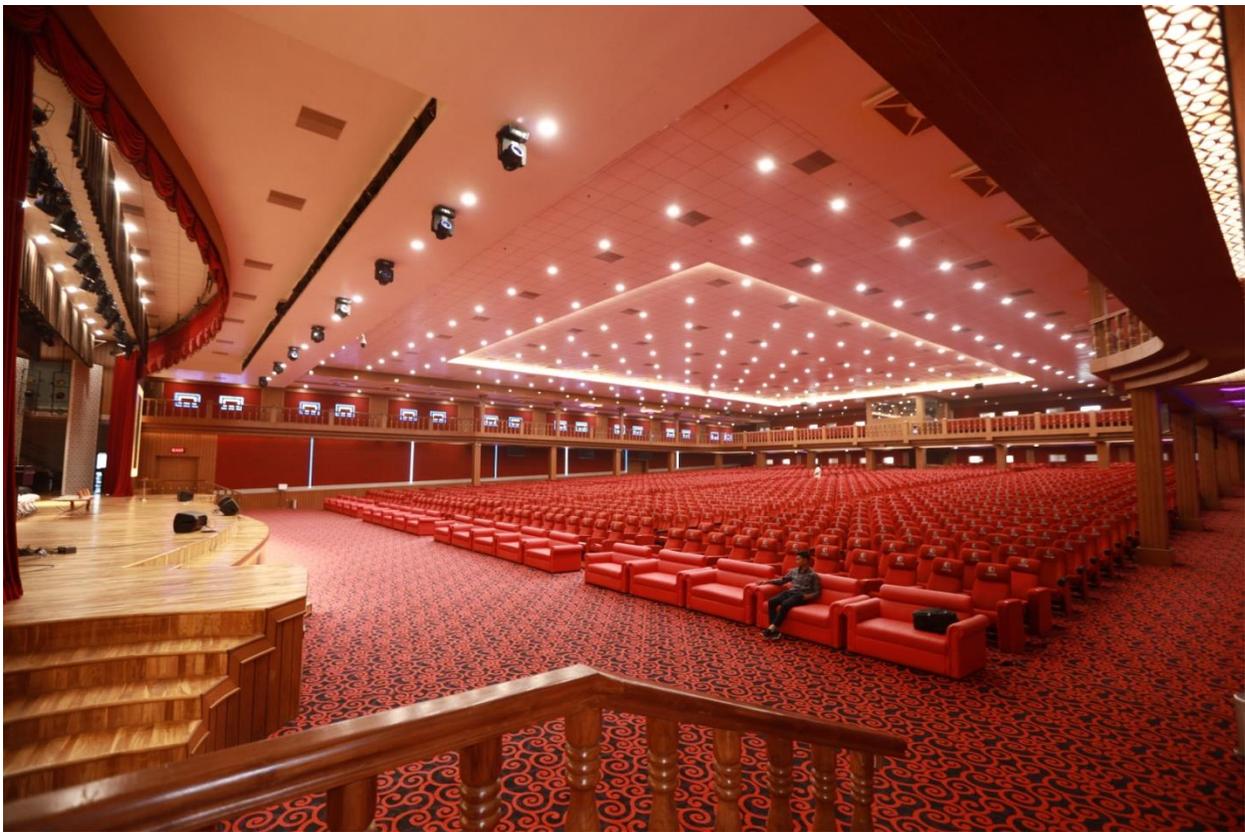


STRATEGIC PLAN IN BRIEF

PREAMBLE

Access to quality and affordable education is a matter of right for every deserving person irrespective of social stature. USTM is working towards making this a reality through pursuit of excellence. USTM envisages to emerge as an accomplished global destination for education, research and transformation with world class infrastructure made available for all at an affordable cost. To realise this mission and vision, it is necessary to conceive and implement a well defined strategic plan aligned with the priority matrices and parameters of the University to transform it into a world class, impact centric institution of excellence.



THE GENESIS: FROM THE INCEPTION TO THE PRESENT

The University of Science and Technology, Meghalaya is a mission in progress and a constant exercise in excellence. Since its genesis in 2011, the University has thrived and grown, backed by a strong entrepreneurial spirit, a spirit of collective leadership and the spirit of inquiry and reform led by its charismatic Founder-Chancellor, Shri Mahbubul Hoque.

