

Institute of Professional Excellence and Management

A-13/1 South Side G.T Road, NH-9, By Pass, Industrial Area, Bulandshahr Road Industrial Area, Ghaziabad, Uttar Pradesh 201009, India



STRATEGIC DEVELOPMENT PLAN



IPEM GHAZIABAD

UGC 12(B) & 2(f) Certified | An ISO 9001:2015 Certified

📍 A-13/1, South Side G.T. Road Industrial Area,
NH-9, Ghaziabad, U.P.-201010

☎ 0120-4174500 | info@ipemgzb.ac.in

Introduction

The Institute of Professional Excellence and Management (IPEM), Ghaziabad, established in 1996 under the aegis of Laksh Educational Society, is committed to providing quality, value-based education and developing competent professionals in the fields of Management, Information Technology, Law and Education. The Institute strives to foster academic excellence, professional competence, ethical values, innovation and social responsibility through a learner-centric and industry-oriented educational environment.

In pursuit of its vision and mission, IPEM recognizes the importance of systematic planning, continuous improvement and effective institutional governance. The Strategic Development Plan (SDP) serves as a comprehensive framework to guide the Institute's academic, administrative, infrastructural, research and institutional development over the coming years. It aims to strengthen existing practices, address emerging challenges, utilize available resources effectively and respond to the changing needs of higher education and society.

The Strategic Development Plan has been formulated through stakeholder participation, including the management, institutional leadership, faculty members, administrative staff, students, alumni, parents and industry representatives. The planning process considers the Institute's vision, mission, institutional priorities and SWOC (Strengths, Weaknesses, Opportunities and Challenges) analysis to identify key areas for development and improvement.

The Plan focuses on key strategic areas, including academic excellence, curriculum development, teaching-learning innovation, research and development, faculty empowerment, industry and academic collaborations, student progression, infrastructure development, digital transformation, institutional governance, quality assurance and community engagement. Specific objectives, strategies, action plans, measurable targets, timelines and responsibilities shall guide the implementation of these initiatives.

The implementation and progress of the Strategic Development Plan shall be periodically reviewed by the institutional leadership and the Internal Quality Assurance Cell (IQAC), in coordination with the concerned departments and committees. Regular monitoring, stakeholder feedback and evaluation of outcomes shall facilitate necessary modifications and ensure alignment with institutional priorities and applicable regulatory requirements.

Through this Strategic Development Plan, IPEM aims to strengthen its institutional capabilities, promote a culture of quality and innovation, enhance student and stakeholder satisfaction, and advance towards its goal of becoming an Institution of Academic Excellence, producing skilled, ethical and socially responsible professionals equipped to contribute effectively at national and global levels.

VISION

Our Vision is to produce Professionals who would pioneer the future Revolutions.

MISSION OF THE INSTITUTE

IPEM is committed to produce competent professionals to cater to the needs of society by imparting skill-based education through effective teaching learning process with the Mission as: -

CORE VALUES

M1	To cater State-of-the-art Infrastructure Facilities
M2	To apply latest Pedagogical Methods while delivering the Academic Programs
M3	To utilize the potential of highly qualified, experienced and committed Faculty
M4	To generate knowledge and promote academic growth by offering various value added programs
M5	To collaborate with academia, industry and society for long term interaction.
M6	To generate and disseminate knowledge through training programs/ workshops/seminars/ conferences/ publications.
M7	To develop human potential to its fullest extent so that capable professionals emerge in a range of professions
M8	To strive for Professional Excellence with Ethical and Moral Values

- ❖ Institute is firmly believed that striving for excellence can never be an accidental and Spontaneous phenomenon.
- ❖ Institute's paradigm for various programs is to create equidistant managers and Professionals who have competence to operate effectively both at the domestic and global levels.
- ❖ Promote team spirit and healthy competition.
- ❖ Create a healthy atmosphere for effective teaching—learning process.
- ❖ Promote creativity and innovation in all activities.

- ❖ Value individual differences and dignity of labor.
- ❖ Give due respect to all students and staff members
- ❖ Gender biasness is strictly prohibited.
- ❖ Enhance professionalism with good human values.
- ❖ Promote equality, integrity, patriotism and brotherhood.
- ❖ Promote communal harmony and religious tolerance.
- ❖ Value individual differences and dignity of labor.
- ❖ Sharing of experience, knowledge and skills.

