

NFLP Batch 05: Session – Vision-led Institutional Strategy

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September 15, 2025 (Monday): 11:45 AM – 1:15 PM

Case: "Transforming University into Research Hub"

Background: Technical University (fictional) - established 2005

- 15,000 students across 50 affiliated colleges
- Primarily teaching-focused with minimal research
- Faculty mostly master's degree holders
- Limited industry connections
- State government pressure for research excellence

Challenge: New Vice-Chancellor appointed with mandate to achieve "Category 1" research university status within 5 years.

Available Resources:

- ₹50 crore research development fund
- Authority to hire 100 new faculty
- Industry partnership potential
- Strong alumni network

Questions:

1. Using the RISE/SPARK framework, what would be your diagnostic assessment?
2. What are the top 3 strategic priorities for transformation?
3. How would you sequence the transformation initiatives?
4. What resistance points would you anticipate and how would you address them?

EXAMPLE of Diagnostic Framework & Case Analysis: Assessment Tool

1. The RISE Framework

R - Research Culture

I - Infrastructure & Resources

S - Systems & Processes

E - External Engagement

Diagnostic Questions by Dimension:

(R) Research Culture

- Faculty with active research programs
- PhD student enrollment ratio
- Research publication culture
- Innovation and risk-taking mindset
- Cross-disciplinary collaboration

(I) Infrastructure & Resources

- Laboratory and equipment adequacy
- Library and digital resources

- Research funding availability
- Technology and computing infrastructure
- Physical spaces for collaboration

(S) Systems & Processes

- Research governance and policies
- Project management capabilities
- Ethics and compliance frameworks
- Quality assurance systems
- Performance measurement systems

(E) External Engagement

- Industry collaboration strength
- International research partnerships
- Government and policy engagement
- Community and social impact
- Alumni and donor research support

2. Framework: The SPARK Method

S - Strategic Vision Setting

- Define research identity and positioning
- Set measurable 5-year goals
- Align with institutional mission
- Communicate transformation narrative

P - People Excellence

- Faculty recruitment and development
- PhD student attraction and retention
- Research staff and support hiring
- Leadership development programs

A - Asset Development

- Infrastructure and facility upgrades
- Technology and equipment acquisition
- Digital and library resource enhancement
- Collaborative spaces creation

R - Resource Mobilization

- External funding strategy
- Industry partnership development
- Government scheme utilization
- International collaboration funding

K - Knowledge Systems

- Research data management
- Publication and dissemination strategy
- Intellectual property management
- Research impact measurement