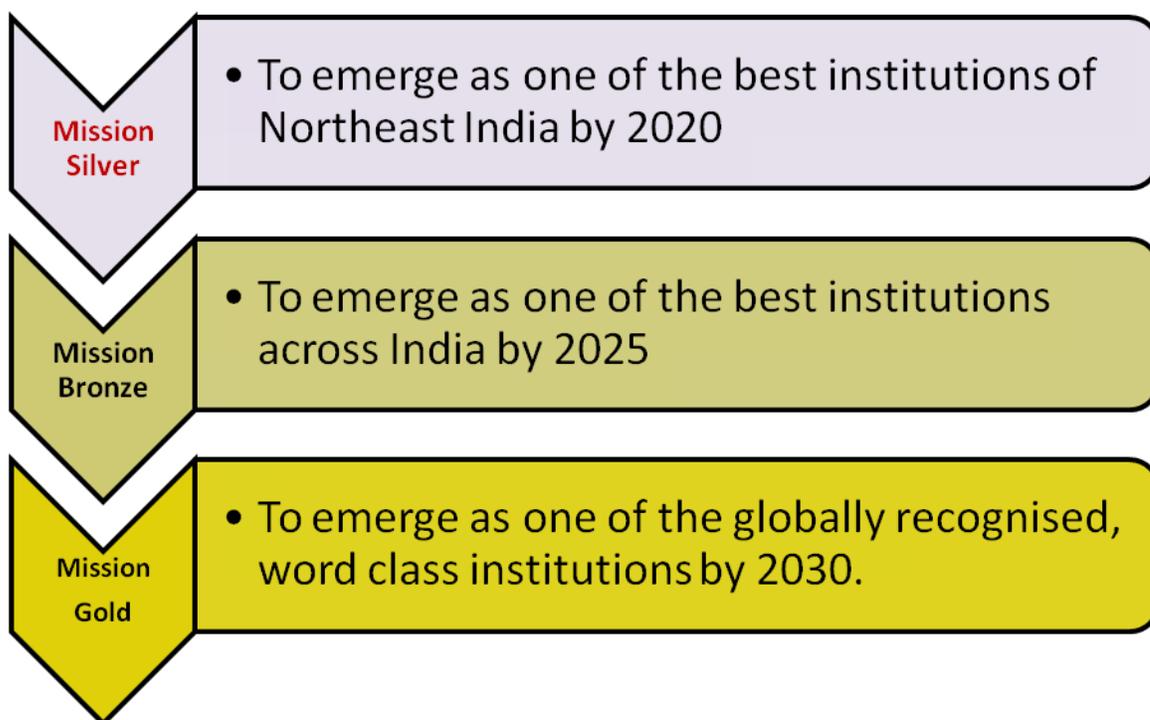
It is this entrepreneurial zeal that manifests itself into a spirit of ceaseless excellence, striving and zealous pursuit of a commonly shared vision sought to be achieved through clearly

articulated goals. In this process, the stakeholders are made responsible actors and animators who harness and mobilise, guide and navigate the university's growth locus towards a trajectory of transformation and excellence with global recognition and positioning.

From the very inception, we, at USTM have been clear as to what the roadmap for our future entails. While it is of immense importance to clearly outline the philosophy and founding values, it is also imperative to lay out clearly defined, outlined goals which provide a sense of direction, clearly quantifiable goals and facilitate time to time assessment regarding the achievability of the same. Thus, USTM Vision 2030L A vision document outlines the goals and priorities which the institutional strategy shall consult as a guiding spirit as well as a matrix of clearly defined deliverables which are sought to be realised in the light of this institutional strategy.



USTM has accordingly identified three stages of its growth trajectory as Silver, Bronze and Gold with progressive development and up scaling of goals and priorities. Mission Silver is the first step which starts from the commencement of the university and culminates at the emergence of USTM as one of the leading institutions of higher education in Northeast India. Mission Bronze starts off where the previous ends with the vision to emerge nationally as one of the renowned, high impact centres of education and the culmination of this growth trajectory is the Mission Gold which shall be considered a success as and when USTM emerges a stature as one of the leading and globally recognised institutions across the world.