SWOC Analysis

Strength

1. Participative and decentralized management practices involving institutional leadership, Heads of Departments, faculty and other stakeholders in academic and administrative decision-making.
2. Strong institutional leadership and governance mechanisms supported by various statutory and functional committees.
3. Conducive academic and working environment supporting faculty and staff retention and professional growth.
4. Established quality assurance mechanisms including IQAC-led monitoring, academic review and continuous improvement practices.
5. Qualified, experienced and committed faculty contributing to teaching, research, student mentoring and institutional development.
6. Strong research orientation, with emphasis on faculty and student research, publications, conferences, workshops and knowledge dissemination.

7. Industry linkages and external collaborations supporting curriculum enrichment, internships, exposure and employability.
8. Regular curriculum enrichment through industry inputs, value-added courses, skill-development initiatives and contemporary pedagogical practices.
9. Use of innovative and learner-centric teaching practices to enhance student engagement and learning outcomes.
10. Well-developed academic and physical infrastructure, including technology-enabled classrooms, library resources, Wi-Fi connectivity and other learning facilities.
11. Continuous student evaluation and academic monitoring to identify learning gaps and provide timely academic support.
12. Structured support mechanisms for slow learners and students from diverse backgrounds.
13. Comprehensive faculty, staff and student development initiatives, including training, FDPs, workshops and co-curricular activities.
14. Strong emphasis on holistic development of students through academic, professional, cultural, social and extracurricular activities.
15. Community engagement and social responsibility initiatives contributing to institutional outreach and social development.
16. Value-added and skill-oriented programmes aimed at enhancing students' employability and professional competencies.
17. International and wider exposure opportunities for students through academic and professional interactions, wherever applicable.
18. Recognition and institutional achievements through awards and rankings, wherever supported by authentic documentary evidence.

Weaknesses

1. Limited flexibility in academic curriculum due to affiliation with CCS University, Meerut.
2. Limited flexibility in introducing new degree programmes aligned with emerging industry and entrepreneurial requirements.
3. Limited international student participation in degree programmes.
4. Scope for strengthening the pool of Ph.D.-qualified and senior faculty, particularly in core academic areas.
5. Limited availability of external research funding from government, non-government and other funding agencies.
6. Scope for further expansion of physical and academic infrastructure in accordance with institutional growth.
7. Scope for strengthening national and international collaborations with academic institutions, industries and professional organizations.
8. Scope for enhancing intellectual property and patent-related activities.

Opportunities

1. Collaboration with reputed national and international institutions and professional organizations.
2. Expansion of academic autonomy and flexibility for introducing need-based and emerging programmes.
3. Faculty–student exchange programmes with reputed national and foreign universities.
4. Strengthening research activities through collaboration with academic institutions, industries and research organizations.
5. Greater involvement of faculty members in research-oriented programmes, projects and knowledge dissemination activities.

6. Mobilization of external funding for research, consultancy, projects and innovative programmes.
7. Enhancement of student employability and competitive examination preparedness through training in soft skills, aptitude, group discussion and examinations such as GATE, MAT, CTET and UPTET.
8. Expansion of internship opportunities for students through engagement with reputed corporate houses and industries.

Challenges

1. Enhancing English language and communication skills among students from diverse linguistic and educational backgrounds.
2. Bridging the gap between curriculum and industry requirements within the academic framework prescribed by the affiliating university.
3. Keeping pace with rapid technological advancements and integrating emerging technologies into teaching, learning and institutional practices.
4. Promoting faculty engagement in research, R&D, innovation and new product development.
5. Attracting and retaining eminent professors, Ph.D. holders and researchers to strengthen academic and research capabilities.
6. Enhancing student interest and participation in professional education in a changing higher-education environment.
7. Promoting entrepreneurship and increasing the number of students pursuing entrepreneurial ventures.
8. Establishing and strengthening incubation and innovation support mechanisms for students and faculty.
9. Enhancing institutional flexibility in admission and other academic processes within the applicable regulatory framework.

