



**STRATEGIC PLAN
FOR INSTITUTIONAL DEVELOPMENT**

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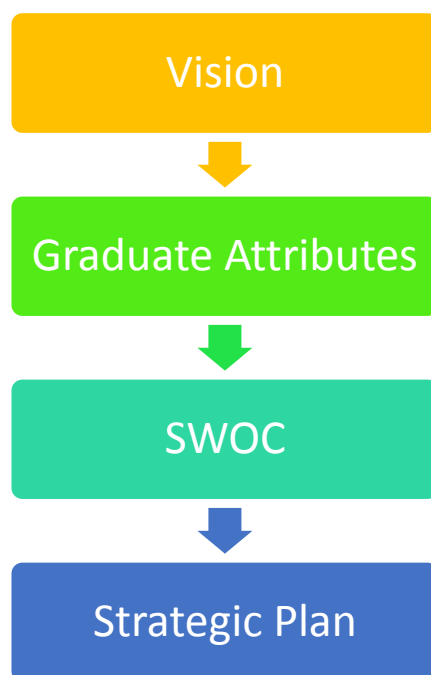
1. Introduction

Kannur University, the youngest of the five multi-disciplinary, affiliating universities in Kerala, came into existence by the name "Malabar University" on November 9, 1995 through a promulgation of an ordinance by the Governor of Kerala. Subsequently, as per the Act 22 of 1996 of Kerala Legislative Assembly, it was inaugurated as Kannur University on March 2, 1996.

The Kannur University Act 1996 aimed to establish in the state of Kerala, a teaching, residential and affiliating University, promoting the development of higher education in Kasaragod and Kannur districts and the Mananthavady Taluk of Wayanad District.

The University is unique in the sense that it is a multi-campus university with its eight campuses spread across rural areas of the three northern districts of the State. Kannur University is entrusted with the most crucial task of building and improving Higher Education in northern districts of the state that still continue to lag behind the rest of state in terms of Higher Education resources.

The Strategic Plan for the development of the university, assumes considerable significance as it will provide a blueprint and guide for the direction and preferred type of expansion not only of the University *per se*, but will also influence the growth in the northern region of Kerala, in the years to come. The strategy outlined here will also serve to act as a deterrent to *ad hoc* policy changes.



VISION

To develop as a premier socially inclusive public university offering world-class education committed to the pursuit of excellence in teaching and research while nurturing critical inquiry to make socially meaningful innovations and interventions.

MISSION

Our mission is to realize our vision by:

- ✓ Providing inclusive high quality Higher Education to all sections of society.
- ✓ Creating national and global research platforms.
- ✓ Continued emphasis on technology as a tool for pedagogic advancement and efficient governance.
- ✓ Empowering the rural community to acquire and enhance the skill- sets for sustainable development with emphasis on accessibility and inclusiveness.

2. Graduate Attributes

Based on Kannur University's vision for development, after extended deliberations with all the stakeholders in the University, Graduate Attributes were formally developed and adopted by the University in 2019. These general attributes define the qualities, values, and skills that the university sets out to inculcate and develop among its students. Committed to the idea of expanding public funded higher education, Kannur University while being socially inclusive will strive for academic excellence by promoting critical thinking and debate both within and outside the classroom. The aim of teaching in the university is not merely to purvey information but suggest ways and means of learning to the student.

The Graduate Attributes of Kannur University inform every level of policy ranging from curricular innovations, to students' admission rules and fees to the hiring of faculty and staff. Consequently, the Strategic Plan of the University is based substantively on the Graduate Attributes that are listed below:

Graduate Attribute 1 – Scholarship

Kannur University graduates will be able to inquire critically into their area of study, while being aware of changing state of knowledge both in their own chosen discipline as well as other related disciplines. The graduates will have the ability to actively engage in the generation of innovative and relevant knowledge and understanding through inquiry, critique and synthesis going beyond their discipline of specialization.

Graduate Attribute 2 - Critical citizenship and the social good

Kannur University graduates will be engaged, committed and accountable agents of social good. They must aspire to contribute to social justice and environmental sustainability, appreciative of the complexity of historical contexts and societal conditions through their roles as professionals and members of local and global communities. The graduates will be committed to promote gender and social equality and empathetically engage with all forms of difference including, conflicting intellectual traditions, religious and cultural practices, language, region and nationality.

Graduate attribute 3 - Lifelong learning

Kannur University graduates will be lifelong learners, committed to and capable of continuous collaborative and individual learning and critical reflection for the purpose of advancing their understanding of the world and their place in it.

Strategic Development Plan

A Strategic Development plan is a necessary map of proposed development that the University plans for itself in short, medium and long-run. It clearly spells out the direction and broad policy thrust to be undertaken in the future in a set of broad key areas that are fundamental to ensuring the actualisation of the University's teaching objectives and help the institution to meet the challenges of commercialisation and exclusion in the field of HE.

The above Strategic Plan will guide the development of Kannur University, in the next five years in areas ranging from curricular changes and academic recruitment to infrastructural

expansion. The progress will be reviewed every six months and reported to the Planning Board of the University. While all the objectives may not be fully met, we sincerely hope that the Plan will reduce *ad-hoc* changes and shifts and ensure a comprehensive and well thought out path of expansion.

Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

Strengths	
1.	Substantial economic support for students by the state.
2.	Extensive reach across rural and backward regions.
3.	Fully digitalized file system that is transparent and efficient.
4.	Adequate physical infrastructure for teaching and research.
5.	Robust system of shared online teaching/ learning resources via Optical Fibre Cable network
6.	Clearly established strategic vision and Mission.
7.	Transparent state of the art e-governance mechanism.
8.	Recruitment of faculty by the best academics in the country
9.	Healthy Faculty - Student ratio
10.	Well organized scientific examination system with newly introduced cognition level based automated question banks.
11.	Community service as well as professional development opportunities and programs in the rural areas.
Weaknesses	
1.	Weak national-level and international-level branding.
2.	Absence of a large single campus
3.	Budget constraints.
4.	Limited national and international academic collaborations and partnerships.
Opportunities	
1.	Advantage of government support for public funded Higher Education
2.	Possibility of upgradation of the University by NAAC and by other national and international rating agencies.
3.	Accreditation of individual programs and Departments.
4.	Scope for national and international academic collaborations and partnerships.
5.	Attract more national and international students for enrollment.
6.	Organizing social extension activities through community-student collaborations.
7.	Highly developed Startup ecosystem in the state.

<ul style="list-style-type: none"> 8. Development of online courses. 9. Build and leverage the alumni network.
Challenges
<ul style="list-style-type: none"> 1. Possible future competition from privately funded, “for profit” universities. 2. Constrained resources and possibility of diminished State funding in the future. 3. Changes in job market

Priority Areas under the Strategic Plan

1. Curricular Reforms

Curriculum Development

Scientific assessment where different levels of cognition are evaluated.

Identify inter-disciplinary thrust areas; STEM-SHAPE integration through transdisciplinary research centres.

Forging academic links with HEI within and outside India.

Innovation and University-Industry Interaction / Collaboration.

University incubated Start-ups

The university has initiated Incubation Centres in the University and formed an Institutional Innovation Council and plans to systematically include colleges in the Innovation framework. Aim to further expand innovations in the following areas: developing biotech products, provide branding and marketing services to traditional local industries and women’s self-help groups and incubate software solutions.

Proposed Objectives:

Short-term:

Mandatory regular immersive teacher training

Annual external peer review of course content
Augment interdisciplinary content of programs
Introduce functional English courses for students
Incentives for outstanding research and innovations
Development of online courses

Middle-term:

Reorganize Departments into Schools to rationalize faculty utilization.
Introduce new transdisciplinary programs of study and Research Centers

Cross-cutting inter-disciplinary areas identified for development in the next five years

STEM-SHAPE integrated research on public health and migration.

Chemical profiling of bio-resources for development of potential drug leads.

Integrated research on pollution abatement and water conservation.

Development of processes for utilization of local agro-resources.

Big Data Analysis

Introduction of Foreign languages such as German, French and Arabic

Provision of teacher and student exchange with foreign collaborating universities

Long Term:

Substantially augment faculty strength

Offer specialized programs in niche areas along with interdisciplinary and transdisciplinary programmes conducted by Research Centres.

2. Administration and Regulatory Frameworks

Simplification of rules and regulations and its digitalised implementation.

Decentralization in decision making to avoid administrative delays.

Organization of Departments under Schools

Identification of disciplines for targeted resource augmentation.

Short-term

Remove contradictions between older statutes and UGC mandated regulations

Accelerate the devolution of decision making in the administrative hierarchy

Make rules and regulations more student and teacher friendly.

Middle-term

Develop a benchmark decision-making framework

Operationalize the benchmark decision making framework

Strengthen and review internal control system

Long-term

Sharply reduce rules and minimize need for routine administrative sanctions

Automate routine administrative transactions.

Decentralization of decision-making.

3. Expenditure reduction and finding new sources of funding from extra-governmental sources

Reduction of evaluation and travel related expenditure..

Providing consultancy and research services.

Develop Online Education Platform and launch online courses.

Develop relationship with industry and business houses and augment CSR funding sources.

Mobilise contributions from alumni.

4. Improve Physical and IT enabled infrastructure

Short-term

Undertake immediate expansion of hostel, laboratory and studio facilities.

Have at least one fully equipped conference facility in each campus.

Middle-term

Develop and implement a corporate infrastructure investment and maintenance policy.

Improve the organizational structure effectiveness

Long-term

The University will strive to acquire a large central campus that can house the bulk of Departments and provide residential accommodation for at least 50 percent of staff and students.

Increase number of laboratories with advanced instrumentation

5. Produce Critically Engaged Citizens Committed to improving society

Kannur University is committed to socially inclusive expansion.

The University will continuously emphasise the need for Scientific Temper and social equality through its curriculum.

Encourage students to understand and engage with regional cultural and political traditions in the context of contemporary changes. This is to be effected *via* curricular changes, extra mural activity and social outreach.

This Strategic Plan document will help actualise the vision and Graduate Attributes set forth by Kannur University by providing a well thought out and clearly focused incremental development plan.