Since the inception of USTM in 2011 till date, the trajectory of its journey is defined by growth, credibility enhancement, increasing acceptance and continuing innovations leading to new paradigms in Higher Education to emerge as one of the leading institutions across Northeast India by 2020. With the growth of the university, the expectations of our stakeholders have also changed dramatically and thus we need to meticulously identify our key focus areas and lay down deployment plans for these focus areas. It becomes very important to ensure adequate energy and resource behind implementation of deployment plans in these areas. This University started its journey with only six students after it was established under the provisions of the Act, enacted and notified by Government of Meghalaya. However, within a brief period of time, the University has reached newer heights and at present almost 4000 students are pursuing higher educations here. Of these, currently almost 2000 students are availing scholarships, 80% of them belonging to rural backgrounds and 57% being girl students. This growth was made possible due to the entrepreneurial zeal of the team with passionate guidance of our visionary founder and leader and we definitely want to keep this enthusiasm alive in us for the future journey. Today we have almost 48 programs being offered to these students with the help of about 185 faculty members belonging to the 6 Schools namely, School of Biological Sciences, School of Applied Sciences, School of Business Sciences, School of Social Sciences & Humanities, School of Engineering & Technology and Prof Qoumrul Hoque School of Education. We have also innovated in introducing novel programmes such as B.A Administration and Governance to address the deficit of Civil Servants from Northeast India. Thus, it can be confidently summarised that we have more or less been able to tap into our talent pool, develop standard infrastructure and intellectual capital, thereby fulfilling the objectives of Mission Silver and emerging as one the leading institutions of Higher Education across Northeast India.



THE PARADIGM SHIFT: PRESENT, PRIORITIES AND PILLARS

As of date, USTM has emerged as a leading institution of Higher Education within Northeast India, having made a mark of itself in terms of quality delivery of education, orientation towards research and commitment to augmenting social capital by a wide range of social and community based interventions. As such, our institutional strategy has kick started the process to switch gears into the tract to achieve our Mission Bronze, that is, to emerge as one of the leading institutions of Higher Education within the country, To better understand this, it is necessary to view the University in continuum with the priorities, capacities and capabilities of the region and nation, of which USTM is an intricate and integral part of. As such, the goals of the society, community and nation are articulated, acted upon and augmented by the University thereby leading to a synergistic exchange of ideas and a collective involvement of action leading to national impact and recognition.



The institutional strategy boldly manifests this vision through its various institutional mechanisms, processes and Standard Operating Procedures, Codes and ethos. The various institutional platforms such as Academic Council, Board of Management, IQAC etc. also imbibe

the same principles and values and these are disseminated through various nodes and channels within the institutional and stakeholder practices, academic and scholar community, students and well wishers.

To this objective, USTM has actively positioned itself as a part of a larger social and community ecosystem and has thereby relied and continues to rely upon the expertise and vision, intellect and knowledge of leaders and luminaries, achievers and academicians, visionaries and changemakers, technocrats and experts. This gives us much needed stimulus for ideation and conceptualisation for advancing the frontiers of knowledge and intellect, for exposing our students and faculty, alumni and administration to the cutting edge intellectual practices and motives and imbibe the best trends and practices being followed across the country and globe. Our scientific research infrastructure and facilities are expanding and keeping up accordingly with our priorities and mission of Mission Bronze.

Our priorities have also been accordingly shaped and manifested within our institutional framework and matrices, the key highlights of which have been disseminated among stakeholders for their necessary deliberation, involvement and realisation through orientation of action plan on similar lines.

Stakeholders, institutional and extra-institutional work collectively through a convergence approach that nurtures and enhances intellectual capital through holistic education and capacity building, research and orientation for a brave, new world.



USTM is committed to maintain and up scale our infrastructure to best standards and ambient conditions to foster effective teaching learning, stimulate curiosity and drive for knowledge.

We also seek to provide the best career guidance and training to our students and alumni, upgrade and develop their skills and capacity, soft skills and nurture their talent for national and international success.