Strategic Goals

The passionate team of IPEM, after several rounds of discussion and planning, and guided by the Vision and Mission of the Institute, Quality Policy, Core Values, Stakeholders' expectations and SWOC Analysis, formulated the following Institutional Strategic Goals:

Institution Strategic Goals:

1. To strengthen the effectiveness of the teaching-learning process.
2. To promote effective leadership and participative management.
3. To establish and strengthen a continuous Internal Quality Assurance System.
4. To ensure effective and transparent governance.
5. To promote student development, engagement and participation.
6. To ensure faculty and staff development, welfare and professional growth.
7. To strengthen Institute–Industry interaction and partnerships.
8. To promote entrepreneurship and entrepreneurial development among students.
9. To encourage and strengthen research and development activities.
10. To enhance alumni interaction, participation and institutional outreach activities.
11. To strengthen community engagement and social responsibility activities.
12. To strengthen and develop physical and academic infrastructure.
13. To promote membership and active participation in professional bodies, local chapters and student chapters.

Strategic Planning for Next Five Years

Teaching Learning

IPEM College is a centre of excellence committed to delivering quality education by fostering, advancing, and sharing knowledge. As a leading institution of higher learning, it serves the educational needs of diverse societal groups across various disciplines. The college strives for academic excellence through a multidisciplinary curriculum, innovative teaching practices, and a technology-enabled, engaging learning environment. Alongside gaining subject knowledge and skills, students are empowered to think critically, communicate effectively, and perform creatively.

- **Objectives**

1. To provide high-quality education at all levels.
2. To embrace and innovate with technology-enabled teaching methods.
3. To design academic and co-curricular activities that foster a dynamic, vibrant, and conducive learning atmosphere.

- **Strategies**

1. Deliver quality education through a structured, outcome-focused approach.
2. Implement outcome-based education to encourage students to achieve measurable learning goals.
3. Utilize a blended teaching approach, integrating traditional, interactive, and ICT-based methods.
4. Strengthen the teaching-learning process through comprehensive session plans, active student engagement, and regular assignments.
5. Ensure transparent evaluation through a well-organized internal examination system.
6. Provide students with high-quality study materials for both theory and practical sessions.
7. Promote ICT-based teaching with multimedia-equipped virtual classrooms.

8. Collect regular feedback from students on teaching, curriculum, and facilities to ensure continuous improvement.
9. Develop and introduce job-oriented short-term Value-Added Program through various external agencies.

Education Enrolment

At IPED, we provide quality education to students across India. Our aim is to make learning accessible and impactful, reaching as many young minds as possible. We go beyond academics by integrating co-curricular and extra-curricular activities into our programs. This holistic approach ensures the overall development of our students, nurturing their physical and psychological well-being.

- **Objectives**

1. To provide Quality Education across India
2. Make the Learning accessible and impactful.
3. Upgrading the curriculum as per the trends set by the industries.

- **Strategies**

1. Introducing more courses in the Institute for students as per the needs of the industry.
2. Increasing the ratio of benefits for the meritorious students in order to provide platforms to the young and budding talent.
3. To welcome students from diverse backgrounds including regions like Eastern UP, Bihar, Jharkhand, West Bengal etc. and to explore more regions in Western UP including Agra, Hathras, Bulandshahr etc.
4. Streamlining the admissions process by introducing GD and PI for professional courses in order to make the process bias free.

Collaborations

IPEM College is committed to fostering collaborations in research, teaching, and employment at both national and international levels. Partnerships with various organizations will play a pivotal role in achieving the institute's objectives.

Objectives

1. To identify opportunities and develop facilities for attracting researchers and faculty to the institute.
2. To provide opportunities for students and faculty to gain exposure to international teaching and research practices.

Strategies

1. Establish collaborative partnerships with renowned academic institutions, research centres, and industry forums to create opportunities for students and faculty.
2. Explore collaborations with leading companies to facilitate training and employment opportunities for students.
3. Showcase the work of students and faculty on significant academic platforms and forums.
4. Build research collaborations with international universities, organizations, and industries.
5. Forge tie-ups with regulatory and apex bodies to secure grants, policy guidance, developmental programs, and other valuable resources.

Funding & Grants

IPEM College is dedicated to advancing education, research, and innovation through a robust framework of funding and grants. By securing diverse funding sources, IPEM College aims to create an ecosystem of growth, innovation, and excellence, contributing to its vision of being a leader in education and research.

