.        Implement a student exchange program at various levels.</p>
Long Term Goals	To develop international collaborations, enlarge scale.	<p>Make MOUs with various international institutes for research, academic work, exchange of faculties and students etc.</p>

Goals		Action Plan
<b>9.7 Collaboration</b>		
<b>To establish modernized and inclusive experimental Schools for TEIs.</b>		
Short Term Goals	To collaborate with existing schools for making it modernized and inclusive experimental school.	<ol style="list-style-type: none"> <li>Identify modernized experimental schools for TEIs .</li> <li>Design a functional plan and policy for collaboration with an experimental school.</li> </ol>
Mid Term Goals	To enrich the modernized TEIs' experimental school.	<ol style="list-style-type: none"> <li>Make MOU with identified school of collaboration</li> <li>Plan and execution of development policy.</li> </ol>
Long Term Goals	To establish innovative experimental schools that are inclusive schools.	To transform SNDT Kanya Shala, Pune as modernized and innovative experimental school of TEIs experimental school.
<b>9.8 Assessment</b>		
<b>To implement assessment reforms in TEIs</b>		
Short Term Goals	To adopt the assessment reforms recommended in NEP 2020.	<ol style="list-style-type: none"> <li>Adopt an outcome-based approach for assessment.</li> <li>Shift focus from year end summative assessment to continuous formative assessment.</li> <li>Change examination patterns to reduce the scope of memorization.</li> <li>Adopt a criteria-based grading system.</li> <li>Adopt an e-portfolio for assessment.</li> <li>Adopt inclusive assessment strategies</li> <li>Use adaptive assessment systems.</li> <li>Adopt peer and self-assessment.</li> </ol>
Mid Term Goals	To adopt a 360-degree assessment.	Develop and use 360-degree assessment mechanisms
Long Term Goals	To adopt AI based assessment.	Develop and use AI based assessment mechanisms.