The University seeks to achieve these amidst an immersive,

multicultural and tolerant atmosphere that promotes human values and ethical behaviour, tolerance and acceptance of plurality and global values, internationalism and a spirit of cooperation and reform, humanism and scientific temper and civil, constitutional and global values.

To give special emphasis on our bio-resources and bio-diversity of Northeast India, USTM is committed to carry out and commission research in biotechnology and medication, drug discovery and ayurveda, herbal formulation and concoctions which can have a lasting impact on the scientific community.

We also envisage to carry on this spirit into medical research and innovation through our proposed world class Medical College, Research Centre and Super speciality Hospital. A key feature of our priority in the second growth stage of Mission Bronze is to carry out cutting edge research into medical and scientific breakthroughs and innovations. Accordingly, we have envisaged that well before the institutional deadline of 2025, our mission to establish a cutting edge Medical facility and institution shall be realised gradually from 2021 onwards with gradual development and culmination by 2025.



Master Plan



Proposed Hospital Block

In the field of innovation and entrepreneurship, USTM commits itself to foster the spirit of creating entrepreneurs- job creators rather than job seekers as an extension of its entrepreneurial spirit and driving economic growth and progress through knowledge dissemination, capacity building and handholding to start-ups and innovators.

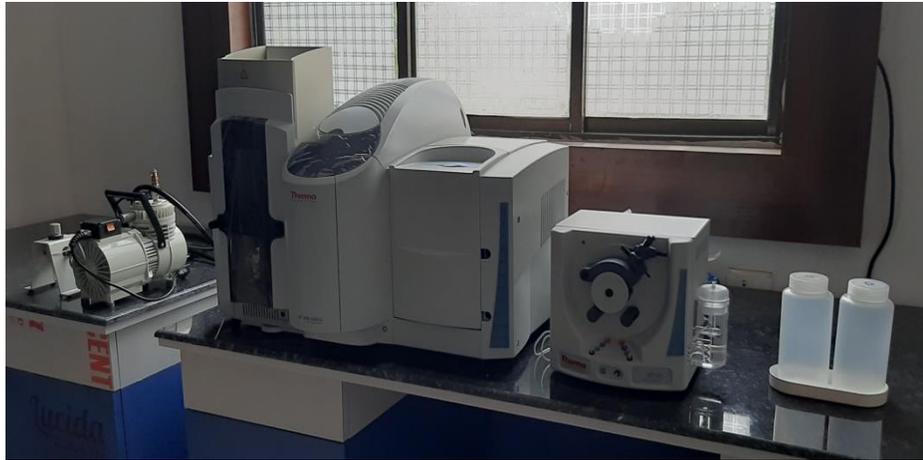
At the same time, our STEM based education must also evolve in line with global trends and disruptions by building competencies in the field of Artificial Intelligence, Big Data, Machine Learning and other cutting edge technologies so as to equip our students with a future ready education complete with requisite skill set for the future.

USTM also envisages to achieve these within the context of a larger Asian landscape considering the Act East Policy and the strategic location of the University in close proximity of the ASEAN countries. USTM proposes to tap into this collective energy of the ASEAN and Asian nations through a proposed Centre for South and South East Asian Studies.

However, it must be remembered that these priorities are not bipolar processes involving only student and teacher in a traditional teaching-learning medium. Rather, USTM believes in inducing and fostering collective intelligence and ideation through multipolar involvement of various stakeholders from academia and industry, institutions and idea-leaders, visionaries and entrepreneurs. Thus, the matrices and determinants of our priority are achieved with the highest spirit of excellence, innovation, ideation and a thrust on world class education.

With this vision, we have succeeded in collaborating with many universities, institutions and organisations of repute and have put forward initiatives together, impacting the society at large and the neighbourhood. Our outreach activities have taken us closer to the people and created a connect with the neighbourhood and we started adopting the villages and have created facilities in the neighbourhood to provide quality education and create social capital. We also started encouraging meritorious students from the underprivileged section of the society and created opportunities for their higher education.

Accolades and appreciations have started coming our way towards acknowledgement of our work and that has encouraged us to take our journey further. When Dr. APJ Abdul Kalam, the People's



President and India's Missile Man visited USTM, we received immense encouragement for our progress in the sphere of educating the society and also gave his guidance for the way ahead.