Objectives

1. To secure grants for academic, infrastructural, and research development.
2. To establish a strong network with funding agencies, industries, and apex bodies.
3. To provide financial assistance to deserving students through scholarships and sponsorships.
4. To encourage faculty and students to participate in funded research projects and initiatives.

Strategies

1. **Collaboration with Funding Agencies:** Partner with government organizations such as UGC, AICTE, DST, and international funding bodies to secure grants for academic and research excellence.
2. **Industry Tie-ups:** Engage with corporate sponsors for funding programs, infrastructure, and student development initiatives.
3. **Research Proposals:** Encourage faculty and students to draft and submit innovative research proposals to funding agencies.
4. **Alumni Contributions:** Leverage the alumni network to raise funds for scholarships, infrastructure, and student welfare programs.
5. **CSR Partnerships:** Collaborate with companies under Corporate Social Responsibility (CSR) initiatives to fund skill development, training programs, and community projects.
6. **Workshops and Seminars:** Organize workshops to train faculty and staff in grant writing and funding applications.

Service to Society

IPEM College is deeply committed to fostering social responsibility and contributing to the welfare of humanity. The institute actively engages with social, regional, and local issues, integrating them into its planning and outreach programs. Service to society remains a cornerstone of IPEM's mission, strengthened through various extension activities and community engagement initiatives.

Objectives

1. To instil a sense of social responsibility in faculty, staff, and students.
2. To enhance awareness, sensitivity, and participation in societal issues among stakeholders.
3. To identify and address local and regional priorities, challenges, and opportunities.
4. To empower local communities through active engagement and training with a national and global perspective.

Strategies

1. Build partnerships with local and regional organizations to understand and address their needs.
2. Encourage faculty, staff, and students to collaborate with NGOs and support their initiatives.
3. Conduct extension activities focusing on education, health, hygiene, women and child welfare, and community governance.
4. Celebrate cultural diversity by organizing events that promote significant days, festivals, and societal milestones.

5. Highlight and honour the contributions of local personalities in the fields of art, culture, heritage, and community welfare.

Infrastructure

Objectives

1. To modernize academic and research facilities with cutting-edge technology.
2. To create a sustainable and eco-friendly campus.
3. To enhance student amenities for holistic development.

Strategies

1. **Smart Classrooms:** Upgrade all classrooms with ICT tools, interactive boards, and AI-enabled learning systems.
2. **Digital Library:** Digitize library resources and enhance access to global academic databases.
3. **Sustainable Campus:** Implement solar power systems, rainwater harvesting, and green building initiatives.
4. **Student Amenities:** Develop modern hostels and recreational spaces.
5. **Technology Integration:** Expand high-speed Wi-Fi across the campus and upgrade seminar halls with advanced audio and video systems.

Research and Publications

IPEM College is committed to fostering a culture of research excellence and knowledge dissemination. The institute encourages faculty and students to actively engage in innovative research and contribute to reputed academic and professional platforms.

Objectives

1. To promote high-quality, impactful research aligned with global academic and industry standards.
2. To enhance the publication of research in reputed national and international journals.
3. To encourage interdisciplinary and collaborative research projects.

Strategies

1. **Research Support:** Provide funding, infrastructure, and mentorship for faculty and student research initiatives.
2. **Collaborations:** Partner with academic institutions, industries, and research organizations to facilitate joint research projects.
3. **Workshops and Training:** Conducting workshops on research methodologies, writing, and publication ethics.
4. **Knowledge Sharing:** Organizing seminars, conferences to showcase research outcomes and foster intellectual exchange.

Alumni connect

The Institute fosters a robust *Alumni Connect* platform, envisioning a synergistic bond between past and present students to create a vibrant and supportive community. Through structured engagement initiatives, it strives to promote collaboration, knowledge sharing, and holistic growth.

This initiative serves as a bridge for continued association and contribution, strengthening the institution's legacy.

Objectives

1. To establish a sustainable network for alumni interaction and involvement.
2. To facilitate alumni contributions in academic, career, and mentorship programs.
3. To recognize and celebrate alumni achievements as role models for current students.

Strategies

1. **Mentorship Programs:** Encouraging alumni to guide students in career planning and skill development.
2. **Knowledge Sharing:** Utilizing alumni expertise in guest lectures, webinars, and industry insights.
3. **Networking Events:** Organizing alumni meets, reunions, and professional development workshops.
4. **Recognition Initiatives:** Instituting awards and honours to acknowledge distinguished alumni contributions.