However, the areas of concern relate to national rankings & accreditations, faculty development, research outcomes and infrastructural investments of the University, where we need to take serious steps and initiate action.

PERSPECTIVES FOR THE FUTURE:

As global disruptions and challenges transform the world around us, USTM has clearly articulated its vision of transformation for the future so as to achieve its desired objective of emerging as a world class, globally recognised and accredited centre of excellence.

This journey has three well articulated milestones which may be encapsulated as follows:

USTM has outlined in precise parameters its transformation towards excellence by 2030 through the USTM Vision 2030 which outlays the plans, priorities and mission of the University to claim its avowed objective of emerging as a globally recognized, impactful centre of educational excellence.

This also implies that USTM is committed to attracting top notch researchers and educationists, especially with international background, from leading institutions to join in this mission in the coming time. At the same time, we are committed to developing and up scaling our local, indigenous talent from academia and industry. The synergy between foreign and local pool of talent with enable us to achieve a synergistic growth of the institution, development of academic rigour and intellectual capital along global standards and thus be able to fully realise the vision of world class education and research.

In view of the above, it is of utmost importance to construct international standard hostel accommodations to host the foreign scholars and students amidst ambient surroundings. It is also of immense importance to realise the value of constructing Family Hostel Accommodation to host those scholars who wish to reside with their families.

Together, our strategic vision is to ensure at least 20 percent of the total intake of students to be derived from an international pool and atleast 5 percent of international faculties and researchers so as to give USTM a global, cutting edge standard.

The trust is on quantifiable research outcomes, such as ensuring the publication of more than 2000 quality research papers in renowned journals from among the academic community at USTM. To drive scientific innovation, we have also envisaged to have 25 patents registered from USTM by 2025. To drive this vision and motivate the scholars and academicians, we also propose to host a number of Nobel Laureates by 2025 at USTM.

Similarly, in the field of competitive examinations, we also seek to produce 100 successful aspirants in the Civil Service Examinations over and above placements in industry and government services.

As we more or less realise our vision of emerging as one of the leading institutions of higher education in Northeast India, it is time USTM spreads its wings to take on the other two missions- that of emerging as one of the leading institutions in India and then, across the world. With the right institutional strategy and execution, only the sky is the limit.

VISION FOR DIGITAL TRANSFORMATION

As the world grapples with seamless integration into cyberspace and digital capabilities and disruptions such as pandemics and crises, it is imperative that being a dynamic, competent and responsible institution, USTM should also embrace the changes and transformations that are occurring globally. We have already incorporated and adopted best practices such as Learning Management Systems, MOOCs



and E-education to a considerable degree through capacity building of human and infrastructural resources.

With this vision, USTM is committed to emerge as a leader in this paradigm shift by realising its twin pillars of Virtual University and Digital USTM.

Our Digital USTM campaign aims to transform education to a digital paradism so as to ensure seamless educational experience for the students by pursuing e-learning at their own pace. During the **Covid-19** pandemic, USTM was one of the earliest adopters of e-learning by which we switched over to a seamless online experience for our students, ensuring continuity of the teaching learning process and avoiding any pitfalls

To take this mission forward, Digital USTM will harness physical infrastructure, cloud competencies and abilities, thereby providing a futuristic, cutting edge experience for our students and academic community. ‘Click anywhere, get reply everywhere’ encapsulates in a nutshell the philosophy and vision which our future ready, cloud enabled, cutting edge platforms shall manifest and make available to out academic and student community.



By 2022, we aim to fully realise our potential in this direction and emerge as a Virtual University which shall function 24x7, round the clock in a seamless and clockwork manner. This shall play a key role in magnifying and augmenting our capacities, foster our intellectual capital and provide us an opportunity to deliver world class education through a virtual medium so as to tide over any physical crises or geographical restrictions of any sort.

As the world embraces the future and a brave, new century is upon us, USTM seeks to establish itself as a torchbearer of change and progress, embodying the best principles and values in education and research. Through proper articulation, stakeholders' involvement and collective, convergent action, our vision of emerging as a world class institution through unveiling excellence is a milestone waiting to be unveiled through our pursuit of excellence and innovation.