Annual Priorities for 2025–26

Based on the Institutional Strategic Goals and the long-term Strategic Plan, IPEM identified the following priorities for the academic session **2025–26**:

1. **Strengthening the Teaching-Learning Process** through learner-centric, outcome-oriented, ICT-enabled and experiential teaching practices.
2. **Enhancing Academic Quality and Internal Quality Assurance** through regular academic monitoring, internal academic audits, feedback mechanisms and continuous improvement initiatives.
3. **Promoting Student Development and Employability** through Value-Added Courses, skill-development programmes, internships, career guidance, competitions, clubs and co-curricular activities.
4. **Strengthening Faculty and Staff Development** through FDPs, workshops, seminars, training programmes and opportunities for professional development.
5. **Promoting Research and Innovation** by encouraging publications, conferences, research projects, research training, intellectual property and collaborative research.
6. **Strengthening Industry and Institutional Collaborations** through MoUs, expert interactions, internships, training programmes and academic partnerships.
7. **Promoting Entrepreneurship and Innovation** through awareness programmes, innovation-oriented activities and opportunities for students to develop entrepreneurial competencies.

8. **Strengthening Participative Governance and Institutional Committees** through effective functioning of IQAC and various academic, administrative and student-support committees.
9. **Enhancing Community Engagement and Social Responsibility** through extension, outreach and community-oriented activities.
10. **Strengthening Infrastructure and Digital Learning Resources** in accordance with academic, technological and student-development requirements.
11. **Enhancing Alumni Engagement and Institutional Outreach** through alumni interaction, knowledge sharing, mentoring and participation in institutional activities.
12. **Strengthening Professional Networking** through engagement with professional bodies, academic forums and relevant external organizations.

Plan of Action and Implementation – 2025–26

The Annual Plan of Action for 2025–26 was implemented through the coordinated efforts of the Management, Institutional Leadership, IQAC, Director, Dean Academics, Heads of Departments, faculty members, administrative staff and various institutional committees.

S. No.	Strategic Priority	Plan of Action / Major Initiatives	Implementation
1	Teaching-Learning	Strengthening ICT-enabled, interactive and experiential teaching-learning practices; academic planning and monitoring	Implemented through departments and academic leadership
2	Academic Quality	Strengthening IQAC activities, academic monitoring, internal academic audit and quality documentation	Implemented through IQAC and academic leadership
3	Student Development	Conduct of skill-development programmes, Value-Added Courses, workshops, competitions and student activities	Implemented through departments and institutional activities with students' participations
4	Faculty Development	Participation/conduct of FDPs/workshops/seminars/ professional development programmes	Implemented through Research and Development Cell, IQAC and faculty members
5	Research & Development	Promotion of research publications, conferences, research training and collaborative research activities	Implemented through R&D initiatives and faculty participation
6	Industry & Institutional Collaboration	Strengthening MoUs, industry interaction, expert/guest lectures, internships and training opportunities	Implemented through relevant departments
7	Entrepreneurs hip & Innovation	Promotion of innovation, entrepreneurship awareness and student-oriented entrepreneurial activities	Implemented through institutional initiatives and through designated Committees efforts

Affiliated to C.C.S University, Meerut Approved by AICTE, New Delhi

8	Participative Governance	Reconstitution/functioning of institutional committees, meetings, documentation and review mechanisms	Implemented through institutional leadership and committees
9	Community Engagement	Extension, outreach and social responsibility activities involving students and faculty	Implemented through departments/committees, majorly through SEWA Cell
10	Infrastructure & Digital Resources	Strengthening ICT, learning resources and infrastructure according to institutional requirements	Implemented through administrative/infrastructure mechanisms
11	Alumni Engagement	Alumni interaction, knowledge sharing, mentoring and participation in institutional activities	Implemented through alumni-related initiatives (Alumni Guest Lectures, IMPRINTS- Yearly Alumni Meet)
12	Professional Networking	Participation in professional bodies, academic forums, conferences and external academic activities	Implemented through departments and faculty

Major Implementation Highlights – 2025–26

During 2025–26, the strategic priorities were translated into institutional activities including:

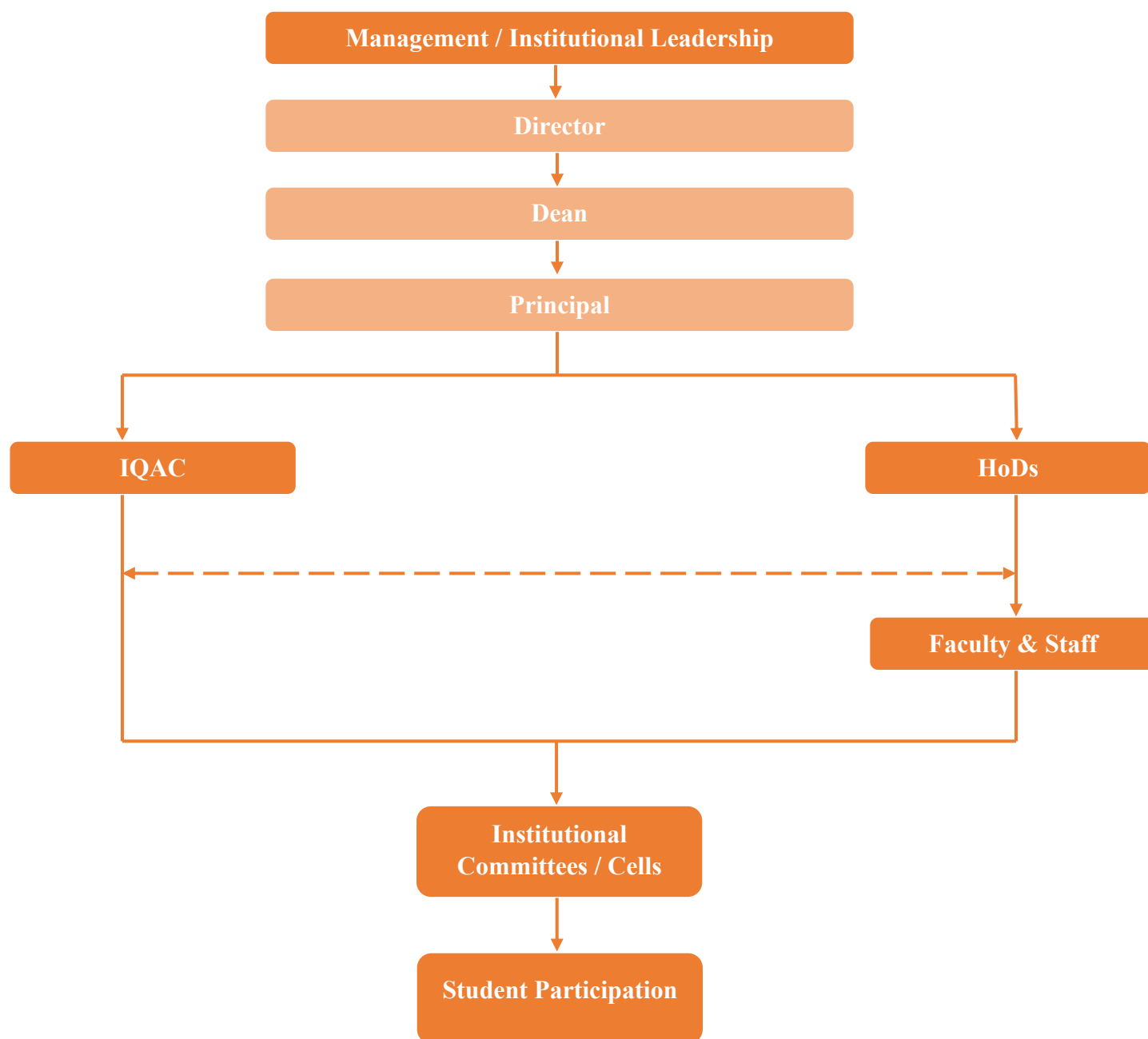
- Strengthening of IQAC and institutional quality-assurance mechanisms.
- Conduct of Internal Academic and Administrative Audit.
- Strengthening of AQAR preparation and departmental data/documentation systems.
- Conduct of faculty development and professional-development programmes.
- Promotion of research, publications, conferences and academic activities.
- Organization of institutional academic and student-development events.
- Strengthening of student skill development and Value-Added Courses.
- Promotion of industry interaction, internships and placement-oriented activities.

- Functioning and review of institutional committees and their documentation.
- Strengthening of community outreach and extension activities.
- Promotion of alumni interaction and institutional engagement.
- Continuous improvement of academic and administrative processes through IQAC review.

Monitoring and Review

The implementation of the Annual Plan of Action was monitored through a participative and multi-level institutional quality-assurance mechanism.

Monitoring Framework



Outcomes of Strategic Planning – 2025–26

The strategic priorities identified for the academic session 2025–26 were implemented through coordinated efforts of the Management, Institutional Leadership, IQAC, academic departments, functional committees and faculty members. The implementation resulted in measurable improvements and institutional achievements across academic, research, student-development, quality-assurance and outreach areas.

1. Teaching–Learning and Academic Quality

- Strengthened learner-centric, ICT-enabled and experiential teaching-learning practices across departments.
- Continued implementation of structured academic planning, internal assessment and academic monitoring mechanisms.
- Strengthened academic documentation and course-file related practices.
- Enhanced student learning through skill-oriented and Value-Added Courses.

2. Internal Quality Assurance and Governance

- Strengthened the functioning of **IQAC** and institutional quality-assurance mechanisms.
- Conducted academic and quality-monitoring activities for continuous improvement.
- Reconstituted and strengthened institutional committees for the **2025–26 academic session**.
- Improved systematic maintenance of committee records, Minutes of Meetings and supporting evidence.
- Strengthened departmental coordination for AQAR and institutional data compilation.

3. Faculty Development

- Faculty members participated in professional development programmes, workshops, seminars, conferences and training programmes.

- A 5-Day Faculty Development Programme on “Transforming Academia through AI, Data Intelligence, and Sponsored Research Innovation” was conducted from 9–13 June 2026, strengthening faculty capacity in emerging academic and research areas.

4. Research and Innovation

- Strengthened institutional emphasis on research, publication and research-oriented activities.
- Faculty participation in conferences, FDPs, workshops and research activities were encouraged.
- The **2nd Multidisciplinary International Conference (MIC 2026)** on “*Intelligent Technology in Education and Business Management*” was organized on **20–21 February 2026**, with **200+ research papers** received.
- Greater emphasis was placed on research collaboration, innovation and sponsored-research opportunities.

5. Student Development and Participation

- Expanded opportunities for students to participate in academic, co-curricular, extracurricular and skill-development activities.
- **Ullas 2026**, the Inter-Institutional Fest, was organized on **7–8 February 2026**, with **400+ external participants**, providing students with opportunities for competition, interaction and experiential learning.
- Student participation in institutional clubs, events and professional-development activities was strengthened.
- Skill development and employability-oriented activities were promoted through Value-Added Courses and other training initiatives.

6. Industry Interaction, Training and Placement

- Strengthened industry-oriented training, career guidance and placement-related activities.

Affiliated to C.C.S University, Meerut Approved by AICTE, New Delhi

- Increased opportunities for students to interact with industry professionals and participate in internships and professional activities.
- Training and placement activities were coordinated with academic departments to enhance student employability.

7. Institutional Collaborations and Professional Networking

- Continued efforts to strengthen institutional and industry collaborations.
- Academic and professional interactions were promoted through conferences, expert sessions, FDPs, workshops and other institutional programmes.
- Faculty and students were encouraged to participate in professional and academic networks.

8. Entrepreneurship and Innovation

- Entrepreneurship and innovation were promoted through student-oriented activities, workshops and exposure to emerging professional opportunities.
- Students were encouraged to develop creativity, problem-solving abilities and entrepreneurial competencies.

9. Community Engagement and Social Responsibility

- Students and faculty continued to participate in extension, outreach and community-oriented activities.
- Institutional activities promoted social responsibility, environmental awareness and community engagement.

10. Alumni Engagement

- Alumni interaction and participation were promoted through institutional activities and academic/professional interactions.
- Alumni expertise was utilized wherever appropriate for student guidance, mentoring and institutional engagement.

11. Infrastructure and Digital Resources

- Continued strengthening and effective utilization of ICT-enabled teaching-learning facilities and digital academic resources.
- Academic and institutional infrastructure was reviewed and developed in accordance with emerging requirements.